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希望之光 RAYS OF HOPE

四川大地震后的两个月内，中欧人迅速行动起来。5月至6月间，中欧师生员工、校友（及校友企业）通过多种途径募集了超过 20 亿元善款。同时，还有很多中欧人亲身投入地震救援、灾后安抚和重建工作中去，他们与《The LINK》分享了亲身经历。

In the two months since the Sichuan Earthquake hit, the CEIBS Community quickly shifted from shock into action. Together, alumni (and alumni companies), students, faculty, and staff raised ¥2 billion during May and June. Meanwhile, dozens offered their time, energy and expertise to assist in rescue, relief and reconstruction – then shared their first-hand accounts with *The LINK*.

第三届企业社会责任全球论坛
BEING GLOBALLY RESPONSIBLE
CONFERENCE # 3

中欧第三届企业社会责任论坛吸引了国内外 34 位专家和 300 多位参会者。

CEIBS' third annual Being Globally Responsible Conference attracted 34 experts and 300 attendees from China and around the world.

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2008 创意中国挑战赛

INNOVATECHINA 2008

由中欧学生发起的首届国际 MBA 竞赛，组织者最初的目标是 30 支参赛队伍，最后却有 80 多家顶尖国际商学院参与了此次竞赛。想知道为什么吗？

When CEIBS students launched the school's first international MBA competition, the organizers hoped to attract 30 schools. More than 80 schools applied. Find out why.

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编者的话 MESSAGE FROM THE EDITORS



创新 + 社会责任 = 行动

亲爱的读者们：

“对于商学院这样的学术机构而言，在教学和研究这两项传统目标之外，还开始被越来越多的人赋予了第三项使命，即对周边环境产生积极的影响。”

中欧国际工商学院执行院长佩德罗·雷诺 (Pedro Nueno) 教授在今年 5 月 12 日的新闻发布会上如是说道。他的发言旨在推动“中欧张江创新创业研究中心”合作备忘录的签署——这是一家支持和鼓励中国创业者创新精神的实体机构。雷诺院长未曾预料到，在接下来的日子里，他的一番鼓励得到了来自中欧的“积极回应”。

当天下午 2 点 28 分，中国遭遇了建国以来最为严峻的地震灾害。地震发生后的数天之内，中欧迅速响应国家号召，以各种方式支持抗震救灾工作。本期《The LINK》杂志的封面故事特别关注了中欧的校友、学生、教授、员工、企业赞助商以及校友企业在抗震救灾中的突出表现。

在此之前，中欧早已将推动创新和社会责任的双重目标提上日程。“中欧张江创新创业研究中心”的成立仅仅是今年中欧众多 CSR 项目中的一个。



Innovation + Social Responsibility = Action

Dear CEIBS Alumni:

“Business schools, in addition to their traditional objectives of teaching and research, are increasingly expected as academic institutions to achieve a third objective: that of positively impacting the contexts in which they are located.”

So said CEIBS Executive President Pedro Nueno, at a news conference held this spring. His words were intended to promote the signing of an MOU on May 12 establishing the CEIBS Zhangjiang Centre for Innovative Entrepreneurship (CZCIE) – an entity that will support and encourage entrepreneurial endeavors in China. President Nueno had no way of knowing that his words of encouragement soon would be used to inspire an even more tangible “positive impact” from CEIBS.

In the days and weeks that followed the Sichuan earthquake, the CEIBS community rushed to make a “positive impact” in the disaster relief efforts. Our cover story for this issue of *The LINK* pays tribute to the many outstanding, innovative and effective methods used by our school’s alumni, students, faculty and sponsors to assist in the quake-hit region.

Actually, the dual goals of promoting innovation and shouldering social responsibility was under way at CEIBS long before the earthquake struck. The forming of the CZCIE is just one example of a number of projects tackled this year, designed to ensure that

今年春季, 令中欧尤为骄傲的是成功举办了第三届“企业社会责任全球论坛”(6月5日至7日), 这是亚洲唯一由商学院学生自发组织的社会责任论坛。此届论坛吸引了34家国际CSR机构的高管以及媒体人士, 还包括130名来自全球36家顶尖商学院的MBA访问学生。论坛的重要议题包括: 社会责任投资、可再生能源以及社会责任实践如何适应中国的商业文化等。

同样在6月, 一群朝气蓬勃的2007级MBA学生, 发起了中欧首届国际商学院竞赛——创意中国挑战赛。此次竞赛要求参赛队伍为中国本土的CSR难题提出一个具有可持续发展的解决方案, 吸引了82家顶尖商学院的参与, 最后7支队伍脱颖而出进入决赛。大赛由上海外语频道(ICS)全程录制, 无论从哪方面来说该活动都取得了巨大成功。

近期在中欧, 其他发人深省的活动还有: 6月2日至3日举办了“中国欧盟商会—中欧国际工商学院论坛”, 论坛的议题是“企业社会责任在中国之责任竞争力: 从理论到实践”。4月1日, 中欧校友创业者俱乐部、金融与投资俱乐部联合举办了题为“清洁技术行业内的风险投资与退出”的论坛。

鉴于最近中欧对CSR创新方法热情高涨, 似乎中欧人已经将这些理念渗透至日常生活的点点滴滴之中。《The LINK》杂志期盼继续支持和报道中欧在有关企业社会责任创新和有效性方面的活动。

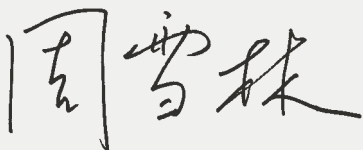
CEIBS positively contributes to the context in which it operates.

This spring, CEIBS is particularly proud of the successful hosting of the 3rd annual Being Globally Responsible Conference from June 6 to 7, Asia's first and largest social responsibility forum organized by and for business school students. This year's event attracted 34 international CSR executives as guest speakers addressing an audience of 300 students, business people and media members. Guests included 130 visiting MBA students from 36 top business schools worldwide. Most importantly, the forum addressed critical issues including socially responsible investing, renewable energy, and adapting social responsibility practices to Chinese business culture.

Also in June, a group of dedicated MBA 2007 students launched CEIBS' first-ever international business school competition, innovate-CHINA. The contest, which called for student teams to find sustainable solutions to China-based CSR challenges, attracted 82 top b-schools to participate, including 7 teams competing in the final round Grand Challenge. With the entire competition captured on video by ICS TV in Shanghai, the event was a tremendous success by any measure.

In other thought-provoking and action-inspiring events, CEIBS' hosted the European Union Chamber of Commerce in China-China Europe International Business School Forum on June 2 and 3, covering the theme “Responsible Competitiveness in China Through CSR: From Concept to Implementation.” And on April 1, the CEIBS Entrepreneurship Club and Finance & Investment Club jointly hosted a forum addressing “Venture Capital Investments and Exits in the Clean Tech Industry.”

Given the outpouring of enthusiasm for innovative approaches to social responsibility evident at CEIBS recently, it seems that the school and its extended network has built these concepts into the fabric of daily life. We at *The LINK* look forward to continuing to support and cover the innovative and effective CSR-related efforts of the CEIBS community.



周雪林
院长助理
Snow Zhou
Assistant President



安若丽
企业关系主任兼对外关系主任
Laurie Underwood
Director, External Communications & Development

TheLINK

主办：中欧国际工商学院

PUBLISHER: CEIBS

MANAGEMENT COMMITTEE

Professor Pedro Nuño, Executive President

Professor Zhu Xiaoming, President

Professor Rolf D. Cremer, Dean and Vice President

Professor Zhang Weijiong, Vice President and Co-Dean

执行主编：周雪林 安若丽

EDITORS-IN-CHIEF: Snow Zhou, Laurie Underwood

高级编辑：周杨

SENIOR EDITOR: Echo Zhou

高级英语编辑：夏敏

SENIOR ENGLISH EDITOR: Charmaine N. Clarke

高级编辑：杜谦

CONTRIBUTING EDITOR: Du Qian

美编/摄影：林云

ART EDITOR/ PHOTOGRAPHER: Lin Yun

美编：李湘文

ART EDITOR: Li Xiangwen

报道：袁婕、Lauren Hilgers、黄久

REPORTING: Helen Yuan, Lauren Hilgers, Donald Huang

翻译：武泽明、徐侠、马惠、李金龙、

TRANSLATION: Richard Wu, Xu Xia, Mary Ma, Schuman

邱文平、吴水兰

Li, Jacques Liu, Serenea Wu

联系我们

CONTACT US:

电话：+86-21-28905501

TEL: 86-21-2890 5501

传真：+86-21-28905273

FAX: 86-21-2890 5273

电子信箱：alumni@ceibs.edu

EMAIL: alumni@ceibs.edu



CEIBS

CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

中欧国际工商学院

中欧国际工商学院上海校区

CEIBS SHANGHAI CAMPUS

地址：上海市浦东新区红枫路 699 号

699 Hongfeng Road, Pudong,

邮政编码：201206

Shanghai 201206, P.R.C.

电话：+86-21-28905890

Tel: +86-21-28905890

传真：+86-21-28905678

Fax: +86-21-28905678

网址：www.ceibs.edu

Website: www.ceibs.edu

北京代表处

BEIJING REPRESENTATIVE OFFICE

地址：北京市中关村科学院南路 2 号

3/F Raycom InfoTech Park Tower A,

融科资讯中心 A 座 3 层

2 Kexueyuan South Road,

邮政编码：100190

Zhongguancun, Beijing 100190, P.R.C.

电话：+86-10-82861688

Tel: +86-10-82861688

传真：+86-10-82861678

Fax: +86-10-82861678

电子信箱：bj@ceibs.edu

E-mail: bj@ceibs.edu

深圳代表处

SHENZHEN REPRESENTATIVE OFFICE

地址：深圳市华侨城

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

汉唐大厦 23 楼 2302A,

Overseas Chinese Town, Shenzhen,

邮政编码：518053

518053, P.R.C.

电话：+86-755-26935750

Tel: +86-755-26935750

传真：+86-755-26935743

Fax: +86-755-26935743

电子信箱：szo@ceibs.edu

E-mail: szo@ceibs.edu

文中所述仅为作者个人观点，
不代表本刊或中欧国际工商学院的观点

Published quarterly in the last week of March, June,
September and December, by CEIBS. The author's views
expressed in this publication do not necessarily reflect
the views of our editors or of CEIBS.

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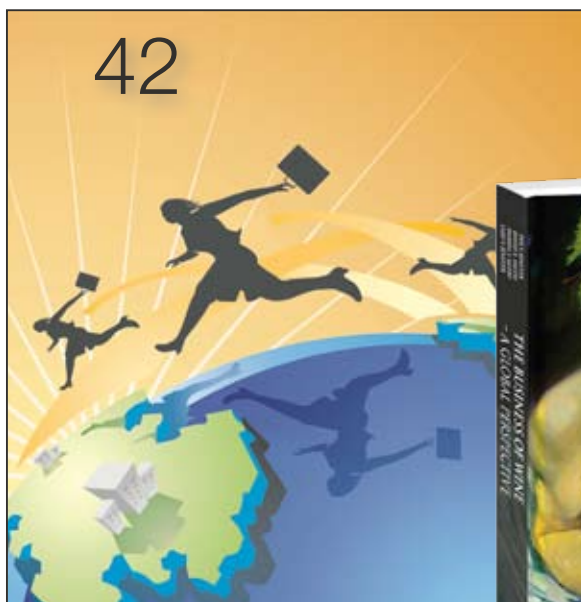
管理前沿 CEIBS KNOWLEDGE

教授研究 Faculty Research

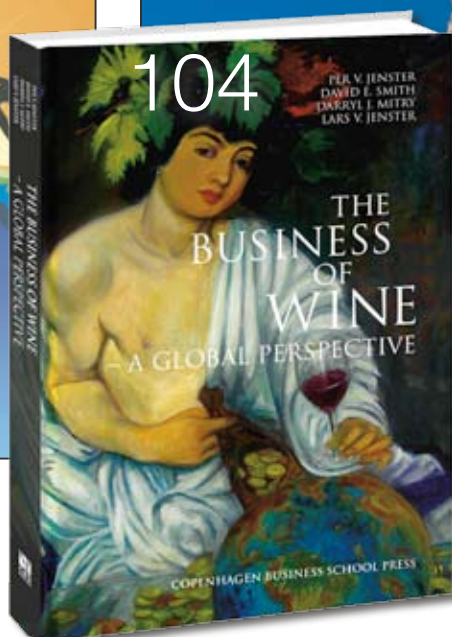
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班级通讯录 Linking In

更正 CORRECTION

本刊 2008 年春季刊《咨询生涯揭秘》一文中 LEK 咨询师“高会荫”当为“高会萌”。在《欢迎来无锡: 中欧首家校友分会》一文图片说明中“陈锡明”应为“韩晓枫”。深表歉意, 特此更正!

In the Spring 2008 edition of *The LINK*, we used the incorrect Chinese name for Mr. Wakeman Gao (MBA 2002), consultant at LEK Consulting in the story "The Consulting Life, Revealed." The correct name is Gao Huimeng. In the story "Welcome in Wuxi: CEIBS First Alumni Chapter," we also misidentified Mr. Han Xiaofeng as Mr. Chen Ximing.

We regret these errors.

中欧成功参与承办首届陆家嘴论坛

CEIBS Successfully Co-organizes First Annual Lujiazui Forum

2008年5月9日~10日,经国务院批准,以“世界格局中的中国金融”为主题的首届“陆家嘴论坛”在浦东香格里拉酒店隆重举行,吸引了海内外政经界精英领袖及媒体的广泛关注。该论坛由“一行三会”(中国人民银行、中国银监会、中国证监会、中国保监会)以及上海市人民政府联合举办。媒体分析人士认为,此次论坛的成功举办,标志着上海市国际金融中心建设将更加注重软实力的打造,而定位于“金融达沃斯”的陆家嘴论坛将成为推进上海国际金融中心建设的一个新平台。

中欧国际工商学院院长朱晓明教授出席了5月9日的论坛全体大会——“上海如何加快成为国际金融中心”,发表了题为“金融人才:金融中心之本”的重要演讲。朱晓明院长指出,在全球金融中心指数的评价体系中,人员因素是第一指标。而在人员因素12个分指标当中,第一指标是该城市进入英国《金融时报》100强排名的EMBA课程数目,因此EMBA课程对城市培养金融人才有着极其重要的作用。朱院长强调,MBA是国际性金融人才的重要来源,全球27%的MBA流向金融行业。在比较了伦敦和东京的经验之后,朱院长表示,上海要重视引进金融人才,更重要的是要培养人才,应倾全市之力,培养一大批金融人才。朱院长指出,鉴于所得税政策曾经为香港吸引国际金融人才起到了重要作用,上海应出台对金融业稳健运行、科学发展的配套支持,快速出台吸引、培养和留住人才的举措。

朱晓明院长认为,透明而富有效率的法律与监管环境是国际金融中心竞争力的重要源泉,当前可以选择的金融人才培养项目之一就是大力培训金融法官、金融律师人才,大力培育金融法律法规知识,为建立陆家嘴金融城在法律法规方面做一个坚实的人才储备。朱晓明院长强调,有些金融中心城市或许很在乎多少金融大厦拔地而起,或许很在乎有多少家银行、证券、保险公司开业营运,但上海应当更在乎何时金融业可以人才辈出。

作为论坛四家承办单位中唯一的学术机构,中欧国际工商学院为论坛的策划和筹备做了大量细致、认真而有效的工作。朱晓明院长、张维炯副院长分别出任陆家嘴论坛组委会副主任和秘书处副秘书长。中欧金融学教授张春、许斌出任论坛学术委员会委员。

中欧国际工商学院认识到,上海国际金融中心建设是一项历史伟业。依托学院的研究力量和国际化师资队伍服务于上海国际金融中心建设既是学院义不容辞的责任,也是一个不容错过的历史机遇。为此,学院于2007年10月成立了被誉为上海国际金融中心建设“智囊”的中欧陆家嘴国际金融研究院。研究院每月举办一次的高端“金融家沙龙”,已吸引了朱民、史达德、高西庆、吴晓灵和吴敬琏等諸多国内外金融界举足轻重的人物开坛论经。

按照朱晓明院长的设想,“陆家嘴论坛”(大论坛)将与小规模、高频度的“中欧陆家嘴金融家沙龙小论坛”互为补充、相得益彰。他期望“小论坛预演大论坛的精彩、大论坛演绎小论坛的精华”。

张维炯副院长表示,应充分认识到举办“陆家嘴论坛”对上海国际金融中心建设的战略意义,并期待论坛能成为聚集全球金融精英,为上海国际金融中心建设出谋划策、凝聚共识的高端平台。

副教务长兼中欧陆家嘴国际金融研究院副院长张春教授介绍,“在研究院成立时,我们就有举办大型论坛的构想,上海国际金融中心需要与之对应的学术氛围。”

作为中欧方面具体参与首届陆家嘴论坛承办工作的代表、中欧陆家嘴国际金融研究院院长助理刘胜军进一步解释:“简言之,沙龙着重于深入探讨具体问题,寻求解决方案,而论坛则主要是对发展趋势的预测。”“我们更多的期望是通过此途径来建立属于金融人自己的圈子,形成国际金融中心建设必不可少的金融文化环境,这是打造上海金融中心软实力的重要途径。”



5月9日，2008陆家嘴论坛开幕式在上海举行，中国国务院副总理王岐山出席并在会上表示，作为一个负责任的大国，中国愿同各国一起，共同探讨和解决当前国际金融领域面临的重大问题，共同促进全球金融的繁荣稳定。

中新社传真 刘歆 摄

MESSAGE FROM THE TOP – The 1st Annual Lujiazui Forum, organized to promote the advancement of Shanghai as an international financial center, brought together 37 top-level politicians and finance experts from China and worldwide. Here, Chinese State Council Vice Premier Wang Qishan delivers his address to the audience of government and industry leaders.

“Deepening Financial Reform – China and the World”

was the weighty focus of a high-level two-day forum held with the permission of the Chinese State Council and co-organized by CEIBS on May 9 and 10.

Attracting an impressive list of 37 government officials and top executives from the domestic and international world of finance, along with members of the media, the event was co-hosted by the People's Bank of China, China Banking Regulatory Commission, China Securities Regulatory Commission, China Insurance Regulatory Commission, and the Shanghai Municipal Government.

During the plenary session on May 10, which examined "Shanghai's International Financial Centre Drive," CEIBS President Zhu Xiaoming spoke on "Financial Talents, the Foundation of Financial Centres." Because human resource constraints are the #1 factor in the Global Financial Centres

首届陆家嘴论坛参与者：

中央政府

国务院副总理	王岐山
中国人民银行行长	周小川
中国银监会主席	刘明康
中国证监会主席	尚福林
中国保监会主席	吴定富

上海市政府

上海市委书记	俞正声
上海市市长	韩正
上海市副市长	屠光绍

各国金融监管部门和金融机构首脑

澳大利亚储备银行行长	格兰·斯蒂文斯
美国副财长	大卫·麦考米克
香港金融管理局局长	任志刚
香港证监会主席	韦奕礼
新加坡金融管理局局长	王瑞杰
新加坡政府投资公司总裁	郑国枰
世界银行前行长	沃尔芬森
摩根士丹利董事长兼首席执行官	约翰·迈克
美洲银行董事长兼首席执行官	肯尼斯·刘易斯

国内主要金融机构负责人

国家开发银行行长	陈元
中国投资有限公司董事长	楼继伟
中国工商银行董事长	姜建清
交通银行行长	李军
招商银行行长	马蔚华
中国进出口银行行长	李若谷
中国国际金融有限公司总裁	朱云来
光大集团董事长	唐双宁
鼎晖基金董事长	吴尚志

中欧国际工商学院院长领导及教授

执行院长	佩德罗·雷诺
院长	朱晓明
副院长兼中方教务长	张维炯
经济学与金融学教授	许小年
金融学教授	张春
经济学与金融学教授	许斌

中欧陆家嘴国际金融研究院兼职教授

全国人大常委会、财经委副主任委员 吴晓灵

上海市副市长	屠光绍
中国农业银行行长	项俊波
中国银行副行长	朱民
上海市金融办公室主任	方星海

1ST ANNUAL LUJIAZUI FORUM PARTICIPANTS:

CENTRAL GOVERNMENT:

State Council Vice Premier	Wang Qishan
People's Bank of China Governor	Zhou Xiaochuan
China Banking Regulatory Commission Chairman	Liu Mingkang
China Securities Regulatory Commission Chairman	Shang Fulin
China Insurance Regulatory Commission Chairman	Wu Dingfu

SHANGHAI GOVERNMENT:

Shanghai Municipal Party Committee Secretary	Yu Zhengsheng
Shanghai Mayor	Han Zheng
Shanghai Vice Mayor	Tu Guangshao

INTERNATIONAL FINANCE EXPERTS:

Reserve Bank of Australia Governor	Glenn Stevens
US Treasury Under-Secretary	David McCormick
Hong Kong Monetary Authority Chief Executive	Joseph Yam
Hong Kong Securities and Futures Commission CEO	Martin Wheatley
Singapore Monetary Authority Managing Director	Heng Swee Keat
Government of Singapore Investment Co. Executive Director	Tony Tan Keng Yam
World Bank Former President	James Wolfensohn
Morgan Stanley Chairman & CEO	John Mack
Bank of America Chairman & CEO	Kenneth Lewis

China Development Bank President	Chen Yuan
China Investment Corp. Chairman	Lou Jiwei
Industrial and Commercial Bank of China Chairman	Jiang Jianqing
Bank of Communications President	Li Jun
China Merchants Bank President & CEO	Ma Weihua
Export-Import Bank of China Chairman & President	Li Ruogu
China International Capital Corp. CEO	Zhu Yunlai
Everbright Group Chairman	Tang Shuangning
CDH Investments President	Wu Shangzhi

CEIBS LEADERS & PROFESSORS

Executive President	Pedro Nueno
President	Zhu Xiaoming
Vice President and Co-Dean	Zhang Weijiong
Finance & Economics Professor	Xu Xiaonian
Finance Professor	Chang Chun
Economics Professor	Xu Bin

ADJUNCT PROFESSORS, CEIBS LUJIAZUI INTERNATIONAL FINANCIAL RESEARCH CENTRE

Deputy Director, Financial and Economic Affairs Committee; Standing Committee Member, National People's Congress	Wu Xiaoling
Vice Mayor of Shanghai	Tu Guangshao
President, Agriculture Bank of China	Xiang Junbo
Group Executive Vice President, Bank of China	Zhu Min
Director General, Shanghai Municipal Financial Services Office	Fang Xinghai



Index (GFCI), President Zhu stressed the critical role that business schools play in the finance sector. EMBA-level education is a crucial component in the development of a city's financial talents, while MBA programmes supply the global financial skill pool with qualified personnel. A full 27 percent of MBA graduates worldwide begin their careers in finance, according to the U.S.-based Graduate Management Admissions Council.

Drawing on the experiences of London and Tokyo, President Zhu urged Shanghai to attract, develop, and retain more talent for the city's financial sector. In Hong Kong, he pointed out, special tax benefits and other perks helped to attract and retain international talent – an option that Shanghai should explore. Other fundamental components for strengthening Shanghai's finance credentials include: a transparent and efficient regulatory environment, qualified financial judges and lawyers, and top-quality finance education and training programmes.

As the sole academic institution among the four co-organizers of the forum, CEIBS was integrally involved in its planning and management. In addition, CEIBS Professor of Economics and Finance Xu Xiaonian spoke on the topic "The Future of the International Monetary System" while Professors Chun Chang and Xu Bin respectively chaired panel discussions on "Two-Way Opening of China's Financial Markets" and "China's Foreign Exchange Regime Reform and RMB Capital Account Convertibility."

The Lujiazui Forum, the first of its kind in China, marks another successful step for CEIBS in assisting the government in building Shanghai into an international finance center. In October 2007, CEIBS also launched the CEIBS-Lujiazui International Financial Research Centre (CLFC). Says CLFC Deputy Director Professor Chang Chun: "We have thought about a forum on this scale ever since the birth of the Lujiazui Centre. The development of Shanghai International Financial Centre needs an academic wing."

中欧国际工商学院院长朱晓明教授在演讲中强调在全球金融中心指数的评价体系中，人员因素是第一指标，上海要重视引进并培养金融人才。

LEARNING FROM LONDON, TOKYO & HONG KONG – Focusing his speech on the importance of correct HR policies in building financial expertise, CEIBS President Zhu Xiaoming urged Shanghai to look to other global finance centers as potential models.

欧盟大使赛日·安博做客中欧

Head of European Commission to China Serge Aubou
Speaks on “The EU and China in the 21st Century”



6月19日，欧盟委员会驻中国大使赛日·安博（Serge Abou）做客中欧国际工商学院举办的“中国—欧盟商务管理培训项目”系列讲座，发表了题为“21世纪的中国与欧盟”的演讲。

中欧国际工商学院副院长兼中方教务长张维炯教授在欢迎辞中提到，安博大使是“中欧的老朋友”，感谢大使先生近期多次莅临中欧校园以此增进欧盟与中国之间的了解。

安博大使从欧盟与中国的关系谈起，详尽阐述了中欧在贸易、投资和科研等领域的双边关系。他认为，中国和欧洲目前同处于“复兴”阶段，在这一时期，双边关系尤为重要。在未来的30年里，中国在全球特别是在亚洲事务上的重要性将不断上升，中欧关系也将会进一步加强。与此同时，中欧的贸易关系也在逐步加强。安博大使指出，目前欧盟是中国最大的贸易伙伴，中国是欧盟的第二大贸易伙伴。他相信在未来几年里，中国与欧盟之间的贸易合作将会有大幅增长，世界第一贸易联盟将会是欧洲与中国间的贸易联盟。在投资方面，他强调欧洲目前是中国大陆最大的投资者，并且欧洲也欢迎来自中国不断增加的投资。安博大使表示，“我们已准备好与中国投资者的合作，同时我们也希望中国将成为欧洲经济增长和繁荣的重要力量。”

安博大使高度评价了中国和欧盟之间越来越多的科研联系，他指出有300个联合研究项目已经上马，其中涉及了生物、计算机科学、环境保护以及节能措施等众多重要领域，而在即将举行的中欧峰会上，绿色能源开发也将成为一项重要议题。他肯定了中国为节能减排和新能源转换工程做出的巨大努力，同时也强调了“人才交流计划”的重要性。到目前为止，已经有超过15万名中国学生赴欧学习，同时也有1.73万名欧洲学生来中国学习交流。

展望未来，安博大使期望中国和欧洲能够通力合作，在援助非洲和抵抗全球气候变化等方面做出更大贡献；同时他也强调了中欧双方互利合作的美好愿望和需求。大使指出：“中欧双方是唇齿相依的，所以我们要争取每一个可能合作的机会，这将成为双方在新纪元里最大的机遇和挑战。”

安博大使的独到见解和诙谐幽默的语言受到在场听众的一致好评。演讲结束后，中欧MBA学生和媒体在提问环节中踊跃发言，其中不乏非洲援助政策等国际焦点问题，安博大使一一解答。最后安博大使对2008年北京奥运会表达了良好祝愿：“30年的改革开放之路已经为中国取得了一系列举世瞩目的成就，我衷心预祝北京奥运会圆满成功。”中欧国际工商学院的石化演讲厅内座无虚席，会场气氛非常热烈活跃。

Head of the European Commission Delegation to China, Ambassador Serge Abou, spoke on the EU-China partnership during a visit to the CEIBS Shanghai campus on June 19. Addressing an audience of 200 MBA students, the ambassador delivered a speech entitled “The EU and China in the 21st Century,” then answered questions from students and media.

During his introduction from CEIBS Vice President and Co-Dean Zhang Weijiong, Ambassador Abou was welcomed as a “longtime friend of CEIBS,” and thanked for his many recent visits to the school campus to foster understanding between the EU and China. The ambassador then began by commenting that both China and Europe are currently in a period of “rebirth,” making the bilateral relationship particularly important for both sides. Looking ahead, he stressed that 30 years from today, the United States will likely have declined in terms of global power while China will continue to rise in importance, particularly within Asia. Therefore, the ambassador predicted that the EU-China relationship will grow even more important over the coming decades.

EU-China trade relations are also strengthening, Ambassador Abou stressed. He pointed out that the European Union is now China's #1 trade partner, replacing the US, while China is #2 trade partner for the EU. In the coming several years, he expects trade between China and the EU to increase, saying: “In the future, the first trade link in the world will be the Europe-China trade link.”

Looking at investment, Ambassador Abou emphasized

that Europe is now the #1 investor into Greater China and is welcoming increased investment from China into the EU. "We are ready to work with Chinese investors and we want China to be a part of our growth and prosperity," he said.

The ambassador also stressed growing research ties between China and the EU, pointing out that there are 300 joint research projects underway, many focused on the important sectors of biology, computer science, environmental protection, and energy saving. He added that the next EU-China Summit would address the promotion of clean energy. He commended China for current efforts to reduce energy usage and shift toward renewable energy by the year 2020. He also stressed the importance of "people-to-people" exchanges, explaining that more than 150,000 Chinese students have travelled to Europe to study in recent years while 17,300 European students have come to China for study.

Looking at new initiatives, he expects China and Europe to cooperate in offering aid to Africa and emphasized the importance of working together to address climate change. He also emphasized the need for both sides to promote goodwill toward the other. In China, he hopes to dispel concerns that Europe is protectionist; in Europe, he hopes to dispel concerns that China poses a threat to job security. "Both sides need each other," he said. "We are more and more interdependent; that's why we have to take every opportunity to promote the idea of co-operation to all of our people. That is the most important challenge of the new period."

The speech ended with a spirited Q&A session with students and then media covering such issues as Sino-French relations, and the failure of Ireland to pass the Lisbon Treaty. The Ambassador closed the event with a goodwill message for China's hosting of the 2008 Olympics. "China has followed a long and difficult 30 years of reform and has made tremendous progress," he said. "Now it is time to celebrate; I wish China every success during the Olympics."

法国驻华大使苏和做客中欧 French Ambassador H.E. Herve Ladsous Addresses "Priorities of the EU's French Presidency"



6月13日, 法国驻华大使苏和先生(Herve Ladsous) 做客中欧国际工商学院, 以“法国担任欧盟理事会主席后的当务之急”为题做了一场精彩演讲。中欧国际工商学院副院长兼中方教务长张维炯教授致欢迎辞。中欧文苑主任高大伟(David Gosset) 主持了苏和大使的演讲。

张维炯教授表示:“我代表中欧国际工商学院, 感谢苏和大使的到来。欧盟是世界上具有重要影响的区域一体化组织, 欧盟的成立是人类历史上的一次创举。法国担任轮值主席国, 将担负和解决当前重要的欧盟事务。今天我们欢迎苏和大使为我们解读他眼中的欧盟。”

2008年6月1日, 法国开始出任欧盟理事会轮值主席国。苏和在他的演讲中对法国在今年下半年里主要的四个目标做了详尽阐述。这些目标分别是: 确定欧盟在环保方面的具体目标、解决欧盟共同防务政策问题、制定欧盟移民条约和欧盟共同农业政策。之后他又介绍了欧盟与中国的紧密关系以及双方即将举行的一系列双边会谈。他还列举了当前双方共同面对的全球性挑战: 消除贫困、全球变暖以及地区冲突等。苏和大使新颖独到的见解和诙谐幽默的风格获得了在场听众的一致好评, 场上场下互动活跃。对于中欧 MBA 学生提出的问题, 苏和大使一一做了回答。商界精英、政府官员、学生及媒体共 300 多人聆听了这一演讲, 中欧石化演讲厅内座无虚席, 会场气氛非常热烈。

苏和大使毕业于法国国立东方语言学院, 曾担任法国驻香港副领事、驻北京二等参赞、外交部美洲司副司长、常驻纽约联合国副代表和外交部亚洲大洋洲司司长等。曾获荣誉勋位骑士勋章和国家荣誉骑士勋章。

苏和大使的演讲是“中国—欧盟商务管理培训项目(BMT) 系列讲座”的第三场。BMT 项目的目标之一是在于提升中国对欧盟的认知度。(欲了解更多 BMT 系列讲座请访问中欧网站。)

On the eve of France's tenure in holding the six-month Presidency of the European Union beginning July 1, French Ambassador to China, His Excellency

Herve Ladsous, delivered a frank and insightful speech outlining the key issues that France will face in its new role.

Speaking on "Priorities of the EU's French Presidency" to a packed auditorium of 300-plus business executives, officials, students and journalists, Ambassador Ladsous listed top agenda items including: European defence, immigration policy, sustainable energy, and a common agricultural policy.

Regarding European defence, during France's time at the helm, the Ambassador pledged that his government would work closely with NATO while at the same time seizing opportunities to build Europe's defence capabilities.

He also promised that the issue of illegal immigration would be addressed decisively but humanely and would require extensive bilateral negotiations.

One of the toughest challenges for France, the Ambassador said, will be to formulate a common energy policy that will foster sustainable growth. "We also need to increase our efforts on scientific and technical research," he said.

Turning to EU-China relations, the ambassador pointed to a series of upcoming bilateral meetings as evidence of strong Sino-European relations. Among the areas of common interest between China and the EU, he listed a shared willingness to address global challenges such as poverty reduction, global warming and regional crises. "The main message is that there is a shared desire in China and Europe to take advantage of the coming period to make new progress in this relationship," Ambassador Ladsous said.

In the lively Q&A session following the speech, CEIBS students posed questions on France's role in facilitating the US-China relationship; current challenges to the France-US relationship; and the issue of sovereignty for EU member states.

The Ambassador's address was the third in a series of talks planned under the EU-China Lecture Series, part of the activities for the broader EU-China Business Management Training Project which aims to raise awareness of the European Union in China. (For information on upcoming EU-China Lectures, see www.ceibs.edu/bmt).

中欧 EDP 课程跻身全球 二十强

CEIBS Executive Education Open Programme Ranked #20 Worldwide



2008年5月12日英国《金融时报》发布的全球EDP(高层经理培训)排行榜中,中欧国际工商学院跻身世界前20名。中欧MBA课程已经连续两年蝉联全球第11位、连续五年排名亚洲第1位;EMBA课程排名世界第23位。中欧的三大课程全面进入亚洲三甲、世界三十强,巩固了其作为亚洲领先商学院的地位。

中欧教务长兼副院长郭理默教授(Rolf D. Cremer)评价说:“像中欧这样拥有MBA、EMBA和EDP三大课程的年轻商学院,能够在世界排名中名列前茅是巨大的成就,也是对我们的鼓舞。英国《金融时报》对中欧EDP课程的排名证明了中国高层经理培训的重要性,也证明了中欧所提供的高质量培训课程能够满足当前的市场需求。”

《金融时报》的全球排行榜是最为详尽可信并获得广泛认同的年度商学院调查。新发布的排名是在2006年排名基础上的一个“大飞跃”,两年前中欧在全球45个竞争者中仅排第35位。2007年中欧未能进入《金融时报》的排行榜。

在2008年的全球EDP课程排名中,中欧在几项核心指标上超过了全球范围内的同等商学院。在“合伙商学院”这一项衡量“联合其他商学院教学

的质量和数量”指标中,中欧排名全球第3位。

中欧副院长兼中方教务长张维炯教授评论说:“我们非常高兴地看到中国的EDP课程排名蝉联亚洲第一,并同时得到全球最受尊敬的商学院调查之一《金融时报》排名的肯定,中欧的EDP课程是世界一流课程。”

中欧在“多元化师资”这一项指标上排第6位,这项指标综合考量了教授的性别和国籍;在一项重复业务和收入增长的指标上,中欧排名第9位。在“新技能和学习能力”一项中排第19位,这项指标衡量工作环境中的新技能。

EDP课程负责人刘湧洁评论说:“近年来,为了给我们的客户提供最好的学习经验,中欧在改善课程和加强服务方面作出了极大努力。《金融时报》2008年的EDP排名证明我们努力的方向是对的。”

CEIBS' Executive Education Programme has joined the school's MBA and EMBA programmes to rank among the world's best b-school offerings, according to the *Financial Times*. On May 12, 2008, the *FT* announced that CEIBS' Open Executive Education



Programme ranks #20 worldwide, according to the news organization's annual global survey.

The new listing marks a significant jump over CEIBS' placement in 2006, when the school was ranked #35 out of 45 competing programmes worldwide. The *Financial Times* global rankings are widely considered to be among the most thorough and most respected annual business school surveys. CEIBS did not enter the 2007 survey.

"For a young school like CEIBS, located in Shanghai, China, to have its MBA, EMBA and Open Executive Education programmes all listed amongst the top schools of the world is simply a tremendous achievement and encouragement," said CEIBS Dean and Vice President Rolf D. Cremer. "The *Financial Times* ranking of the CEIBS Open Executive Education Programme confirms the importance of executive training in China and confirms that CEIBS is offering the right, high-quality programmes to meet current demand."

In the 2008 Open Executive Education Programme ratings, CEIBS outpaced peer schools around the globe in several key criteria. In the category of "partner schools," which measures "the quantity and quality of programmes taught in conjunction

with other business schools," CEIBS was rated #3 worldwide.

News of the ranking came just months after the *Financial Times* rated CEIBS' MBA Programme as #11 worldwide, and its Executive MBA Programme as #23 worldwide.

"We are extremely pleased to see the CEIBS Executive Education Programme maintain its ranking as #1 in Asia and to also receive recognition as a world-class programme from one of the best respected global business school surveys," commented CEIBS Co-Dean and Vice President Zhang Weijiong.

CEIBS scored sixth worldwide in terms of "faculty diversity," which measures the mix of faculty by gender and nationality, and ninth worldwide in a measure of repeat business and growth in income. The school also scored a high 19th place in "new skills and learning," which rates the relevance of new skills learned to the workplace.

Executive Education Programmes Director Hobbs Liu commented: "In recent years, CEIBS has put a tremendous effort into improving our programmes and service in order to provide the very best learning experience for our clients. The news of our 2008 ranking by the *Financial Times* is proof that we are heading in the right direction."

“中欧张江创新创业研究中心”合作备忘录签约

MOU Signed Launching CEIBS Zhangjiang Centre for Innovative Entrepreneurship

2008年5月12日上午,“中欧张江创新创业研究中心”合作备忘录在上海张江(集团)有限公司隆重签约。上海市委常委、浦东新区区委书记徐麟先生参加了签约仪式。中欧国际工商学院执行院长佩德罗·雷诺教授(Pedro Nueno)与上海张江(集团)有限公司常务副总经理刘小龙先生代表合作双方签约。

“中欧张江创新创业研究中心”是由中欧与张江集团合作组建的高端创新创业研究机构。该中心将落户上海张江创新学院,整合中欧强大的国际师资、张江高科技园区科技型知识型创新创业企业与孵化平台、上海张江创新学院作为创业型人才培养基地的有利条件以及上海市大学生科技创业基金会强有力的支持,开展相关理论研究,并注重将理论成果转化为实际应用,最终建成我国最好的科技和知识型创新创业研究咨询机构及运作平台。

浦东新区副区长刘正义女士在致辞中指出,中欧与张江集团的合作,是优势互补的组合,在双方的共同努力下一定会达到双赢的目的,在创新创业研究领域打响品牌,获得发展。

上海市政协副主席兼中欧院长朱晓明教授代表签约双方致辞,并介绍了双方在研究、咨询、培训、营造创新创业环境和加强国内外交流等方面的合作内容。

上海张江创新学院常务副院长孙崇理先生介绍了“中欧张江创新创业研究中心”筹建的概况。他表示,中心旨在培养科技型、知识型的创新创业人

才,扶持孵化创新创业项目的成功发展,并为将张江高科技园区打造成中国的硅谷而努力。

即将出任“中欧张江创新创业研究中心”主任的雷诺教授介绍了组建中心的初衷。他认为,一家商学院除了完成教学和研究等传统目标外,还应不断追求第三项目标,即对其所在环境产生积极影响。雷诺教授认为中欧应该与高人力资本行业的企业家展开合作,因为他们最有能力创建具有增长动力和潜力的企业,因此,张江高科园区就成了首选的合作伙伴。

参加签约仪式的还有上海市科教党委副书记、上海市教委副主任莫负春先生和上海市浦东新区科学技术委员会主任朱旭东先生等领导。

With the signing of a May 12 MOU, CEIBS forged a partnership with the Zhangjiang Innovation Institute to establish a research institute for innovation. Located within Zhangjiang Hi-Tech Park, the CEIBS Zhangjiang Centre for Innovative Entrepreneurship (CZCIE) will combine CEIBS' abundant faculty resources with the highly impressive track record of the Zhangjiang Innovation Institute.

The CZCIE will introduce world-class theories and practices on technology and knowledge-based entrepreneurship, and will conduct in-depth research with practical implications.

CEIBS Executive President Pedro Nueno, who will serve as director of the CZCIE, shared the mission behind such a centre, saying: "Business schools, in addition to their



备忘录签署：新的“中欧张江创新创业研究中心”将作为创业型人才培养基地。图为出席签约仪式的代表（左起）：中欧院长朱晓明教授，中欧执行院长佩德罗·雷诺教授，上海市委常委、浦东新区区委书记徐麟先生，浦东新区副区长刘正义女士。

MAKING AN IMPACT – The new CEIBS Zhangjiang Centre for Innovative Entrepreneurship will conduct practical research promoting entrepreneurship in China. Here, the signing ceremony delegation from left: CEIBS President Zhu Xiaoming, CEIBS Executive President Dr. Pedro Nueno, Party Secretary of Shanghai Pudong New District Mr. Xu Lin and Deputy Director of the Pudong New District Government Ms. Liu Zhengyi.

traditional objectives of teaching and research, are increasingly expected as academic institutions to achieve a third objective: that of positively impacting the contexts in which they are located. For CEIBS, the critical question is, 'Where can we have the greatest impact?' The answer to this question unavoidably lies in working with human capital entrepreneurs, who will found companies with high growth potential. These are precisely the types of entrepreneurs who are likely to be found in the Zhangjiang Hi-Tech Park."

The signing ceremony was attended by high-ranking municipal government officials including Party Secretary of Shanghai Pudong New District Mr. Xu Lin, who delivered a speech. The participants also included Deputy Director of Shanghai Education Committee Mr. Mo Fuchun, Officer of Pudong New Area Committee on Science and Technology Mr. Zhu Xudong, and Executive

Deputy General Manager of Shanghai Zhangjiang Group Mr. Liu Xiaolong. Mr. Liu and Prof. Nueno – the respective representatives during the signing – also held brief talks before the official ceremony.

Ms. Liu Zhengyi, Deputy Director of the Pudong New District Government, pointed out that establishing the CZCIE will be mutually beneficial for CEIBS and the Zhangjiang Group. During a speech delivered on behalf of the school, CEIBS President Zhu Xiaoming expressed appreciation for the support shown by State leaders and Shanghai Pudong New District leaders. For his part, Executive Vice President of Shanghai Zhangjiang Innovation Institute Mr. Sun Chongli voiced high expectations of the CZCIE: "CEIBS Zhangjiang Centre's goal is to foster a favourable environment for innovative entrepreneurship and serve as the incubator for innovative entrepreneurship projects."

《中欧商业评论》正式创刊

CEIBS Business Review

Officially Launched

2008年5月11日,依托亚洲领先商学院的智慧力量,又一本重要的商业评论杂志——《中欧商业评论》在上海正式创刊。这本以“提升中国商业精英的思维力、决策力、领导力,推动中国商业进步”为使命的新类管理月刊,由中欧国际工商学院主办,面向中国高端商业管理人群,以全新的理念,量身定制最权威的“商业决策必读物”,力求办成中国最高端、世界一流的商业决策管理期刊。

11日下午两点半,新刊首发仪式在上海浦东九间堂别墅“十乐会所”隆重举行。中欧国际工商学院名誉院长刘吉教授、执行院长佩德罗·雷诺教授(Pedro Nueno)、院长朱晓明教授、教务长兼副院长郭理默(Rolf D.Cremer)教授、副院长兼中方教务长张维炯教授到场为《中欧商业评论》揭幕,并介绍了新杂志创刊的意义与办刊宗旨。美国成为基金创始合伙人李季霖、格力电器总裁董明珠、上海光明食品集团董事长王宗南、证大投资集团总裁戴志康、均瑶集团CEO黄辉、第一财经日报总编秦朔、路易十三品牌大使韦一、上海远东出版社副总编匡志宏等各界名流前往致贺。

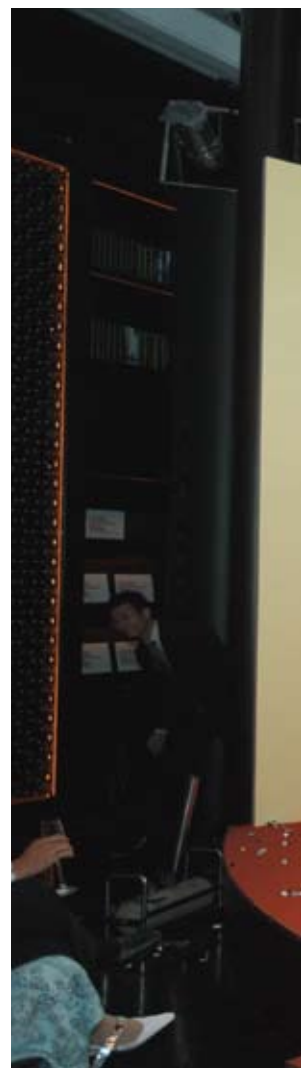
朱晓明院长代表学院致辞,他指出,历经30年改革开放的今日中国,迫切需要诞生一大批伟大的企业,这些企业将带动国家的富强、民族的振兴和社会的进步;为此,必须催生一批优秀的企业家,他们将如杰克·韦尔奇、比尔·盖茨、山姆·沃尔顿

一样,精于管理、善于创新、勇于变革。这样一批企业家的塑造,非自然生长可得,非朝夕之功可就,作为中国最优秀的国际化商学院,中欧已经承担起了这一历史使命。

雷诺教授在致辞中表示院方将会大力支持《中欧商业评论》,同时期望《中欧商业评论》能够秉承中欧的优良品质,帮助学院继续培养和塑造更多优秀的中国企业家。

中欧院长助理、《中欧商业评论》出品人周雪林博士认为,随着中国经济的高速发展,越来越多的中国企业正以中国模式成长为世界级企业,国外引进版的商业评论杂志已经无法彻底解决中国企业所遭遇的独特商业挑战和管理困惑,机遇与挑战并存的中国商业环境需要原创的中国商业思想。《中欧商业评论》正是在这样的情况下应运而生的。

The May 11 launch of CEIBS' new monthly management journal, the *CEIBS Business Review* (CBR), gave prospective readers a glimpse of the cutting-edge business and academic issues the magazine will cover. The 160-page Chinese language publication offers executive readers an array of articles covering the top issues impacting business leaders, from China's macro economy, industry profiles, and market trends to company profiles and management tips.





隆重登场: 由中欧主办的管理类月刊《中欧商业评论》在闪亮的五色彩纸、优美的古典舞姿和醉人的醇美香槟中隆重登场。台上, 中欧名誉院长刘吉教授、中欧管理委员会成员与仪式主持人陈蓉共同举杯庆贺。

GLITTERING DEBUT – The *CEIBS Business Review*, the new monthly management magazine published by CEIBS Publishing Company, was unveiled in May amid sparkling confetti, Chinese traditional dancers, and plenty of champagne. On-stage, CEIBS Management Committee members plus Honorary President Liu Ji (center) present a toast, along with event MC Chen Rong.

The spectacular two-hour launch of the CEIBS Publishing creation brought together 130 movers and shakers of the business world, high ranking government officials, and members of the media. The afternoon began with a congratulatory address by CEIBS Executive President Pedro Nueno who promised the full support of the CEIBS Management Committee behind *CBR*. Prof. Nueno expressed the hope that the magazine will play a significant role in not only generating revenue for the school but also in helping shape China's business development.

After a congratulatory speech by CEIBS President Zhu Xiaoming, CEIBS Dean and Vice President Rolf D. Cremer, and CEIBS Vice President and Co-Dean Zhang Weijiong took to the stage to orchestrate the formal unveiling of the inaugural edition of *CBR*. The two deans touched a replica of a traditional

Chinese *Wei Qi* board to signify the birth of the publication. That was the cue for a mini-fireworks display, with confetti swirling down around a giant model of the *CBR* debut issue.

The event also included a panel discussion by two well-known business leaders – Qin Shuo, editor-in-chief for the daily newspaper *China Business News*, and Huang Hui, CEO for Juneyao Group – on “The Leadership Styles of Chinese Managers.” The discussion was led by CEIBS Professor Jean Lee, Michelin Chair Professor in Leadership and Human Resources Management.

CBR is managed by a 19-member editorial team headed by CEIBS Honorary President Liu Ji, who serves as editor-in-chief. CEIBS Assistant President of Marcom Snow Zhou is the publisher and driving force behind the publication.



李海林：东渡国际与青年人 居的缔造者

Breaking Rules, Building Dreams

文 / 袁婕

By Helen Yuan



李海林是一个低调的人，在众多房地产老板被媒体疯狂炒作时，很少见到他的名字和身影；李海林是一个有韧性的人，20年来在一个专业化的细分市场里，专注地为都市的创业者构筑青年人的梦想之巢。

**REAL-ESTATE MAVERICK LI HAILIN
(EMBA 2003, CEO PROGRAMME 2003)
IS HAILED AS A HERO AMONG CHINA'S
YOUNG GENERATION OF HOME-BUYERS.
AS PRESIDENT & CEO OF DONGDU
GROUP, PROF. LI HAS GAINED FAME FOR
TAKING OVER FAILING CONSTRUCTION
PROJECTS AND TRANSFORMING THEM
INTO SUCCESSFUL RESIDENTIAL
COMPOUNDS PRICED ESPECIALLY FOR
FIRST-TIME HOME-OWNERS.**

人物档案

李海林 (EMBA2003 & CEO2003),
东渡国际集团董事长, 东南大学 (文学院) 兼职教授

- 1989 辞去政府机关工作, 去深圳创业
- 1991 在深圳与江苏之间“倒卖”水泥, 积累了几百万元的原始资本, 并开始关注房地产
- 1994 创办南京东渡房地产开发公司, 先后成功开发了东渡大厦、锦达公寓、光大新寓、锦江丽舍、奥体韵动汇、天空之都、碧云 108、东渡名人大厦、东渡时代凯悦等一批优质楼盘
- 2001 将“东渡”总部迁往上海, 并成立上海东渡置业集团
- 2008 在上海、南京、苏州、无锡、常州、连云港、成都等城市及香港、美国等国家和地区拥有十余家全资子公司, 总资产达 50 亿元人民币



早 在 1990 年, 东渡国际的第一个项目深圳福田东渡青年坊, 就将青年人群作为市场对象, 这个项目可以说是“青年人居文化概念的雏形”。

当前, 国内大多数青年社区都还停留在“小户型、低总价”、户型面积和简单基础青年住宅个性功能的打造上。东渡国际已经形成了较为成熟的、领先于行业和时代水平、科学和谐的“青年人居文化”研究思想, 并提出了许多先进理念及产品设计思路。自 1990 年第一次尝试至今, 东渡国际的青年人居产品已经发展了 8 代。

TheLINK: 在经营房地产之前, 您曾是一名政府工作人员, 为什么要选择弃官从商呢?

李海林: 记得 26 岁那年, 我还是江苏盐城响水县县委宣传部的一名科长。有一次去深圳开新闻发布会, 在这个中国改革开放最前沿的城市里, 我深刻感受到了它与内陆地区的差距。当时, 我的家乡无论是思想观念还是开放程度上都远远落后于深圳。于是, 我决定“放弃”县委宣传部的“铁饭碗”, 到深圳去闯一番天地, 希望将来能更好地为自己的家乡服务。

TheLINK: 东渡国际激起人们热切关注的是你们在多个城市倾情打造的青年住宅项目, 业内许多

人想知道你选择开发青年住宅项目的初衷。

李: 开发青年住宅实际上也是形势所迫。当初我从老家到深圳, 挂着江苏省某城市驻深办事处主任的头衔, 每天骑着自行车在深圳的大街小巷推销家乡“特产”——轻纺产品。但这类生意金额小, 5 万美金的订单就很不错了。

一年后, 我又放弃了这个“官职”, 彻底“下海”了。当时的深圳, 创意就意味着机会。这次我相中的商机, 是“倒卖”水泥。那时处于高度开放状态的深圳严重缺乏钢材、水泥; 与之相反, 江苏有很多厂家在计划外生产出的水泥却找不到市场, 打不开销路。按照当时行情, 水泥的出厂价约为每吨 220 元, 而在深圳市场上一吨水泥可以卖到 460 多元。除去运费, 每吨能赚到 150 到 160 元。我在江苏进货时, 一分钱没交就先把货提走了, 到深圳卖出后, 才付货款。这还是得益于在政府工作时积累的人脉, 现在这种事情根本无法想象。这次出手, 为我积累了好几百万元的原始资本。

通过做水泥, 我认识了一些房地产商, 之后就房地产行业结下了不解之缘。由于当时资金有限, 想要在深圳买一块地做房地产相当困难。正在此时, 深圳政府出台了一个土地使用期限为 3~5 年的临时用地制度, 这大大降低了房地产行业的准入门槛, 也使我步入房地产行业成为可能。

Career Highlights

NAME: Li Hailin (CEIBS EMBA 2003; CEO 2003)

Title: President of Dongdu Group,
Adjunct Professor at Department of Chinese Literature, Southeast University.

1989 Quit his job as government official to become an entrepreneur in Shenzhen.

1991 Launched successful cement trading business. Made “millions” but became interested in real estate sector.

1994 Started Dongdu Real Estate Development (Nanjing) Co.

2001 Moved Dongdu headquarters to Shanghai, established the Dongdu Group.

2008 Dongdu Group now comprises 10 wholly-owned subsidiaries and employs 400 in China and abroad. Gross assets for 2007 totalled ¥5 billion. Successful projects: Dongdu Mansion (Nanjing), Jinda Apartments, Guangda Apartments, Jinjiang Elysees, Olympic Center – Sports Home, Sky City, Blue Clouds 108, Dongdu Mansion (Shanghai), Dongdu Times Kaiyue.

In 1990, when most Chinese manufacturing companies supplied dormitories for their employees as an expected part of an employer’s responsibilities, the city of Shenzhen was in a near crisis. As one of the first cities to receive the greenlight on investment and economic development, the city was booming. But rapidly expanding manufacturers had no place to house their employees.

After studying the needs of the market, entrepreneur Li Hailin decided to break the mold and offer a concept that would be snapped up by hungry manufacturers: lower cost, decent quality dorms. Using a single plot of low cost land rented for three years, his newly formed Dongdu Group built the Futian Youth Dormitory offering small simple apartments to employers less than half the going rate (details below). The hitch: employers had to sign a three-year lease.

The idea worked: a flood of hungry employers leased dormitory space. By the time Li’s five-year lease on the land was up, he had locked in a tidy profit of ¥10 million on the project.

From this starting point, Li Hailin built his real estate business by focusing closely on customer

needs, then delivering products that were one step better than the competition. Today, Li and his Dongdu Group boast nearly 20 years experience in catering to home-owner or renter needs. From his simple dormitory investment, he has expanded to offer housing complexes catering to a wide range of buyers from basic, finished apartments for first-time renters to “five-star” serviced apartments to business-equipped concepts, to singles-oriented compounds offering gym, spa, coffee bars and study rooms.

After 10 years in the business and more than 20 construction projects completed in Shanghai, Suzhou, and Nanjing – including a dozen failed construction projects that were transformed into success stories – both Li Hailin and his company, Dongdu International, are famous names in the real estate industry. The name Dongdu International is particularly well known among the younger generation, famed for building youth-oriented housing compounds that are priced with first-time or low-end homeowners in mind. Now ranking among the top 50 housing giants in Shanghai, in recent years Dongdu has even extended its business into other countries including the United States.

1992年初,邓小平南巡讲话后,许多年轻人来到深圳打工,对于这些人来说,有一张床睡,一碗饭吃,就是件幸福的事情。可是那时,很多港商企业却租不到集体宿舍。或许是新闻工作者天生具有灵敏的“鼻子”,获知这一消息后,我在1990年下半年做出了一个大胆的举动——在深圳福田以每亩500元的价格批到了一块“临时用地”,开发了十幢多层小楼租给工厂作员工宿舍。当时,深圳东渡房产公司把十幢小楼的阳台隔成两半,一半做厨房,一半做卫生间,小楼由此从“厨卫合用”一下子变为“厨卫独用”。那时深圳市场上的房租价格为每月每平方米40元,东渡将租金价格定为每月每平方米15元,但规定必须一付3年。完整的房型、优惠的价格,使东渡的小楼受到了很多工厂的亲睐。这次“试水”是东渡国际运作青年住宅的首次尝试。

TheLINK: 随着生活方式和生活理念的变化,原来那种以年龄来定义的“青年”已经不再适应现在房地产市场的要求,难以准确涵盖这部分消费人群了,你们是如何定义“青年”的?

李:中国购房者和外国购房者的年龄不一样。90年代初,年轻人的购房率仅为3%,而如今,中国青年购房人数已经占全部购房人数的60%,赫然成为购房的主流市场。

首先从产品本身的角度来看:对初次置业者,年龄段在22~28岁,我们为他们提供90平米以下的一室一厅的低总价住房,比如南京的青年城;第二个年龄段是28~35周岁,他们已经有一定的积累,对面积、环境、地理位置都有一定的要求,需要更好的房子,上海海派青城就是为这一人群开发的;第三个年龄段为35~45周岁,这一人群的经济能力更强了,我们为他们设计小院别墅。

其次,青年购房者也可以从精神层面区分为学习型青年、奋斗型青年和艺术型青年:20岁以下的青年属于物质和精神都比较缺乏的,属于学习型;30岁以下的青年是积极向上的,追求事业成功,属于奋斗型;40岁以下的青年,事业有一定的成就,开始转往知识层面或者精神层面的享受,属于艺术型。因此我们的产品定位就从这几个方向着手。青年,可以以实际年龄来界定,可以以心理年龄、生活方式来区分,也可以以对新事物的接受程度来标识。

TheLINK: 对房地产企业而言,品牌建设越来越重要,尤其在国家宏观调控的时候,企业生存与发展对品牌的依赖度在增加。那么,东渡是如何



建设自己的品牌的呢?

李:每个员工都是品牌,每个细节也都是品牌。我一开始做青年住宅的时候,并没有品牌意识,只是想为青年人提供居住场所,所以那时,我们叫“青年人居”或“青年文化”。最近几年,我才意识到,找到市场蓝海固然重要,但如果有好的品牌,在蓝海丧失的情况下,也能使公司立于不败之地,这一问题更加重要。青年人居不单要研究青年人对户型的需要,还要对青年人的年龄阶段、收入、价值观、婚姻观、人生观等方方面面进行研究。

东渡国际的青年人居研究中心发表了相关论文,形成了强有力的理论依据。研究中心还积极建设全球青年人居的门户网站,将世界青年人居的潮流、青年的生活方式、青年人买卖租赁房屋等内容悉数融入。

TheLINK: 提到东渡国际,不能不提到烂尾楼,当时您也冒着很多风险,为什么敢做这块?

李:其实,这也是被逼出来的。当房地产形势好的时候,东渡国际的发展就会缓慢下来,因为大家都在抢土地;等到房地产进入低潮期,正是东渡国际的发展期,比如97年亚洲金融风暴后,外资纷纷撤走,留下许多烂尾楼。东渡国际立刻进军上海烂尾楼市场,一口气从上海做到苏州,再做到成都。

东渡国际的指导思想是稳健发展。那么,为什么我们敢这么做烂尾楼呢?首先,我们有足够的资金去购买这些烂尾楼。钱是自己的;第二,多年的经验告诉我们,青年人小户型市场是片蓝海,我们只要按照既定的公式去套就可以了,能套公式的,我们就买,不能套的,就不买。正因为我们对自己的产品定位非常清楚,所以我们才敢做。

TheLINK: 东渡国际近几年的战略是什么?

李:目前我们有四个板块。

首先是东渡国际青年人居发展战略。在已经推出的8代产品上,东渡国际将着力打造第八代产品,使之成为一个融各方面为一体的青年人居、一座青年创业者汇集的“青年城”。今年,东渡国际的在建

How has Dongdu International found success in the ultra competitive real estate industry? Read on as rule-breaking entrepreneur Li Hailin shares his bold business strategies with *The LINK*.

TheLINK: Before turning to real estate, you were a government official. Why did you change your career direction?

Li Hailin: At the age of 26, I was working as a publicity official in the Xiangshui County government, Jiangsu province. One day, I attended a press conference in Shenzhen, the foremost city in the opening-up of China. I was struck by the city's prosperity, particularly in contrast to my hometown. So, I gave up my secure job and followed my adventure in Shenzhen.

TheLINK: You and your company are famous for your housing projects geared toward young people. Why did you choose this market sector.

Li: That choice was made out of necessity. In the early 1990s, many young people came to work in Shenzhen, particularly after Mr. Deng Xiaoping's inspiring talks during his tour to South China in 1992. For young workers, owning a permanent residence was a "dream" but many factories failed to provide even simple dormitories for the labourers. So I made a bold move in 1990 – I was granted a plot of land at ¥500 per mu (1/15 hectare) via my new company, Dongdu Housing (Shenzhen). Using this land, we developed small tenement buildings. The market price for renting dormitory rooms was ¥40 per square meter per month at the time; so Dongdu set its prices at ¥15 per square meter but required tenants to pay three years' rent at once. Many factories were attracted by our complete apartment setup and good prices. This became Dongdu's first business venture.

TheLINK: As Chinese consumers become more diverse and more sophisticated, the simple category of "young people" is too simple to describe this group. How do you define young consumers now?

Li: Young home buyers are very important to our business. In the early 1990s, people under the age of 45 made up only 3 percent of home buyers in China. Today, that number has risen to 60 percent.

Obviously, young home buyers have become a major force in the housing market.

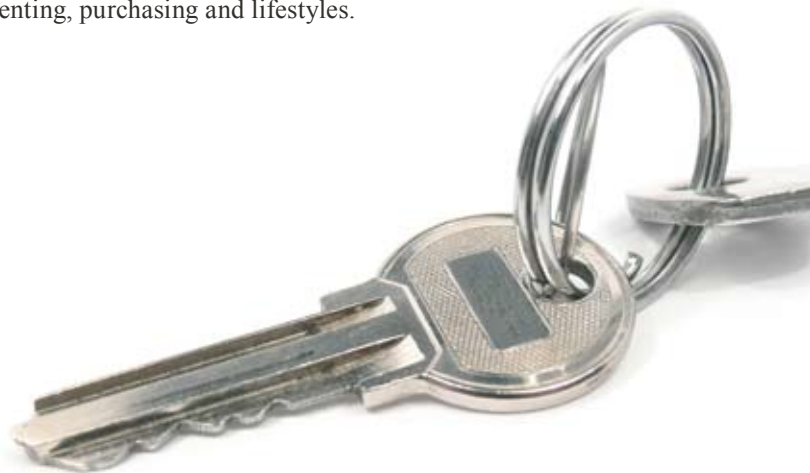
In China, first-time home buyers are mostly 22 to 28 years old, for whom we build low-price apartments with a bedroom and a living room totaling no more than 90 square meters. The second age group are 28 to 35, when people have acquired some wealth and demand larger houses and a better environment. The third group, 35- to 45-year-olds, are more economically powerful; for them, we have villas.

From another angle, today's young home buyers can also be classified as learners, hard-workers or artists depending on their lifestyle. Today, "young people" can be defined in terms of natural age, psychological age, or the acceptance of new products and ideas.

TheLINK: Brand awareness is becoming critical for housing developers. How is Dongdu building its brand?

Li: Every member of our company, as well as every detail in our business, is tied to our brand. When I started the business, I had no idea of branding. We simply called ourselves "Homes of Youth Culture." Only in recent years have I realized that although it is important to find the "blue ocean" for our business, it is more critical to build our own brand name in order to secure our position when the ocean is no longer so blue.

We have built our brand by analyzing not only young home buyers' demand for different types of homes, but also their different age groups, income levels, values, attitudes toward marriage, even their different outlooks on life. Our research centre has studied our enterprise in depth and is now setting a website called "Home for Young Buyers Around the World" offering contents on trends in home building, renting, purchasing and lifestyles.



面积达 100 万平方米, 分别在南京、常州、无锡、苏州、上海五个城市开发建设项目; 明年的在建规模将达到 200 万平方米。我们计划青年人居在三年内, 能布点进入长江三角洲的 14 个省市。

其次, 上下游发展, 整合资源。在房地产开发不断走向专业化、规模化竞争的今天, 如何有效整合产业资源, 形成优势品牌供应链, 进而提升产品品质, 已成为房地产开发企业不断思考的方向。为了在同类企业中成为常胜将军, 东渡国际已经与海尔厨具、三菱电梯、安信地板等企业达成战略合作, 实现优势互补和品牌延伸。

我们还准备建立自己的建筑公司。目前的建筑公司整体素质相对较低, 难以控制和管理, 如果建筑质量出现问题, 这将会直接影响到东渡国际的信誉和品牌。我们将会采用欧美模式, 把物业公司、营销公司全部纳入建筑公司。届时, 东渡建筑公司将负责房产的质量、进度、成本和安全; 而东渡房地产公司只做高端, 即根据公司新的研究方案和产品, 负责购地、投资和融资。

除此之外, 公司目前正准备出版《产品百科全书》, 业主在检查新购住房时, 只要拿着这本书对照一番, 就能对产品、施工、结构一目了然。这不仅是房地产行业的首创, 也是建筑行业的首创。

第三, 酝酿开发海外的战略。2007 年, 东渡国际与中建总公司合资成立了普瑞置地, 并于 2008 年初开设普瑞置地美国分公司。

第四, 开发网络房产。在中欧读书时, 我就考虑将“水泥和鼠标”相加, 即如何把房地产和 IT 结合起来。如今, 我们再次细分首次置业者, 将刚刚大学毕业、没有经济基础的年轻人划分出来, 并为这部分人群开发一个网络房产。

目前我们已搭建起一个完善的企业资源计划(简称 ERP), 并建立了“人人有家”网。购房用户只要登陆这个网站, 就能看到所购房产的全部情况, 通过摄像头可以看到房屋施工进度和内部空间结构, 甚至营销都可以通过网上解决。

最近, 东渡国际在苏北买下一块 42 万多平方米的土地, 打算开发网络房地产。针对这个项目, 公司将成立一个购房基金会, 帮助青年人做房产投资。一名刚毕业的大学生只需花一万元就能获得连云港的一套房子, 同时, 基金会还会给他 2 万元的购房基金, 他只要分五年还清这两万元即可。5 年后, 购房者可以按照那时的市价将房子卖掉, 或者把房子卖给东渡国际; 上海的年轻人也可以按照市场价格同东渡国际等价换房。中国的投资金融工具实在太少, 公司为他们提供了这个平台, 也是从年轻人的真实需求出发。就这一项目而言, 东渡国际是全球首家。TheLINK



TheLINK: Dongdu is famous for turning failed projects into successful ventures. Why enter this risky line of business?

Li: In fact, this choice was also born out of necessity. After the 1997 Asian Financial Crisis, foreign capital largely withdrew, leaving many unfinished construction projects. At that point, Dongdu entered the Shanghai market, taking over unfinished projects in Shanghai, Suzhou and Chengdu.

We follow the guiding principles of prudence. Why did we dare to take over so many unfinished projects? We had the money, plus experience told us that small apartments for young buyers was the “blue ocean” we should develop. When an unfinished project fits into our parameters, we buy it. If it doesn’t fit, we turn away. We have courage because our vision is so clear.

TheLINK: What are your goals and plans for the next few years?

Li: This year, the total construction area of Dongdu in Nanjing, Changzhou, Wuxi, Suzhou, and Shanghai will total 1 million square meters. Next year, we will build 2 million square meters. We are planning to extend our Homes for Young Buyers into 14 more cities and provinces. Another initiative is to expand in our upstream and downstream operations. To remain a winner in this

competition, Dongdu has formed partnerships with Haier Kitchen, Mitsubishi Electric Elevators, Anxin Floor, and others to leverage our strengths.

We are also planning to launch the Dongdu Construction Company. The company will be responsible for the quality, progress, cost and security of house construction, while Dongdu Real Estate handles buying, investing and financing for the group.

Third, we are focusing on overseas development. In 2005, we signed a land transfer agreement for more than 10,000 mu in San Francisco, and set up representative offices in Southeast Asia.

We are also developing internet-based business especially for very young buyers. We have just set up RRYJW.com (for Ren Ren You Jia Wang, meaning ‘a website where everybody has a home’). Home buyers simply log-on to view homes in real time, via onsite cameras. Dongdu International recently secured 1.5 million square meters of land for an “internet-real estate project” in Lianyungang, Jiangsu province. We’ll create a home-buying fund allowing new university grads to buy a new home in Lianyungang with only ¥10,000 as down payment. The fund provides home loans of ¥20,000, repaid over five years. Once they have paid off the loan, home owners can sell their home on the market or sell back to Dongdu at market prices. There are few investment tools in China, so this provides a lucrative tool for young home buyers. We believe this project is the first of its kind worldwide. **TheLINK**

“ Experience told us that small apartments for young buyers was the “blue ocean” we should develop. ”

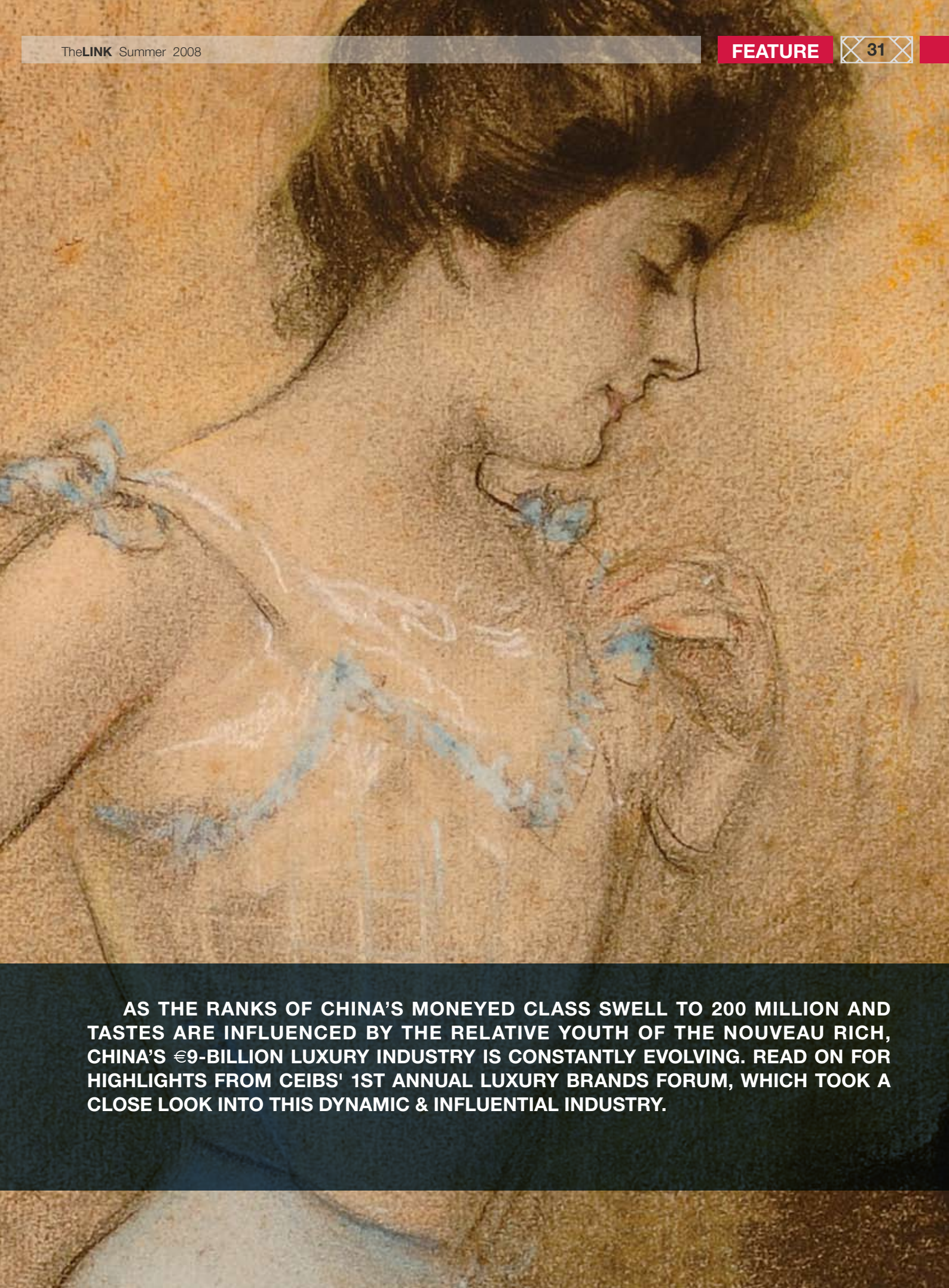


重新界定奢侈品

Redefining Luxury

中国的中高收入者已壮大至 2 亿人之多，其品味也受到年轻新贵的影响。而中国的奢侈品业产值已达 90 亿欧元，并呈现出蒸蒸日上的态势。

读读有关中欧首届奢侈品论坛的精彩内容，将有助你清楚了解这个活力四射且颇具影响力的行业。



AS THE RANKS OF CHINA'S MONEYED CLASS SWELL TO 200 MILLION AND TASTES ARE INFLUENCED BY THE RELATIVE YOUTH OF THE NOUVEAU RICH, CHINA'S €9-BILLION LUXURY INDUSTRY IS CONSTANTLY EVOLVING. READ ON FOR HIGHLIGHTS FROM CEIBS' 1ST ANNUAL LUXURY BRANDS FORUM, WHICH TOOK A CLOSE LOOK INTO THIS DYNAMIC & INFLUENTIAL INDUSTRY.



文 / Charmaine N. Clarke

追逐潮流：中欧执行院长佩德罗·雷诺教授说，中欧举办此次奢侈品论坛是为了深入了解这一全球最具创造力、创新性和全球化的行业之一。

TRACKING TRENDS – CEIBS Executive President Pedro Nueno says the school launched the Luxury Brand Forum as a way to analyze one of the world's most creative, most innovative, and most globalized industries.

至关重要：上海福卡经济预测研究所所长王德培先生预计中国将在未来 10 年内成为“全球最重要的奢侈品市场”。

"MOST IMPORTANT" – Within 10 years, Shanghai Economic Forecast Institute Wang Depei expects China to be "the most important market for luxury brands worldwide."

香 槟、鱼子酱、钻石、皮草、跑车 以上种种，以往曾是奢侈品的典型象征，目前在某些圈子里也仍然保持其象征意味。然而，随着奢侈品业务的扩展，独特而充满挑战的体验与旅行目的地、高尚文化和艺术，都被其纳入麾下。如今，这样的奢侈品爱好者越来越多：当他们面对一瓶上等香槟，可不是仅仅会举杯而已，他还能对这瓶香槟的历史娓娓道来，甚至曾亲抵其诞生地——拥有上百年历史的酿酒厂参观过。

虽然中国进入奢侈品世界相对较晚，但奢侈品产业的发展却毫不逊色。巴黎第九大学教授、EIM 巴黎及上海办事处合伙人、经理谢华礼 (Michel Chevalier) 教授表示，中国的中产阶层及上层阶层人口目前已经达到 1.95 亿人，他们有能力享受奢侈的生活方式，成为中国奢侈品产业发展的驱动力。在中文里，“奢侈”这一词汇在上一代人的脑海里有着强烈的负面含义，然而，最近十年来，人们的心态已经完全不同。根据奢侈品产业顾问、《奢侈品品牌管理》中文版编译者、复旦大学助理教授卢晓的观点，中国有 64% 的人认为，偶尔奢侈一回，根本算不上什么坏事。

奢侈品市场及其消费群体都在不断扩张——这正是首届奢侈品高峰论坛的主题之一。本届论坛由中欧国际工商学院主办，西班牙 IESE 商学院、意中基金会协办，于 2008 年 4 月 18 至 19 日期间举行。在为期一天半的论坛上，共有 17 位奢侈品行业翘楚、有影响的政府官员和学界先驱围绕“如何用高附加值服务赢得奢侈品消费者”的主题各抒己见，与来宾分享。

如何赢得中国消费者

中欧国际工商学院执行院长佩德罗·雷诺 (Pedro Nueno) 教授为论坛致开幕词。他解释了中欧主办这样一届论坛的原因。中欧此前曾举办过诸如汽车、银行家、媒体及健康产业等行业论坛，今年开始涉足奢侈品产业。“我们必须从实际出发，密切关注现实。”他在开幕词中说，“奢侈品是最富于创意和革新的产业，而且经历了极度迅猛的全球化，因此格外引人注目。它的每一欧元销售额的背后，都要比其他产业付出更多的创新和全球化成本。因此，我

By Charmaine N. Clarke

Champagne and caviar, diamonds, furs, and fast cars. Those items used to be – and in some circles still are – the quintessential symbols of luxury. Increasingly, however, the business of luxury has expanded to include unique, adventure-spiced experiences, exotic travel destinations, high culture and the arts. Today's luxury lovers do not *just* drink fine champagne, a growing number of them can also tell you the history of the drink and likely have visited centuries-old wineries where it is made.

Although a relative newcomer to the world of luxury products and services, China is now experiencing the same expansion of the industry. This change is driven by 195 million upper-middle class, wealthy and affluent consumers who can afford a luxurious lifestyle.

While the term “luxury” in Chinese had an extremely negative meaning just one generation ago – associated with the bourgeois ideals that China's Communist Party was stamping out – mindsets have changed radically in recent decades. According to luxury industry consultant and author Pierre Xiao Lu, a full 64 percent of the country's population now thinks the lap of luxury is not so bad after all.

The ongoing evolution of the luxury brand market – and its consumers – was among the key issues covered during the First Annual Luxury Brands Forum hosted by CEIBS on April 18 and 19. Co-organised by IESE and Fondazione Italia Cina, the day-and-a-half long event featured 17 top luxury industry executives, influential government officials and academic leaders sharing their expertise in “Winning Consumers with Luxury as a Value Added Service.”

STAYING RELEVANT

CEIBS Executive President Pedro Nueno opened the forum by explaining why the school – which organizes annual fora on other industries including automobile, banking, media, and healthcare – decided to tackle the luxury brand industry this year. “We must keep our feet on the ground and stay relevant,” he said during his welcome address. “The luxury brand sector is remarkable because it is one of the most creative and innovative industries, and because it has experienced such tremendous globalization. For every Euro of sales in this business, there is much more money spent on innovation and globalization than in other industries. This makes it well worthwhile to spend a day-and-a-half studying this industry.”

The worldwide luxury market was valued at €190 billion in 2006, with the Chinese market estimated to be worth €9 billion. It is expected that China will soon edge out Japan as the world's largest consumer of luxury goods, a point made by Fondazione Italia Cina President Cesare Romiti in his welcome address. It comes as no surprise, therefore, that the Fondazione – a marketing umbrella for many high-end Italian brands – is eyeing China. “We hope to serve as a bridge between Italian brands and Chinese consumers,” Mr. Romiti said.

With its strong economy, China is seen as a market flush with possibilities. Setting the stage before the forum's first session, which looked at “Winning Chinese Consumers,” Vice Chairman of China's Economic System Reform Research Association and Chief of the Shanghai Economic



们值得花一天半的时间来研究这一产业。”

2006年，全球奢侈品市场总值高达1900亿欧元，其中中国市场约占90亿欧元。意中基金会主席凯萨·罗米蒂(Cesare Romiti)先生在开幕词中预计，中国有望成为全球最大的奢侈品消费国。因此，意中基金会作为诸多意大利高端品牌的市场保护伞，顺理成章地将目光投向了中国。“我们希望成为意大利品牌与中国消费者之间的桥梁。”罗米蒂先生表示。

随着经济实力的强大，中国市场充满了无限可能的机遇。本届论坛的第一个主题是“如何赢得中国消费者”，主题开始之前，中国经济体制改革研究会副会长、上海福卡经济预测研究所所长王德培在演讲中指出，中国的GDP在2008年将迅猛超过德国，在10年里赶上美国。他预言，中国将很快成为“全球最重要的奢侈品市场”。他特别强调，德国的奢侈品产业以每年9%的速度增长，而德国名牌奢侈品在华销售额的年增长率高达40%。

Zegna、Tous 和 Torres 的文化、品位和偏好

作为本届论坛的首位特约奢侈品牌代表，杰尼亚总裁保罗·杰尼亚(Paolo Zegna)先生就“赢得中国消费者”这一主题发表了演讲。杰尼亚先生指出，亚洲是一个日趋红火的市场，特别是中国。如今，杰尼亚销售额的33%来自亚洲客户，12%来自中国。他强调，目前，

新兴市场是公司发展的关键“驱动”。杰尼亚在全球的销售增长有25%来自中国、印度、俄罗斯、拉美、中东和东南亚市场。到2010年之前，这一数字将上升至33%。

本届奢侈品高峰论坛的其他特约奢侈品牌还包括珠宝和酒类。2006年，全球奢侈品市场总额为1900亿欧元，而珠宝和酒类就占1100亿欧元之多。在论坛上，Tous联合总裁Rosa Tous女士作了题为“珠宝业企业家精神”的演讲。Torres总裁Miguel Torres先生就酿酒产业作了题为“传统与商业”的演讲。

2008年，Tous的销售目标是出售500万件珠宝，总额达到4.05亿欧元。Rosa Tous女士透露，Tous公司成功的秘密很简单：努力工作，令顾客满意。“对于美丽、独立、时尚多变的白领女性来说，她们需要的是优质的珠宝，而不仅仅是昂贵的珠宝。年轻人喜欢能显示独特个性的东西。我们拥有令顾客感到惊奇的能力，这就是我们的独家利器。”

在针对高端酒类进行的题为“传统与商业”的演讲中，Miguel Torres先生梳理了Torres家族企业138年的历史，并透露了公司当前的任务：“对产品特征进行清晰的市场定位，持续提升品质、改进包装，并传播酒文化，从而成为市场龙头。”2006年，中国酒类市场总额增长至30亿欧元，其中Torres是在其中占有最大市场份额的西班牙红酒品牌，也是上海第二大进口酒类品牌。目前，该公司在上海、北京、广东都设有办事处，并且还将在2008年进一步扩张。Miguel Torres先生表示：“今年，我们将在中国增设20条分销渠道。”

东西方交融：杰尼亚总裁保罗·杰尼亚先生表示，目前公司的关注点是在中国和意大利等新兴市场积极扩张。中国时尚传奇人物靳羽西女士分享了她创建品牌过程中所遇到的挑战。

EAST & WEST – Paolo Zegna, President of Ermenegildo Zegna and grandson of the famous founder, said the company's current focus is on expanding emerging markets such as China and Italy. China's own fashion legend Yue-sai Kan shared the challenges of building her brand.

Forecast Institute Mr. Wang Depei pointed out that China's GDP will surge past Germany's in 2008 and bypass the U.S. gross domestic product within a decade. China, Wang predicted, will soon be "the most important market for luxury brands worldwide." For example, while the luxury brand industry is growing by 9 percent annually in Germany, he stressed that Chinese domestic sales of German brand-name luxury goods are increasing by 40 percent annually.

CULTURES, TASTES AND PREFERENCES FROM ZEGNA, TOUS & TORRES

As the forum's first featured luxury brand representative, Ermenegildo Zegna Holditalia SpA President Mr. Paolo Zegna spoke on "Winning Chinese Consumers." Zegna stressed that Asia, and China in particular, is an increasingly hot market. Today, Asia accounts for 33 percent of Ermenegildo Zegna's sales while 12 percent flows from China. The company president stressed that emerging markets are now the key "drivers" in the company's growth, with 25 percent of global growth for the brand coming from the combined markets of China, India, Russia, Latin America, Middle East and Southeast Asia. By 2010, that percentage should reach 33 percent.

The Luxury Brands Forum next featured the sectors of jewellery and wines & spirits, which together accounted for €110 billion of the €190 billion global luxury market in 2006. Tous Co-President Mrs. Rosa Tous spoke on "Entrepreneurship in the Jewellery Sector" while Torres President Mr. Miguel Torres addressed "Tradition and Business" in the wine industry.

Tous' sales target for 2008 is €405 million, generated from 5 million product units. The secret to the

company's success, she said, is simple: working hard to make clients happy. "For the beautiful, independent, fast-changing, white-collar ladies, they need good quality jewellery, not [just] high-priced ones. Young people like things that show their special personality. Our ability to surprise our customers is the unique quality we have."

During his address on the tradition and business side of high-end wines, Torres' President outlined the 138 year-old family business' history and its current mission to become a market leader "by marketing products with clearly defined character, constantly improving quality and design, and communicating the culture of wine." In 2006, during which the China market for spirits and wines reached €3 billion, Torres was the most heavily distributed Spanish wine in China and the second biggest wine importer in Shanghai. The company now has offices in Shanghai, Beijing, Canton, and more growth is planned for 2008. Miguel Torres says: "This year, we plan to expand by 20 distribution routes in China."

LUXURY BEGINS WITH CREATIVITY?

Session Three, "Creativity and Luxury Brands," began even before the speakers said a word. The signature bright red lips and fashionable black suit of Chairwoman of the House of Yue-Sai, Ms. Yue-Sai Kan, contrasted sharply with the playfully vivid orange, pink and purple hues favoured by designer Ms. Agatha Ruiz de la Prada. Both women had chosen to express their famous creativity in distinctly different ways.

Taking to the podium first to speak on the transition "From Media to Business," Kan told the audience how she leveraged her popularity as a TV personality into the building of a solid fashion brand.



奢侈品源于创新？

本届论坛的第三个主题是“创新与奢侈品牌”。羽西之家董事长靳羽西一抹红唇，一袭黑衣，而设计师 Agatha Prada 则偏爱鲜艳的粉橘色与紫色，两位女士的装束形成了鲜明对比——这也是一种无声的演讲，通过截然不同的方式表达了他们各自的创新理念。

靳羽西女士以“从媒体到商业”为题，首次从两者转换的角度发表关于奢侈品的演说。她告诉来宾自己如何利用电视名人的影响力创建了羽西这个广受信赖的品牌。旁观者也许会认为她的成功轻而易举，但靳女士坦然直陈，自己在从媒体世界向商业女性转型的过程中遇到了诸多挑战。“中央电视台这个节目让我在中国家喻户晓……但是并不是说我是一个有名的人物，就可以成为一个有名的品牌，这中间需要很大的（努力）过程。”她补充说，自己很幸运，因为正好赶上了“天时地利”的机遇，当中国在发展、中国消费者在改变的时候，她已经做好了满足他们需要的准备。“中国现在对世界各地都是非常开放的。”她说。

在靳羽西女士发表了鼓舞人心的演讲之后，Prada 公司的首席设计师 Agatha Prada 女士对“艺术、设计与时尚”的问题进行了探讨。Prada 公司总经理 Fernando Aguirre 先生接下来表示，艺术、设计与时尚是一个解不

开的结。他说：“时尚是文化的体现，而艺术的含义在很大程度上受到时尚的影响。”以上特质在这家西班牙公司的设计作品中体现得非常明显。

虽然在价格常被等同于品质的利基市场中，Prada 公司是一个强有力的竞争者，但 Ruiz Prada 女士仍坚信奢侈品的核心是美，而不是贵。她说：“商品高价出售也不是不可以。”但她告诉来宾，她信奉时尚的民主精神，即意味着时尚不应价格高昂到只有少数精英才能拥有。例如，她偏爱的若干联合品牌公司里有一家 Swatch，这家公司生产平价而又时尚的手表，在全世界拥有众多消费者。

Ruiz Prada 女士关注中国市场，希望有更多的中国本土品牌能闯入奢侈品市场。“我期待将来能看到中国人设计的中国风格。”她说。

巨大的中国奢侈品市场

论坛首日的倒数第二个主题是从学术角度探讨的，代表者为谢华礼教授与卢晓助理教授。他们的演讲以“奢侈品牌管理”为题，对中国奢侈品市场的规模、经营良好的品牌、中国消费者对最心仪奢侈物品和品牌的态度等进行了探究。

谢华礼教授告诉来宾，虽然中国奢侈品市场规模

意大利时尚偶像 Prada 公司首席设计师 Agatha Prada 女士(左)与意大利时尚协会主席马里奥·博塞利(Mario Boselli)先生均表达了加强本国(西班牙、意大利)与中国紧密联系的目标。Prada 女士的目标是“期望将来能看到中国人设计的具有中国风格的奢侈品。”

EUROPEAN FASHION ICONS – Agatha Ruiz de la Prada, chief designer of her own brand (at left) and President of Camera Nazionale della Moda Italiana Mario Boselli shared their goals for strengthening industry ties to China from their native countries of Spain and Italy. Ruiz de la Prada is "looking forward to seeing Chinese style from Chinese works in the future."

To onlookers, her success may have seemed effortless but Kan candidly spoke of the challenges she faced during her journey from the world of media to becoming a businesswoman. "CCTV made me well-known in China... but it didn't mean the brand was well-known by itself. That's very different. Being famous doesn't mean you have a brand," she said. Kan had also been lucky, she added, because she had been "at the right place at the right time," ready to fill the changing needs of Chinese consumers. "China is open to the world now," she said.

"Art, Design and Fashion" was the topic discussed by Agatha Ruiz de la Prada, chief designer of the company that bears her name, and the firm's General Manager Mr. Fernando Aguirre. For Mr. Aguirre, art, design and fashion are inextricably intertwined. "Fashion is the expression of culture [and the] notion of art is very heavily influenced by fashion," he said, adding that these traits are visible in the Spanish company's designs.

Though her company is a fierce competitor in a niche market where price is often equated with quality, Ruiz de la Prada believes luxury should focus on beauty, and need not be expensive. "You can only sell your product [if it has a] good price," she said. She believes in "democracy in fashion", meaning that fashion should not be priced so highly that it is only accessible to an elite few. For example, one of her favourite companies to co-brand with is Swatch, which creates watches that are affordable and fashionable for large populations of diverse consumers worldwide.

Shifting her focus to the China market, Ruiz de la Prada said she hopes that more domestic brands will break into the luxury market. "I'm looking forward to seeing Chinese style from Chinese works in the future," she said.

THE ACADEMICS OF LUXURY

The penultimate session of the forum's first day brought an academic perspective to the discussions,

with presentations from Professor Michel Chevalier, the co-author of *Luxury Brand Management*, and Assistant Professor Pierre Xiao Lu, author of *Elite China, Chinese Luxury Consumers*. Their discussion of "Luxury Brand Management" provided insight into the size of the Chinese luxury market; today's successful brands; and current attitudes of Chinese consumers towards luxury goods. Mr. Chevalier, Visiting Professor at Paris Dauphine University, is also a consultant with EIM's Paris and Shanghai locations. Mr. Lu is Assistant Professor at both Fudan University in Shanghai and Essec in Paris.

Prof. Chevalier told the audience that, while China may only account for 5 percent of the global luxury market, it is not a market that can be ignored. On par with France in the number (345,000) of consumers with disposable income above US\$1 million, and having the distinction of being the country with the world's youngest millionaires, China offers huge growth potential for high-end products. Prof. Chevalier explained that, coupled with Japan, China accounts for half the global fashion sales volume. Even more noteworthy: because of China's steadily increasing growth and Japan's slowdown, China's fashion sales volumes will surpass Japan's by 2015 at the latest.

That growth is driven by what Prof. Lu described as four categories of Chinese consumers: the status-seeking luxury lovers (15%); those who see luxury items as a way to belong to a social group, the luxury followers (22%); the luxury intellectuals (35%) whose purchases are based on a search for knowledge, heritage and value; and the luxury laggards (28%) who simply follow others' lead. Overall, their data provided good news for the suppliers of high-end products about the general attitude of Chinese consumers. "We can say that 64% of Chinese people think consuming luxury goods is something that can give you a successful image; it's quite positive. And only 1 percent think that [luxury goods] are only very superficial things," explained Prof. Lu.

This wider embracing of luxury goods items has



仅占全球总量的 5%，但这是一个不容小觑的市场。可支配收入达到 100 万美元的中国消费者数量与法国一样 (34.5 万人)，而不同在于中国拥有世界上最年轻的百万富翁，因此中国具备了巨大的高端产品的消费潜力。谢华礼教授指出，中国与日本共同撑起了全球高级时装销售量的半边天。更值得关注的是，中国的高级时装销售量一直稳步增长，而日本则逐年递减，最迟不超过 2015 年，中国的这一销量就会赶超日本。

卢晓教授指出，中国奢侈品产业的发展背后有四类消费者驱动：奢侈品爱好者，占 15%，他们追求高人一等的地位；奢侈品追随者，占 22%，这类人将奢侈品视为进入某一社会群体的途径；奢侈品理性者，占 35%，他们的购买行为建立在对相关知识、传统和价值等详细探究的基础上；奢侈品落后者占 28%，他们只是跟风。不过，总体而言，学者们的数据让高端产品供应商了解到中国消费者对奢侈品市场的积极态度。卢晓教授解释说，“我们看一下中国奢侈品消费者的总体态度，64% 的消费者认为奢侈品代表成功，只有 1% 的消费者认为奢侈品代表浅薄。”

大多数中国人对奢侈品所包含的种种细节采取全盘接受和信奉的态度。某些中档国际品牌看到了这一点，抓住机会，改变姿态，进驻中国市场。这种策略收效甚佳，因为许多中国消费者认为，价格昂贵加上外国制造就等于优质产品。据卢晓教授透露，还需要更多了解奢侈品

产业的并非仅仅是中国消费者，“一些购物中心的业主也有这样的一个看法，好像就是说如果你卖贵的东西，他就给你放在第一层的位置上。实际上我们是需要做很多市场教育工作的”。

米兰的教训

世界时尚之都米兰有许多教训可供刚刚起步的中国奢侈品产业学习。本届论坛首日最后发言的意大利时尚协会(CNMI)主席马里奥·博塞利(Mario Boselli)先生说，事实上，中国已经得到了一些有价值的建议。CNMI 是一个非营利组织，代表 200 余家意大利时装公司，目的是“保护、协调、管理、传播并发扬意大利及全世界时装的优点与形象。”

意大利的时装公司 2007 年总营业额为 6926 万欧元，今年预计将达 6996 万欧元。博塞利先生强调，获得这一进展，重要原因之一是生产“漂亮且精致”的产品。

中国经验

论坛首日最后来自意大利的见解广受来宾欢迎。论坛次日，来宾在开场时即有机会聆听那些已在中国奢侈

从长城到商城：作为中国本土的奢侈品经理人，路威酩轩（LVMH）集团中国区总监吴越先生预期中国的零售市场在年轻一代的消费刺激下，将在未来六年内翻一番。依文企业集团总裁夏华女士相信本土品牌的未来是光明的，而杉杉集团总裁郑永刚先生则强调要跟上中国消费者快速变化、花样翻新的选择是一项日益艰巨的挑战。

GREAT WALL TO THE GREAT MALL – Among China's homegrown luxury executives, LVMH Group Director for China Andrew Wu expects China's retail market will double within six years, fueled by the young generation. EVE Enterprises Group President Xia Hua believes the future is bright for domestic independent brands, while Shanshan Group President Zheng Yonggang stressed that tracking Chinese consumers' fast-changing and diverse preferences is increasingly challenging

translated into big bucks for some middle-class international brands that have seized the opportunity to reposition themselves while entering the China market. This strategy has worked because many Chinese consumers equate high-priced foreign made products with quality. According to Prof. Lu, China's consumers are not the only ones who have a lot to learn about the luxury industry. "For example, the owners of shopping malls classify the brands by using retailing price. So if your merchandise is very expensive, you can stay on the [heavily trafficked] ground floor. In fact, that is not the original luxury concept. It is also not the trend in the world, and so we [in China] need a lot of education about the market," he said.

LESSONS FROM MILAN

Milan, one of the fashion capitals of the world, should have many lessons to offer China's nascent luxury brands industry. In fact some of that valuable advice came, at the end of the forum's first day, from President of Camera Nazionale della Moda Italiana (CNMI) Mr. Mario Boselli. A non-profit organization that represents more than 200 Italian fashion companies, CNMI's objective is to "safeguard, coordinate, manage, spread and strengthen the excellence and the image of fashion both in Italy and throughout the world."

Italian fashion companies had a total turnover of €69.26 million in 2007 with the figure expected to reach €69.96 million this year. Mr. Boselli stressed that one important component of this triumph had resulted from turning out "beautiful and well made" products.

THE VIEW FROM HERE

While the forum's first day ended with much-valued

insight from Italy, Day Two began with an opportunity for audience members to hear the views of companies that have an established track record in China's luxury market. LVMH Group Director for China Mr. Andrew Wu was the first to take to the podium with a presentation examining the issue of "Benefiting from China's Generational Transformation." In a speech entitled "From the Great Wall to the Great Mall," Wu traced China's consumer evolution and probed the implications of these changes for both the domestic and global luxury markets. "From Cultural Revolution to the consumer revolution; from when we had nothing, to a lot of billionaires. From closed door to not just open door but to open mind, that's the era we are in," he said. "We are actually witnessing a very important change."

Wu anticipates that the Chinese retail market will double in less than six years, largely because of the buying power of the younger generation. "That generation is already showing its impact on consumption, influencing the luxury goods market a bit. The challenge for marketers, industries and the government is how to ride this generational change," Mr. Wu urged.

That evolution can also be seen from the experiences of China's independent brands, such as EVE Enterprises Group. In her address on "The Development Road of Independent Brands in China" company president Ms. Xia Hua shared with the audience her company's stages of development over the last 14 years.

President of Shanshan Group Mr. Zheng Yonggang then offered his thoughts on the luxury industry from the perspective of "A Multi-Brand Chinese Company." People, he said, are willing

品市场经营多年的公司的观点。LVMH 集团中国区总监吴越首先做了引人入胜的演讲，对“中国的世代交替带来的好处”——道来。在题为“从长城到商城”的演讲中，吴先生回顾了中国的发展进步，探讨了这些变化对于国内和全球奢侈品市场的意义。“从长城到商城；从一无所有的过去，到亿万富翁层出不穷的现在；从紧闭门户，到不仅开放门户，而且开放思想：这就是我们所处的时代。”他说，“千真万确，我们正见证着重要的转折。”

他预期，中国的零售市场将在不到 6 年的时间里翻一番，这一扩张很大程度上由年轻一代的购买力所引发。“那一代已经显示出他们对消费的冲击力，这对奢侈品市场也有一点影响。商家、业界和政府面临着如何驾驭这一世代交替的问题。”吴先生强调。

这一进化也体现在中国独立品牌的发展历程中。依文企业集团总裁夏华女士在题为“中国独立品牌发展之路”的演讲中，与来宾分享了该公司最近 14 年来各方面的变化。

杉杉集团总裁郑永刚先生从“多品牌的中国公司”的角度阐述了他对奢侈品产业的思考。他说，人们愿意花很多钱购买生产成本有时仅为售价十分之一的奢侈品，因为这些东西能在生活中为他们带来一定的威望。然而，中国正处于飞速发展变化之中，且不说影响消费者，就是要弄明白消费者的需求有时都十分困难。显而易见，这属于下一个主题，即考察管理与传播对奢侈品产业的影响。

畅所欲言

小组辩论的题目是“在中国市场创建品牌意识”，以阳狮广告为代表，它在提供传播与市场解决方案方面处于全球领先地位。阳狮广告大中华区行政策划总裁荣浩硕列举了某些奢侈品产业的大牌代表，以提点来宾理解正在发生的全球变化，及这些变化对大牌与消费者之间的互动造成了何种影响。亚洲中产阶级群体发生了戏剧性的增长，他们在消费高端商品和独特体验方面的喜好发生任何变化，奢侈品的生产商和销售商都必须紧紧跟上。根据荣浩硕先生的发言，甚至连奢侈品的定义都处于不断变化之中。“不仅仅是指你手上可以拿什么，还包括你脑子当中、你的心理上可以得到什么。你不仅仅是向别人展示你有钱……还包括你对于一样东西的认知，并且和别人分享你的这种认知。所以奢侈品的消费，不仅是奢侈的产品也包括奢侈的体验。”

在特殊领域如医疗方面，也产生了显著变化。

“
From Cultural Revolution to the consumer revolution; from when we had nothing, to a lot of billionaires. From closed door to not just open door but to open mind, that's the era we are in.
”

在回答来宾提问时，阳狮广告中国首席执行官郑以萍谈到了中国高端医疗市场的未来趋势。她透露，虽然医疗产品占中国年广告量的 15%，但高端医疗产业——如温泉疗养和整形外科——仍然有很大的发展潜力。

文化、价值与奢侈品

本届论坛的第八个主题，也即最后一个主题，从建筑的视角对奢侈品牌进行探讨。这一主题含义宽泛，名为“建筑的发展趋势”。意大利格里高蒂国际建筑设计公司首席执行官 Augusto Cagnardi 先生作了题为“文化、价值与奢侈品”的演讲。如 Cagnardi 先生所言，“奢侈品牌是由顾客本身决定的，因此我们必须对文化差异给予更多关注。传达一种独特的文化很难——文化只能展示，而不能购买。”

没有终止的对话

经过一天半的讨论，很显然，对于“如何用高附加值服务赢得奢侈品消费者”的主题，还有更多值得探讨的话题和空间。“我认为这两天的时间为我们提供了深入思考的机会，但还有许多问题没有答案。”雷诺教授在闭幕词中说。大家仍然有话要说，例如，何时中国品牌能够在全全球奢侈品产业中产生重要影响？如何定义奢侈品？大家仍有各种各样的意见。不过，有一件事情毋庸置疑，那就是：奢侈品的定义仍在不断发展变化之中。TheLINK



to spend a lot of money on luxury items (even though production costs are sometimes only 10 percent of their sale price) because these purchases add a level of prestige to their lives. However in China's rapidly changing environment, it may be difficult to know – let alone influence – what consumers want.

GETTING THE WORD OUT

The topic for the next session was “Creating Brand Awareness in the Chinese Market” and the panellists were representatives from Publicis, a global leader in communications and marketing solutions. Chief Strategy Officer for Publicis Greater China George Singleton urged the audience, comprised of representatives from some of the luxury industry's big names, to understand the global changes taking place and how these changes will impact the way they interact with consumers. With a dramatic increase in Asia's middle class population, and their inclination to spend money on high-end goods and unique experiences, producers and marketers of luxury goods must keep up with all the changes, he said. According to Mr. Singleton, even the mere definition of luxury is evolving. “It's less about what you carry in your hand and more about what you carry in your head. It's no longer about showing people you can afford something, it's the knowledge about the

product, why it is good, its origin, what makes it different from others,” he said.

Changes are also evident in specific sectors, like health care. In response to a question from the audience, Publicis China CEO Ms. Sheena Jeng spoke of future trends in China's high-end health care market. While pharmaceutical companies now contribute 15% of China's advertising revenue, she said, the premium health care industry – such as spas and cosmetic surgery – still has some growing to do. “We don't have a successful premium health care market, but it's developing,” she said.

ONGOING DIALOGUE

After two days of talks, it was evident that there was a lot of room for even more discussion about “Winning Consumers with Luxury as a Value Added Service. “I think these discussions have given us an in-depth perspective; but there are still questions left unanswered,” said CEIBS Executive President Pedro Nueno during his closing address. Word is still out, for example, on when Chinese brands will make a significant impact on the global luxury industry, and there are still a range of opinions about how to define luxury. One thing that is clear, however, is that the definition, like the industry, is constantly evolving. **TheLINK**

世界是我们的舞台

The World is Our Stage

著名女性企业家和管理学者汇聚一堂，
与会者分享她们创业以及化解内外交困的
局面、寻求生活与工作间平衡的宝贵经验。

**FEMALE BUSINESS AND ACADEMIC
LEADERS VOICED A MESSAGE OF
CONFIDENCE AND VISION AT CEIBS 2ND
ANNUAL WOMEN'S FORUM**



文 / Lauren Hilgers

5月9日，第二届女性领导力论坛“追梦全球——中国女性在全球经济中的角色”在中欧国际工商学院成功举办。此次论坛旨在追寻全球成功女性的足迹，帮助中国女性在全球化背景下找到合适的定位与发展道路。与会者很快达成共识——商业世界正在扩张，与此同时，女性在其中发挥的作用也日益凸显。

“环境不一样了，机会不一样了。”会议组织者、中欧管理学教授李秀娟表示，“以前母亲就是在一个家庭，也可能是在一个小镇，现在我们面对的是世界。”

中欧教务长兼副院长郭理默(Rolf D. Cremer)教授表示，此次论坛讨论从整体上契合了中欧的使命：“中欧的设立是为了在中国的对外开放过程中发挥适度却不失重要的作用。

为了实现这一推动中国社会进步的核心理念，中欧的核心目标之一在于不仅仅要培训经理人，还要培育领袖人物。”

然而，女性领导人相比男性领导人会遭遇更多挑战。几位发言人坦然提到了职业生涯中曾经的败笔以及迅速上升的职业对其个人生活的影响，以此为年轻一代提供忠告。上海丰华(集团)股份有限公司董事长王红梅女士坦然指出目前女性身上普遍存在的问题，即成功的欲望和雄心小于男性。但为了避免男性下属的反抗心理，王红梅也经常在细节上采取比较柔弱谦和的姿态，“内心要很自强，形式上要稍微自弱。”

如果中欧的女性能够向这些女性商业先驱学习，为



By Lauren Hilgers

At the 2nd Annual Women's Forum, held on the CEIBS Shanghai campus in May, it took no time for speakers to come to a consensus – the business world is expanding and as it does, the role that women play is becoming increasingly important.

"The environment has changed," said event organizer CEIBS Management Professor Jean Lee, who is also Michelin Chair Professor in Leadership and Human Resource Management. "Our mothers used to live in families in small

towns... now our stage is the whole world."

The event was launched to foster the growth of women business leaders, giving CEIBS students the opportunity to learn from successful business women. The forum fosters the kind of discussion that is integral in fulfilling the school's mission, said CEIBS Dean and Vice President Rolf D. Cremer. "CEIBS was designed to play a modest but important role in China's reform and opening. In keeping with the fundamental idea of reshaping the role of China, one of CEIBS' key goals is to develop not just managers, but leaders."

Women leaders, however, will face different challenges than their male counterparts. Several speakers candidly related their own career missteps and stressed the impact of a fast-track career on their personal lives, to pass advice along to younger attendees. "In China, we used to say if your husband does well, then you also do well – but not anymore," said Wang Hongmei, chairwoman of Shanghai Fenghua Group. "This kind of thinking will prevent you from moving upward in the future."

If CEIBS' women can learn from their female forerunners in business, preparing for today's challenges and obstacles, then the whole world stands to benefit, said Pedro Nueno, executive president of CEIBS. "If we can better incorporate women into our businesses, we will better achieve success."

FROM CINDERELLA TO CEO

CEIBS Honorary President Liu Ji began the conference by putting the modern rise of women in business into historical context. The increasing influence of women, he said, is happening alongside the rise of the information age, expanding globalization and the peaceful rise of China. "In the manual labour era, women lost some power to men," he said. "In this age, women will be equal to men."



新纪元：在 2008 年第二届女性领导力论坛上，论坛组织者兼中欧管理学教授李秀娟博士告诉参会者：“以前母亲就是在一个家庭，也可能是在一个小镇，现在我们面对的是世界。”中欧名誉院长刘吉表示同意，说：“这时候男性跟女性没有什么区别，至少是同等竞争力的。”

NEW ERA – At the 2008 Women's Forum, event organizer and CEIBS Management Professor Jean Lee told attendees: “Our mothers used to live in families in small towns... now, the world is our stage.” CEIBS Honorary President Liu Ji agreed, stating: “In this age, women will be equal to men.”

今后的挑战和困难做好准备，那么全世界都将从中受益，中欧执行院长佩德罗·雷诺（Pedro Nueno）教授表示，“如果我们能够让女性更好地融入商业社会之中，我们将会获得成功。”

从灰姑娘到 CEO

中欧名誉院长刘吉教授首先做了题为“女企业家的历史使命”的主题演讲，将现代女性的崛起置身于商业发展的历史背景之中。他表示，女性影响力的增强是伴随信息时代、全球化的扩张以及中国的和平崛起而发生的，“当人类社会体力劳动是主要劳动（形式）的时候……女性只好靠边了……随着科技社会的诞生，脑力劳动成为主要劳动，这时候男性跟女性没有什么区别，至少是（具有）同等竞争力的。”

刘院长进而将世界 500 强和中国 500 强的管理者分别比作“经济元帅”和“经济将军”，“中国崛起过程中间需要更多的大企业家”，“你们是中国第一代女性企业家，你们承担着重大的历史使命。”

李秀娟教授却将中国新一代女性企业家比作现代灰姑娘。她表示，在我们母亲的眼中，现代女性都是公主。然而新一代职场女性却日益明了，职场可不如家庭亲切。事实上，商业世界对女性的挑战与灰姑娘的继母和姐姐如出一辙。“我们对竞争的诠释常常是比较负面的。面对任何竞争到头来都要比实力，我们要提高自己的竞争能力就是一个实力的

积累。所以不断地学习，不断地成长是很重要的。”

李秀娟教授进一步指出，现代女性要像灰姑娘一样提升自我，从而在机遇敲门时适时抓住。“水晶鞋代表什么呢？一定有一个属于你的机会……机会到来的时候你要掌握机会，这是很重要的。”

中国女性在全球经济中的角色

对许多亚洲女性而言，神奇的水晶鞋与亚洲在全球经济舞台上的发展息息相关。王红梅女士强调，女性能够证明传统的女性定位是错误的，从而超越这一压力。

福伊特造纸技术中国区总裁兼首席代表刘明明女士分享了她的职业发展如何与中国的经济发展齐头并进。刘明明曾在德国求学，回到云南时带回的不仅仅是语言技能，还有商业洞察力。在谈到如何从家庭主妇转向高管时，刘明明说道，“我知道那地方缺乏人才，我觉得这是机会，机会来了你要抓，要去争取。”“勇于创新特别重要，首先你要思想上很开放。而且我觉得未来具有无限的可能性，很多事情都是可能发生的。”

EDS（亚洲）事务副总裁柳尽染女士表示，亚洲女性依然面临来自传统女性角色的压力。然而女性能够通过独树一帜的方式来挑战这一社会期望，特别是具有全球视野的女性。“跨国公司在衡量人的时候可能会更重视能力、作用和结果，而不像有些



劳逸结合：北京伊利诺伊投资有限公司董事长史晓燕女士建议女性经理人找到合适的商业伙伴，并且在事业和家庭中找到平衡。她提醒女性经理人要多多善待自己。

PRIORITIZE – Beijing Illinois Investment Co. Chairwoman Shi Xiaoyan advises women executives to find the right business partner and find the right work-life balance. She warns that women executives often forget to take care of themselves.

CHINESE WOMEN IN THE GLOBAL ECONOMY

The magic glass slipper, for many women in Asia, is tied to the development of the Asian economy on a global stage. Mrs. Liu Mingming, president and chief representative of Voith Paper Technology (China), shared how her own career path has run parallel to China's development. Liu studied in Germany as a university student, bringing language skills and business savvy with her when she returned to Yunnan Province, China. "In Yunnan province there was lack of management talent, I had to grasp this opportunity and display my talents to the outside world," said the housewife-turned-executive. "You have to be very innovative. Always think what will be possible and don't focus on what will not be possible."

In Asia, however, women still face pressure to fulfill a traditional female role, said Jean Liu, vice president of corporate affairs of EDS Asia. Women can find innovative ways to combat expectations, however, particularly if they have a global perspective. "Women leaders will sometimes face the challenges from male counterparts that they should stay at home," Liu said. "I went abroad very early, so I had my own perspective on how men and women should be treated. I asked myself, 'Why should only the male leaders be successful?'"

Another piece of advice was shared by Wang Hongmei, who stressed that women can also overcome stereotypes simply by proving them wrong. She describes her work ethic as a newcomer to the workforce. "Every day I would show up the earliest; I would clean the office, get the hot water so people could make tea," she said. When the opportunity came to open a bank branch, she opted for the branch in the toughest area. Eventually, her over-the-top working style caught the eye of a company VP who offered her a better opportunity – her boss's job.

Businesspeople are the new "generals", Prof. Liu commented, as China enters the world as an economic power. "Now we have lots of successful women business leaders here. You have not reached the levels of generals yet, you are probably majors. You are going to play a very critical role in the rise of China."

Prof. Jean Lee characterized China's new businesswomen, not as generals, but as modern-day Cinderellas. In our mother's eyes, she said, today's women are all princesses. But the current generation of working women tend to find that the business environment is not as friendly as their own homes. In fact, the business world challenges female entrepreneurs in the same way that Cinderella's stepmother and stepsisters challenged her. "Our competition with people around us may not necessarily be negative," Prof. Lee said. "Competition is part of life; competition requires that you prepare yourself in order to win."

Like Cinderella, today's women are improving themselves so they can seize opportunity when it presents itself. "The glass slipper represents the opportunity for you," Prof. Lee said. "You have to wait sometimes to find the shoe that fits you best."



突破传统：玫琳凯大中国区总裁麦予甫先生表示，要打破传统的“玻璃顶”有赖于女性自身的努力。FedEx（中国）HR 董事总经理洗欣蒂女士认为，她成功的秘诀是家庭的大力支持。

SKY HIGH GOALS – Mary Kay President for Greater China Paul Mak says advancing past the glass ceiling depends on a woman's individual motivation and drive. FedEx China HR Managing Director Kuan-Thye Sean says her strong family support has been a secret of success.

中国本土公司，女同志 35 岁了，要生孩子了，生完孩子以后肯定就不好好工作了，咱别给她太重要的位置了，跨国公司的领导有时候可能不受这个局限，他在文化上这个局限性不是没有，而是不一样。”

在职场应对跨文化差异

当女性置身全球舞台时，她们面临的困难将不仅仅来自于性别，也会来源于文化差异。上海威斯汀大饭店总经理 Peter Alatsas 先生认为，成功更多在于管理技能：“这不是性别的问题，而是结果的问题。”

IBM（亚太）前高级副总裁王嘉陵女士表示，有成就的领导人通常能够克服困难并在自己的商业团队中营造自己的文化。“我觉得伟大领导者一个共同的特质就是他们不会以自己为中心，他们总会忘掉自己、自己的需求、性别或国籍，他们是（以）团队为中心，或者是以任务为导向，从而能够团聚一个团队来完成目标。”

女人还是商人？

李秀娟教授在当天下午的主题演讲中指出，20

世纪 90 年代，只有 10% 的全球企业家是女性。如今，这一数据翻了一番——女性企业家占到了 20%。

虽然女性在各行各业的地位都在攀升，然而，女性依然面临许多男性同行不需要面对的问题。为了平衡工作与家庭生活，女性通常被赋予了不同的工作期望。李教授进一步表示，大多数女性领导人不得不应对的难题就是针对女性气质与权威的双重标准。“像女人，但又不能太女人，成功有双重的要求。又要家庭照顾好，要事业照顾好。”

虽然随着职业女性的成熟、职业方向的变化以及家庭压力的涨落，她们的压力也随之变化。不同年龄阶段女性的体验截然不同。英格索兰（中国）投资有限公司中国区企业服务总经理张黎女士分享了改革开放之前的十年对其职业抉择的影响：“我更加体会到在困难情况下人之间的关怀有多么重要，保持一种正直和谐的人性怎么能够帮你度过所有的困难状况。”

扬特品牌咨询公司总经理李怡静女士表示：当你到 30 岁时，就开始面临来自家庭的许多压力。然而 FedEx（中国）HR 董事总经理洗欣蒂（Kuan-Thye Sean）女士认为，家庭也能够成为支持来源。“我非常幸运地有一位非常支持我的丈夫，放弃了他的牙医执业来到中国；另外很幸运的是，我的母亲作为退休教师，继续开始了作为祖母兼保姆的第二职业。”有家庭在背后支撑，洗欣蒂对未来毫不畏惧。“生

CROSS-CULTURAL DIFFERENCES – MANAGING DIVERSITY AT THE WORKPLACE

As women advance on the global stage, the difficulties they face will be cultural as well as gender-based. Success, however, depends more on management skills, according to Peter Alatsas, general manager of The Westin in Shanghai: “It’s not about gender, it’s about results.”

Accomplished leaders can overcome differences and create a culture of their own within the business team they are working on, said Caroline Wang, a former senior vice president at IBM. “From my observation, one common quality among great leaders is that they are not self centered,” she said. “They often forget about themselves, they are team centered and mission centered.”

WOMAN-LIKE VERSUS BUSINESSLIKE

Some women are clearly getting results, said Prof. Jean Lee during the keynote speech for the afternoon. In the 1980s, Prof. Lee pointed out, only 10 percent of entrepreneurs were women. Today that number has doubled – women now represent 20 percent of entrepreneurs worldwide.

While the ranks of business women are growing across sectors, females still face a number of challenges that their male counterparts do not. In addition to balancing work and family, women often face differing expectations at work. One of the most important struggles most female leaders will have to grapple with, Prof. Lee said, is a double standard between femininity and authority.

“You should not be too woman-like because you have to pursue results and be determined, at the same time you should not be too tough and attract the criticism that you are not like a woman,” Prof. Lee said. “How to be a woman and not be a woman? Women executives have to learn how to face this dilemma.”

The pressures on businesswomen tend to

change as they mature, as family pressures ebb and flow and careers shift direction. Women of different ages also bring different historical experiences with them. Lilia Zhang, general manager of Enterprises Services for Ingersoll Rand (China) Investment, brings with her the memory of the Cultural Revolution, and its impact on her career decisions: “I realized that caring and love for each other is important to help you pull through all of those most difficult periods.”

Thirty-something Mrs. Monica Li, general manager of BrandUnion, faces a different set of challenges. After actively pursuing a career, Li is considering the complicated process of balancing starting a family with the demands of her career. “In your 30s, you start to have lots of pressure in terms of family,” she said.

But family can also be a source of support, said Mrs. Kuan-Thye Sean, human resources managing director at FedEx China. “I’m doubly blessed with a very supportive husband who gave up his dental practice and became a traveling spouse,” Sean said. “I’m extremely blessed with a mother who retired as a teacher but who went on to a second career as a grandmother and nanny.” With her family behind her, Sean is unafraid of what the future might hold. “Life can only get better as we mature,” she said. “Like wine, we mature very gracefully.”

HITTING THE GLASS CEILING

While many women do encounter the “glass ceiling” when advancing their careers, success ultimately depends on your own perspective, said Mr. Paul Mak, president for Greater China, Mary Kay Inc and Mrs. Chialing Hsueh, general manager of MCM, Greater China and South East Asia.

Mary Kay, founder of the namesake company, broke through a glass ceiling of her own by quitting a dead-end job and starting her own business, Mak said. Hsueh, similarly, joined the company after making a dramatic career shift away from a less appealing industry. “You have to come to terms with what you really want and then go for it,” she said.



双刃剑：福伊特造纸技术中国区总裁兼首席代表刘明明女士（右）表示，敢于创新和乐观向上帮助她步步高升。同时，MCM 大中国区及东南亚总经理薛佳玲女士提醒说，成功对女性来说有一个不利因素。她说：“开会的时候，我声音大一点，我的下属就说我不像一个女人，这就是对女性领导人的双重标准。”

DOUBLE-EDGED SWORD –Yunnan province-born housewife-turned-executive Liu Mingming (right) says being "very innovative" and optimistic helped her rise to her current position as President of Voith Paper Technology, China. Meanwhile, MCM General Manager for Greater China and Southeast Asia Chialing Hsueh warns that success can have a down-side for women: "When I raise my voice at a meeting, my subordinates say I am not like a woman. This is the double-edged sword."

活只会变得更好。就像红酒，我们优雅地成熟。”

打破玻璃顶

玫琳凯（中国）化妆品有限公司大中国区总裁麦予甫（Paul Mak）先生表示，虽然许多女性在职业发展上都遇到了“玻璃顶”，然而最终是否取得成功依然取决于自身的努力。麦予甫提到，玫琳凯公司的创始人玫琳凯女士最早就通过创立自己的公司打破了她所面临的玻璃顶。

同样，MCM 大中国区及东南亚总经理薛佳玲女士表示，你必须清楚自己真正想要的是什么，然后才去追求。随着女性变得日益成功，她们通常会遭遇双重标准：“当我们很快做出决定的时候，我们会被批评过于武断，然后当男性这么做时，人们会说这人果断，有魄力。”

女企业家

对女性而言，这一时代充满了机遇，跨国公司开始追求企业多元化，女性领导日益获得认可。开疆咨询（上海）有限公司董事长吴晓庄（Marjorie Woo）女士说：“在座各位不管是 30 岁还是 40 多岁，我想说的是你们的生活比我们的生活都要轻松

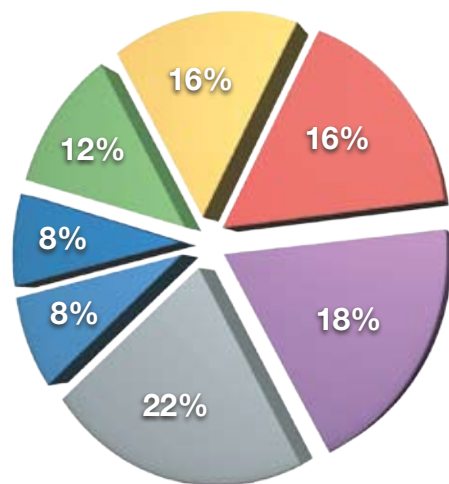
得多，并且未来也是充满希望的。”对今天的企业家而言，诀窍就在于确定她们的目标。“我会首先考虑我希望成为什么样的人，我要做什么，我希望有什么东西，这些东西越早考虑对我越有利。”

对北京伊利诺伊投资有限公司董事长史晓燕女士来说，尚未找到合适的商业合作伙伴是她最大的遗憾之一。“再转回去重新做的话，我找的搭档都应该是逻辑思维非常强的理工科的人，因为我自己特别疯狂，我要再找俩疯子公司就不能经营了。”

成功常常取决于认识自己的优势和劣势。“在座女性的成功离不开两个词，她们努力学习，她们渴望成功，而且更重要的是我们能够这样把握住机遇，是因为我们自己从心里边在想，我们要改变的就是灰姑娘的命运。”亚宁公关公司董事总监于亚非女士说。

女性领导者认为，对成功的利弊权衡常常是因人而异的。“我最遗憾的事情就是在（孩子）特别小的时候没有花特别多的时间跟他们在一起，因为他们现在不需要我了。”但是史晓燕女士表示自己也给孩子们树立了一个好榜样。

作为中国最成功的女性企业家之一，史晓燕女士在结语时劝女性商业领袖要善待自己。她说：“我觉得人真的要有一颗平常心，首先我从来不觉得自己有多么成功。”另外，也应该挤时间泡个澡，听听音乐，并且要经常运动。TheLINK



中国女性管理人员特征
CHARACTERISTICS OF FEMALE
CHINESE BUSINESS LEADERS

● 努力工作 Hard-working ● 有活力 Energetic ● 积极 Active ● 热情 Enthusiastic
● 有激情 Passionate ● 忙碌 Busy ● 其他 Other

来源：中欧国际工商学院管理学教授李秀娟

Source: Prof. Jean Lee, Professor of Management, CEIBS

Hsuen adds that, as women become more successful, they often encounter double standards: "If you are successful and determined, people say you are too tough. When I raise my voice at a meeting to argue, my subordinates say I am not like a woman. This is the double-edged sword."

WOMEN ENTREPRENEURS

This is the age of opportunity for women, as international companies pursue diversification programmes and women are becoming more accepted as leaders. "In your 30s and your 40s, your life will be much easier than all of us," said Marjorie Woo, chairwoman of Keystone Leadership (Shanghai). The trick for today's entrepreneurs is to decide on their goals. "If I were to do it over again, I would start looking sooner at: who do I want to be; what do I want to do; and what do I want to have? Put yourself in the equation so that you know who you are and that you accept who you are."

One of the greatest regrets for Mrs. Shi Xiaoyan, chairwoman of Beijing Illinois

Investment Co., is not finding the right business partners. "If I could do it again, I would find partners that are very strong in logical thinking. I'm crazy, so I can't afford to have other crazy people in the company."

Success often depends on recognizing your own strengths and weaknesses. "(These women) are successful because they keep learning and they are brave enough to face the challenges," said Yu Yafei, managing director of Yaning Public Relations.

The trade-offs of success are often personal, women leaders said. "When my kids were very young I didn't spend enough time with them," Shi said. "Now they no longer need me." But she says she set a good example for them. "If you want to make money, you have to work hard. Women have a lot of pressure – pressure from your parents, pressure from your husband, pressure from your career."

As a final remark, one of China's most successful entrepreneurs urged women business leaders to take care of themselves. "Don't think about the pressure," she said. Take a bath, listen to music, Shi advised, and get some exercise. **TheLINK**

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2nd Annual China Media Forum

New Values in Traditional Media

传统媒体如何利用资本和技术向新媒体靠拢，而新媒体如何不断拓展产业链，新旧媒体如何从两端向中间寻求某种融合的方式，是此次论坛讨论最多的话题。现在，中国传统媒体已经走出了“静默期”，开始进入百花齐放的格局，与会者认为，资本的介入不应急功近利，而应长线投资。

文 / 黄久

中国传媒业正在经历 30 年来最大的变革，这一变革来自两股推动力量：资本与技术。

题为“资本、技术与媒体创新”的第二届中国传媒产业高峰论坛在这一大背景下，于 6 月 6 日在北京举行。作为论坛组织者的中欧国际工商学院相信，论坛将成为中国媒体业在资本市场和技术领域寻找方向与支持，并促进业内合作交流的平台。

“在 21 世纪，中华民族实现伟大复兴，我们经济要上去，整个社会要进步。靠什么？”中欧国际工

商学院名誉院长刘吉教授在大会的开幕辞上铿锵有力地提出了这一问题，随后他表示，新媒体是重要机会，在很多产业上中国与西方存在明显差距，但就新媒体而言，东西方几乎同时起步。

本次论坛共分为三个分议题：中国传媒业 30 年发展及产业政策演变；资本助推、技术革新中的媒体产业变局；媒体价值评估与融资。中欧传媒业同学会为这次论坛提供了丰富的嘉宾资源，在来自媒体、学界和投资界的 24 位嘉宾中，其中 5 位是中欧校友。





By Donald Huang

China's media industry is now experiencing the greatest change of the past 30 years, driven by two forces: capital and technology. This was one of the messages passed on to the audience at CEIBS' 2nd Annual China Media Forum, held June 6 in Beijing.

Focused on the theme of "Capital, Technology and Media Innovation," the forum sought to foster cooperation and communication within China's broad media industry, while also helping media groups to better leverage capital and technology.

"In the new century, China is striving for a great rejuvenation. We crave to boost the national economy and to promote an advanced society. The question is: How can we achieve all that?" asked CEIBS Honorary President Liu Ji, at the event opening. Prof. Liu went on to state that new media creates an important opportunity for the nation. Although China lags behind global standards in many industries, in the just-emerging field of new media, the nation enjoys the same starting position as developed countries.

The 2008 China Media Forum highlighted three main points: the development of China's media industry during the past 30 years; the impact of capital and technological innovations on the media sector; and value reassessment and financing for today's media enterprises.

THREE DECADES OF MEDIA DEVELOPMENT

The 2nd Annual China Media Forum began by taking a backward glance at the progress



经济学启示：中欧名誉院长刘吉教授强调了媒体在推动社会进步中的重要性。

中欧经济学与金融学教授许小年则在论坛上表示，中国政府正致力于将经济结构由“重”转“轻”。

ECONOMIC "LIGHTENING": At the forum, CEIBS Professor of Economics and Finance Xu Xiaonian said the Chinese government's current efforts to shift the economy toward "light" service industries bodes well for the domestic media sector. CEIBS' Honorary President Liu Ji stressed the importance of media in creating a truly advanced society.

传媒 30 年

论坛首先梳理了改革开放 30 年来我国媒体发展的历程，与会嘉宾普遍认为过去的 30 年，也是中国传媒业从无到有、从小到大的 30 年。在这一过程中，体制创新和产业融合已经成为中国传媒业积蓄力量和获得新生的两大支撑点，而基于互联网的技术革命则在最近十年加速了这一变革过程，让传媒行业开始真正走向市场化运作。

中欧经济学与金融学教授许小年从产业结构更新的角度，提纲挈领地阐释了中国传媒产业的历史使命，“中国 2007 年服务业占 GDP 还不到 40%，而印度是 50% 多，日本是 65%，美国的服务业更是超过了 80%。经济越发达，服务业就越兴旺，经济结构就越‘轻’，而不是‘越’重。”

许教授表示，目前我国乃至全球经济都面临通胀压力，这与中国的经济崛起并在国际市场大量购买原料有关。因此，经济结构“偏重”造成的影响势必导致我国政府有意识地将经济重心调整至服务业上，而传媒业首当其冲。

“30 年前我们的传媒是一种单一的品牌。所谓的‘单媒体’，也就是报纸、广播、电视。后来在 90 年代初期出现了多媒体，那个时候的电子出版物在一定程度上融合了不同的媒体形态。今天我们所看到的平台，在原来基础上又做了大量拓展，它由网络上浩如烟海的信息组成。”清华大学教授、前新闻与传播学院副院长熊澄宇在本次论坛上简单梳理了 30 年来中国传媒业的发展历程。

资本、技术双引擎

中国传媒大学教授、广告学院院长黄升民将新媒体的特质总结为“所有人向所有人的传播”。传播内容、方式、渠道将会发生本质改变，而传统“B2C”的传播模式将面临挑战。

上述变化发端于互联网泡沫破碎后的 2003 年，以新浪、搜狐、网易为首的互联网门户开始全方位介入媒体传播，最早是利用短信平台来挣脱亏损的泥潭，而后网络社区、即时通讯、搜索引擎等各种传播手段纷纷加入其中，一个崭新的媒体平台仅用大

that China's media industry has made since the beginning of the reforms and opening-up of the country. It was the consensus of the guests that the Chinese media industry has leapt forward during the past three decades, from fledgling beginnings to increasing sophistication and prosperity. Along the way, institutional innovation and industry integration have been the two pivotal forces driving the rebirth of China's media industry. Over the past 10 years, the internet-based technological revolution has further speeded the development of China's media development and strengthened the forces of market operation.

The transformation of the media sector during China's modernization and globalization was further illuminated by CEIBS Professor of Economics and Finance Xu Xiaonian. "The service sector made up less than 40 percent of the GDP in China in 2007, compared to more than 50 percent in India, 65 percent in Japan and more than 80 percent in the USA in the same year. The more developed the economy is, the more prosperous the service sector will be, and the economic structure will accordingly become 'lighter' rather than 'heavier'." To avoid an overly "heavy" economy, he explained, the Chinese government is now consciously shifting the economic focus to the service sector including, of course, the media.

Giving further insight into the development of China's media from the "single media" that existed before economic reform to the new era of multimedia, was Tsinghua University Vice-Dean of Journalism and Communications Xiong Chengyu. "Today's multimedia platform has been considerably expanded, making vast quantities of information available on the Internet," said Prof. Xiong.

DUAL PROPELLERS: CAPITAL AND TECHNOLOGY

Characterizing new media as allowing "everyone to communicate with everyone else,"

Communication University of China Professor Huang Shengmin predicted that the future will bring about changes to both media content and channels, and that the traditional B2C pattern of communication will face challenges. These changes date back to the burst of the Internet bubble in 2003, when Sina.com, Sohu.com, 163.com and other Internet portals launched. Born during the turbulent post-bubble period, these newcomers eventually found success by providing network communities, instant messaging systems, and search engines.

The hottest topic at the 2008 China Media Forum was the question: "How can traditional media blend with new media?" Many ideas were discussed on how old-school print and broadcast media can best make use of capital and technology, expand products and services, and partner with new media.

Many speakers argued that opposite poles of "old" and new media can benefit by finding a common middle ground. Several speakers advocated the sharing of content, and the joint use of communication terminals and channels such as mobile phones, IPTV and outdoor video presentations.

Many speakers agreed that turning a profit via "old" media is extremely challenging. As *China Times* Editor in Chief Shui Pi explained: "Only those with a strong sense of social responsibility would invest in traditional media; currently, profits are rather meager. Recently, investments in the field have been on the rise, but it is a difficult path indeed. Profitability cannot serve as an indicator for the success of traditional media."

"Old" media historically has been considered as a public utility, providing information or entertainment to audiences for free. In its roadmap for further development, this role must be altered, speakers said, in order to enhance profitability. Guests generally agree that emphasizing higher earning power is the only way to gain recognition from the capital market.

Technological advances are also fueling the growing integration between traditional and new

约五年时间即展现在世人面前。

事实上本次论坛讨论最多的话题，即传统媒体如何利用资本和技术向新媒体靠拢，而新媒体如何不断拓展服务品类，将产业链拉得更长。似乎新旧媒体从两端向中间寻求某种融合的方式。这种融合包括三个方面：终端、渠道和内容。

终端方面有手机、IPTV 以及各种户外视频；而渠道方面，互动的方式变得越来越为人接受，一则内容往往可以通过多个途径来获取；内容整合集中体现在以受众为中心的内容编排上。上述三种变化不仅发生在新媒体中，在传统媒体中也在大张旗鼓地进行。

但是即便如此，与会嘉宾仍表示，从资本角度来看，目前传统媒体相对较“小”，与有百度、新浪、腾讯等有代表性的新媒体相比，在市值、赢利能力、商业模式方面还很难获得市场认同。

“只有具有强烈社会责任感的才能去投资传统媒体。最近一段时间，针对传统媒体的投资也逐渐多了起来，但其实走得艰难，盈利还不能作为传统媒体的考量指标。”《华夏时报》总编辑水皮表示。

虽然，传统媒体之前一直是免费向受众提供产品的“事业”，但在未来的产业图景中，这个角色将发生转变。如何彰显传统媒体的产业功能，扩大其“赚钱”作用被嘉宾们普遍认为是获取资本市场认同的唯一方式。

而从技术角度来看传统媒体和新媒体，融合的趋势也无法阻挡。新旧媒体都在使用基于计算机技术的各种手段扩充自己的传播手段。《英才》杂志社社长宋立新就介绍了如何通过“社区”这个概念来巩固、扩大杂志读者群的经验。传统媒体正在普遍运用互联网技术手段包装自己。

媒体价值重估

虽然传统媒体的赚钱效应还没有彰显出来，媒体市场的管制也相对严格，不过本次论坛上也有投资界人士对传媒产业的未来表示了信心。

“过去一年上市的国有传媒企业就有 3 家，四川新华、广州日报和辽宁出版。我们可以预见 2008~2012 年上市的传媒企业还要多，还要大。”中银国际证券有限责任公司执行董事陈杭（MBA1997）表示，目前在整个 A 股市场中传媒企业占总市值的 3.5%，这一数字在未来几年内将会大幅增长。

传媒上市企业的增多将改变整个市场格局，形

成对这一行业的价值重估，成为资本市场的新亮点。传媒企业除了目前盘子较小外，盈利能力普遍好于其他 A 股企业的一般水平，一旦整个行业形成气候，还可以吸引包括百度、腾讯等企业回归 A 股上市，整个中国的传媒产业会给投资者更多想象空间。

“国有的传统传媒企业，他们手里拥有大量的垄断资源，这些资源在市场的认可度是很高的，但接下来应该关注这些资源与互联网和手机等结合而产生的机会。”鼎晖创业投资合伙人王功权表示。

同时，通过上市募集资金后，如何将这些钱花在该花的地方，也是在座嘉宾普遍关注的问题。就目前而言，行业之间大规模并购的时机尚未到来，但谁也说不清机会什么时候就会突然降临，为此，各个传媒集团似乎只有严阵以待。

麦格理（香港）有限公司董事总经理翟普则表示，同样严阵以待的还有资本。现在，中国传统媒体已经走出了“静默期”，开始进入百花齐放的格局。在这个时候，资本的介入应该不要急功近利，而应长线投资，这样就会收到很好的效果。

“媒体的需求、传播的渠道从未来的发展看都是无限的，而媒体生产内容的成本是有限的，并不断趋向更低。”中欧副院长兼中方教务长张维炯教授在总结发言时，一语点破了整个传媒产业投资前景看好的关键所在。

联想—中欧共襄传媒盛举

作为世界领先的 IT 企业，联想集团的发展史是对新媒体技术革新强有力的注脚。作为极具社会责任感的中国品牌企业，联想集团高度关注中国传媒业的发展。

联想集团高级副总裁兼大中华和俄罗斯区总裁陈绍鹏表示，联想强大的技术实力是保障其产品获得媒体和其他产业认可的前提。全球三角创新体制、46 个顶级实验室是联想研发创新的坚实后盾，也是合作伙伴和客户信任联想的原因。

联想集团是一家极富创新性的国际化科技公司，是全球个人电脑市场的领导企业，致力于帮助全球客户和合作伙伴取得成功。中欧国际工商学院是中国现代管理教育的先驱和领跑者，以创造思想、传播知识、提供国际一流的商业教育和研究为己任。长期以来，联想集团与中欧在人才培养、校友学员活动等方面开展了卓有成效的合作，本届中国传媒产业高峰论坛更是得到了联想集团的鼎力支持。TheLINK



需求上扬，成本下抑：中欧副院长兼中方教务长张维炯教授在第二届中国传媒产业高峰论坛上作总结发言时表示：“媒体的需求、传播的渠道从未来的发展看都是无限的。”

RISING NEED, SINKING COST: CEIBS Vice President and Co-Dean Zhang Weijiong closed the 2nd Annual China Media Forum with a message of optimism.

"The need for media will be limitless in the future," he said.

media, speakers said. For example, both sides are now using new advances in computer technology to enrich their communication means. *Talents* magazine Editor-in-Chief Song Lixin shared his experience in successfully expanding his publication's readership by promoting the concept of "community". Meanwhile, traditional media are actively using Internet technologies to stay up-to-date and attractive.

MEDIA'S VALUE REASSESSMENT

Despite questions concerning the profitability of traditional media and concerns over continued strict regulations on this sector, potential investors shared reasons for optimism. "Three state-owned media companies were listed last year alone, namely Xinhua News Agency Sichuan Branch, Guangzhou Daily, and Liaoning Media and Publishing Co. We can anticipate more and bigger media agencies becoming listed 2008 through 2012," declared businessman Chen Hang (CEIBS MBA 1997), who is executive director of BOC International (China). Mr. Chen pointed out that media companies currently

make up only 0.35 percent of the total value of China's A-share market, but he expects this number to increase dramatically in the coming few years.

The number of listed media companies in China will continue to expand in the near future, eventually calling for a value reassessment of the industry, experts said. The media sector may emerge as a focal point of interest in the capital market, given that media companies are generally endowed with greater profitability than other A-share companies. As the overall industry matures, giants such as Baidu.com and Tencent.com will be drawn back to an A-share market listing, attracting other investors to the sector.

"State-owned media companies are privileged with a monopoly of resources which are highly valued in the market. The next concern should be the opportunities arising from the integration of those resources with the Internet and the mobile phone," added CDH Fund CEO Wang Gongquan.

One question of general concern during the forum was: how capital can best be invested after financing. Time has not yet been right for large-scale acquisitions across industries, but media groups are all keeping an observant eye and making every necessary preparation.

China's traditional media has walked out of the shadows into a bright new future, declared Macquarie (Hong Kong) Managing Director Philip Zhai. He argued that investors today should not be focused on short term success but on the long-term perspective.

As the event came to a conclusion, CEIBS Co-Dean and Vice President Zhang Weijiong summarized the forum findings and offered final words for attendees to take away. He stressed two concurrent trends that give investors strong reasons to remain bullish on the future of China's media sector. "The need for media will be limitless in the future, while the cost of media production is limited and sinking ever lower," said Prof. Zhang – a combination that adds up to a promising future for this fast-changing industry. **TheLINK**



行动时间

“5·12”四川大地震之后的数周向人们展示了一点：虽然大自然的灾害从来没有停止过，然而只要人们齐心协力、精诚合作，地球将会变得更加美好。



A TIME FOR ACTION

THE WEEKS AFTER THE MAY 12 SICHUAN EARTHQUAKE HAVE PROVEN AN INSPIRING POINT: WHILE THERE IS NO STOPPING THE DESTRUCTIVE FORCES OF NATURE, BY WORKING TOGETHER IN A SPIRIT OF COOPERATION AND COMMUNITY, PEOPLE CAN ALSO MOVE THE EARTH IN POSITIVE WAYS



文 / 安若丽 周杨

在“5·12”特大地震发生后的8周内，整个中华民族的内心掀起了巨大波澜。由最初的震惊和恐惧，继之以悲伤和同情，然后我们的师生员工、校友及其企业和赞助伙伴们就开始行动起来。

5月到6月期间，中欧参与了这场波及全中国乃至全世界的救灾行动。提供援助的方式和风格是多种多样的，但是最终目的只有一个：就是给在这场中国建国来最严重的地震中受灾的人们提供援助。在这场灾难中（截止至6月底），有近70,000人死亡，18,500人失踪，375,000人受伤，数百万人无家可归。





哀悼时分: 5月19日14时28分, 中欧全体师生员工默哀三分钟, 表达对四川汶川大地震遇难同胞的深切哀悼。
A TIME FOR SORROW – CEIBS administrators and directors at the Shanghai main campus undertook a moment of silence, led by President Zhu Xiaoming (at center, right) after the earthquake.

By Laurie Underwood & Echo Zhou

In the eight weeks since the 8.0 magnitude Sichuan Earthquake, the CEIBS Community – and the entire Chinese nation – has experienced a series of different emotions and reactions. First was the initial shock and horror, then came grief and sympathy, and then, for many of our students, alumni, faculty, staff, sponsors, and alumni companies, came action.

During May and June, CEIBS joined relief efforts underway around the nation, and around the world. The methods and styles of offering

assistance varied widely but the end result was the same: offering help to those suffering from the impact of China's worst earthquake since 1949. With over 80,000 killed, 380,000 injured, as well as several million made homeless by this tragedy (as of end of June), there have been many opportunities to offer tangible assistance.

Most impressive was the outpouring of community spirit and active volunteerism that emerged among CEIBS alumni, students, faculty and staff. Within days after the disaster, our CEIBS website (www.ceibs.edu) was expanded to offer a special Earthquake Relief homepage posting information on donating to qualified relief funds, volunteering, or other information sharing. Within minutes after creating this site, announcements from CEIBS alumni began flowing in, offering advice on donating to different NGOs, serving as a volunteer, as well as words of sympathy, encouragement and hope for those in the disaster epicenter. Several alumni were even inspired to write poems to express their mixture of grief over the disaster and encouragement for the relief work. In particular, the CEIBS Beijing campus assisted by producing five issues (so far) of a special online newsletter, *Xinhe News*, which highlights the earthquake relief actions undertaken by CEIBS alumni – all uploaded to the CEIBS website (in Chinese).

One of the clearest forms of support from the entire extended CEIBS community was in organizing successful donation drives. The CEIBS faculty, staff, students and alumni organized donation drives which collected ¥1.43 million, which was donated to the Red Cross of Shanghai on May 27. Meanwhile, among the school's more than 7000 alumni, many organized fundraisers among classmates, alumni clubs, and within their companies. In true business-school fashion, many of these individuals and groups engaged in creative fundraising activities such as reunions, lectures, auctions, and even stage performances. Especially inspiring:



中欧的校友、学生、教授和员工迸发出的奉献精神 and 殷切爱心感人至深。地震发生几天后，中欧网站 (www.ceibs.edu) 就特设了抗震救灾专页，发布给慈善基金捐款以及志愿者活动的相关报道，以及其它共享信息。在这个网页建成几分钟内，中欧校友的反馈就纷至沓来，有提议给哪些非政府组织 (NGO) 捐款的，有当志愿者的，还有向受灾同胞表达同情、鼓励和祈福的文字。北京代表处还制作了五期 (迄今为止) 在线赈灾专刊《新合报》，第一时间报道了中欧校友发起的赈灾行动，这五期通讯都已上传至中欧网站。

中欧人最多见的支持方式之一是组织捐款活动。我院在中欧师生员工、校友及校友企业中募集并转交上海红十字会的善款将近 150 万元。同时，中欧 7000 多名校友中，很多在同班同学、校友俱乐部和所在公司中组织了募捐活动。在个人和团体组织的创造性筹款活动中也有很多独具商学院风格，通过诸如返校日、演讲、拍卖甚至戏剧义演的方式筹集善款。特别鼓舞人心的是：在上海和深圳还分别举办了两场校友赞助拍卖活动，各自筹得 100 多万元善款。截至六月底，中欧人及校友所在企业通过各种途径捐赠的善款数额已经超过 20 亿元。(个人和企业捐款的详细报道，请访问中欧网站)

接下来，《TheLINK》对这些创新而有效的救灾方式给予了高度赞扬。我们也想对众多中欧赞助商给受灾地区捐助资金、设备、物资等表示衷心感谢。

当然，其中最让人感动的是那些贡献自己的时间、精力和专业技能深入灾区第一线的中欧人。本期封面故事报道了许多赶赴灾区做志愿者的校友和学生的故事。《TheLINK》杂志特别向 12 位来自中欧医院管理班的校友致敬，他们在第一时间带领医疗救援队赶往灾区第一线救死扶伤。本期杂志同时也向那些伸出援助之手的志愿者致敬，他们帮助运输应急物资，重建家园，做志愿者老师，还有在“六一”儿童节为失去家园的人组织活动和表演。

朱晓明院长对这些志愿者表示高度赞赏：“我们可以看到我们的学员不仅可以成为商界的领军人物，而且也富有强烈的社会责任感和使命感。这正是我们培养学生的方向。”





行动时间：整个 5 月至 6 月的募捐活动中，中欧的校友、校友企业及师生员工通过多种途径筹集了超过 20 亿善款。图为中欧院长朱晓明教授和上海市儿童健康基金会名誉理事长谢丽娟女士（前页，上）在六一慈善义卖拍活动中（前页，下），此次活动为重建灾区希望小学筹得善款 130 余万元。下图，深圳班 2007、2008 级 EMBA 同学在 5 月 17 日的“有情天地——07/08 深圳班联谊会”上成功筹得 100 多万元善款。

A TIME FOR ACTION – Fundraising events throughout May and June brought total donations of ¥2 billion from CEIBS alumni, alumni companies, students and staff. Here, CEIBS President Zhu Xiaoming with Children Health Foundation Honorary President Xie Lijuan (previous page, above) at the Children's Day Special Auction (previous page, below) which raised ¥1.3 million to build a Hope Primary School. Below, CEIBS EMBA 2007 and 2008 students in Shenzhen rally the crowd on May 17 at a successful auction raising more than ¥1 million.

two alumni-sponsored auctions held in Shanghai and Shenzhen, respectively, each raised over ¥1 million each. The result: by late June, CEIBS fundraising had collected ¥2 billion in earthquake relief funding from alumni, alumni companies, students and staff combined. (Full reports of donations from individuals and companies, can be found on the CEIBS website at: www.ceibs.edu.)

In the pages that follow, *The LINK* pays tribute to these innovative and effective means of supporting the earthquake relief efforts. We would also like to offer heartfelt thanks to the dozens of CEIBS sponsors who sent funding and donated equipment, supplies, and other assistance to the disaster area.

Most impressive of all, of course, were those in the CEIBS community who volunteered their own time, energy, and expertise by working in quake-struck regions. This issue's cover story features the first-hand account of dozens of alumni and students who traveled to the disaster region to work as volunteers. In particular, *The LINK* honours the 12 alumni from the CEIBS Diploma in Hospital Management Programme (DIHMP)

who volunteered their professional medical services in Sichuan to assist the injured. This magazine also honours those volunteers who offered their assistance by delivering emergency supplies, helping with building reconstruction, teaching children left without schools, or organizing activities and performances for homeless families on Children's Day.

Throughout these efforts, the spirit of innovative social activism among CEIBS volunteers shines brightly. This community involvement, unity, and hope is evident in the words of alumni Xu Ying (Diploma in Management Programme 2001) who submitted the following diary entry to the CEIBS website after working to rebuild a grade school in the disaster area: "Of course I will come back here; we've only just begun the work necessary. I believe more and more CEIBS people will come to help. I am sure the re-built schools will be both beautiful and indestructible. I am convinced that every child in Dujiangyan will enjoy a happy life; after surviving the calamity, they will love and cherish every aspect of life more."



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生命相托, 职责所在: 孙运波副院长 (DIHMP 2008) (左一)率领 61 名专家深入灾区, 并写下了抗震救灾日记。图为在地震中失去亲人的幸存者。

CALL OF DUTY – Dr. Sun Yunbo (DIHMP 2008), at left, led 61 medics to the quake zone where he and other doctors lived in tents without running water. His diary account is posted at www.ceibs.edu. Here, delivering injured survivors in the town of Meishan.

医疗一线特辑

The battle to save lives

5月14日 凌晨零点30分, 重庆医科大学附属第二医院副院长张玲(2008DIHMP 中欧医院管理班)在睡梦中被电话铃声惊醒, 重庆市卫生局指令重庆医科大学附属第二医院火速派出医疗队赴德阳参加救援工作。凌晨六点, 张玲已经调集了十多名医护人员和一车医药物资以及行走方便的平底鞋、手电筒等必备行装, 冒着大雨于5月14日上午10点抵达位于川西的地震重灾区德阳市区, 并立即加入了抢救伤员战斗之中。

其间余震不断, 天气炎热潮湿, 救灾帐篷里搭着几张行军床, 这就是张玲及其队员的办公室和休

息室。6天的高强度工作中, 张玲所带领医疗队的重点工作是控制伤口感染, 伤口处理之后的第三天是感染高峰期, 病房伤员密度大, 这一任务极其艰巨。

张玲对媒体说道:“我被志愿者的爱心所感动, 还被那些从废墟中顽强爬出来的孩子所震撼, 我只是在做我应该做的事。我想这不是什么豪言壮语, 是我内心真实的感受。”张玲的救灾日记详见中欧网站“抗震救灾专页”。

青岛大学医学院附属医院的孙运波副院长(2008DIHMP)(山东省医疗队总队长)一行61名专家于5月18日中午赶到四川眉山。他们在抗震救

灾响应书上宣誓：“生命相托，职责所在！挽救生命，我们义无反顾！”这位有着被上帝亲吻过双手的好大夫，在救治病人的同时，把自己最真实的感受，与我们分享，详见中欧网站“抗震救灾专区”。

5月14日下午2点40分，汪志明(2005DIHMP)率领的华山医院中国红十字紧急救援队队员顺利抵达成都双流机场，并于15日清晨开赴距离成都3小时车程的绵阳县重灾区实施救援，这是上海第一支进入灾区的医疗队。

长征医院副院长吕一刚(2006DIHMP)带领第一支103位医务人员组成的队伍，于15日凌晨3点抵达四川绵阳灾区，并且还即时救治了一名出生仅三天的婴儿，最终孩子的父亲给孩子取名“李长征”以表纪念。长征医院院长殷学平(2004DIHMP)也赶赴灾区慰问医疗队。截至发稿时，该医疗队依然坚持在一线救治伤员，门诊人次累计已达到3642，收治病人2314人次，实施各类手术541台，外出巡诊17400多人次。

上海市长宁区中心医院的陈俊峰副院长(2008DIHMP)率领医疗队在四川绵阳市安县晓坝镇坚守了29天。这里是一个上万人的灾民安置点，人口密度高，帐篷就支在西瓜地里，水、电时断时续，于是，医疗队只能动手挖灶，上山拾柴。陈俊峰的救灾工作日志请访问长宁区中心医院网页：<http://www.cnchospital.com>。

新疆维吾尔自治区人民医院书记、副院长潘梁军(2008DIHMP)于5月18日作为总队长，在新疆维吾尔自治区卫生厅党组书记的带领下，携带近30吨救灾物资，率领70多名新疆自治区三甲医院和疾控中心的专家赴四川地震灾区，并于21日17点到达茂县重灾区。按指挥部要求将人员分组到两镇四乡(进村)进行医疗救助及防疫工作。这里不时的下雨加之频繁的余震，给医疗队的生活带来诸多不便，精神压力也很大。但医疗队员们克服一切困难，以极佳的状态、极高的热情投入到了医疗救护工作之中。

此外，天津医科大学附属第三中心医院的李强副院长、吉林大学第一医院的高普均副院长、泉州第一医院的许荣誉主任、北京邮电医院的林方才院长、哈尔滨医科大学附属第二医院于凯江副院长等2008DIHMP同学均在第一时间奔赴灾区抢救伤员。

At 12:30 a.m. on the night of May 14, Zhang Ling (DIHMP 2008), Vice President of the Second Affiliated Hospital of Chongqing University of Medical Science, was jolted awake by the jangle of his telephone. It was an emergency call from work; the Chongqing Municipal Health Bureau wanted her to dispatch an emergency medical team to the municipality of Deyang, a city that had been severely damaged in the May 12 Sichuan Earthquake.

By 6 a.m., Zhang had organized a team of a dozen, equipped with a truckload of medical supplies, flashlights and other necessities. Despite heavy rainfall, they arrived in the city just four hours later and found themselves immediately plunged into a ‘battle’ to save as many lives as possible.

The work of Zhang’s team was made even more challenging by the frequent aftershocks and the humid weather that persisted for the six days the team worked. Working in relief tents outfitted with crude camp beds to create a temporary hospital, the team worked hard on their task: prevention of wound infections. Wounds are most vulnerable to infection on the third day after injury; given the flood of patients into the makeshift hospital, preventing infection was a daunting task. The team members worked hard, taking only a few short naps during their entire six-day stint.

For Zhang Ling, helping came naturally. “I’m moved by the loving hearts of the volunteers, and thrilled by the resilient children who out-witted death by climbing out from under the ruins. I am just doing what I should do. It’s not false modesty; it’s just what I feel deep down in my heart,” she told media.

Zhang Ling’s team was surely not the only group of medical volunteers on the front lines in the critical period after the quake. Dr. Sun

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深入前线：张玲副院长 (DIHMP 2008) (中) 在灾区持续坚持了6天的高强度工作。
 ON THE FRONT LINES – Arriving in Sichuan just two days after the disaster, Dr. Zhang Ling (DIHMP 2008), at center, threw herself into one week of grueling emergency medical work.

Yunbo (DIHMP 2008) led a team of 61 medical experts to the town of Meishan, Sichuan on May 18. Dr. Sun, Vice Director of the Affiliated Hospital of Qingdao University Medical College, is renowned in the region for medical skills that are a “gift from God.” A heartfelt account of his impressions and emotions during his work in Meishan area (written in Chinese) are posted on the CEIBS website’s Sichuan Earthquake relief section. An excerpt: “My colleagues in Qingchuan are my biggest concern. There are 1,267 persons living in 60 tents with only 2 bathrooms and no running water...”

Expert medical help also came from the Huashan Hospital’s Red Cross rescue team, headed by Wang Zhiming (DIHMP 2005). The team arrived at Chengdu’s Shuangliu Airport at

2:40 p.m. on May 14, making them the first rescue crew from Shanghai to enter the earthquake zone. Early the next morning, the team went further into the severely-hit An County and began their crucial task of search and rescue.

The first emergency medical team of 103 staff members from Shanghai Changzheng Hospital, headed by Doctor Lv Yigang (DIHMP 2006) reached in the town of Mianyang on May 15. The team arrived just in time to provide life-saving medical care to a three-day-old infant, who was named after the Changzheng Hospital by the father in memory of the moving episode. The rescue team tirelessly worked in the severely hit city for weeks. Additional assistance came from Dr Yin Xueping (DIHMP 2004), director of the Shanghai Changzheng Hospital.



竭尽全力：余震不断，天气炎热潮湿，住在简陋的救灾帐篷里甚至席地而睡，志愿者们不畏一切艰难险阻。GIVING THEIR ALL – Volunteers describe working in the most challenging conditions: hot sticky weather, crude tents for shelter, and very little sleep.

Meanwhile in the An County town of Xiaoba, Dr. Chen Junfeng (DIHMP 2008), Vice Director of Shanghai Changning Central Hospital, spent 29 days leading a team of medical professionals. The earthquake had transformed Xiaoba into a community of more than 10,000 displaced residents living in makeshift tents hastily erected on farm land. The supply of water and electricity were sporadic, forcing Chen and his team to work under the most challenging circumstances. The medical team used their bare hands to build crude kitchens; they collected firewood from the mountains. Details of this brave and critical work can be found in Chen Junfeng's journal of his rescue work at www.cnchospital.com.

These were just some of the CEIBS alumni

with medical expertise who selflessly donated their expertise and time to the Sichuan Earthquake relief efforts. Others from CEIBS 2008 DIHM programme who generously offered their medical skills and donated their time to critical rescue work include: **Dr Pan Liangjun**, Party Secretary, People's Hospital of Xinjiang Uygur Autonomous Region; **Dr Li Qiang**, Vice Director, Third Affiliated Central Hospital of Tianji Medical University; **Dr Gao Pujun**, Vice Director, First Affiliated Hospital of Jilin University; **Dr Xu Rongyu**, Director, First Affiliated Hospital of Fujian Medical University; **Dr Lin Fangcai**, Director, Beijing Hospital of Post and Telecommunications; and **Dr Yu Kaijiang**, Vice Director, Harbin Medical University Second Affiliated Hospital.

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杨萍, EMBA013
杨晓彤, EMBA051



志愿者合影：图为聚集于成都青年旅社的13名志愿者于5月18日的合影，这些来自全国各地的首批赴川志愿者结下了深厚的友谊，后排左一为中欧校友任涛（EMBA 2006）。
READY FOR WORK – The Chengdu Youth Hostel became a meeting point for rescue volunteers in the days following the disaster. Here, CEIBS EMBA 2006 student Ren Tao (back row, far left, facing camera) joins 12 other volunteers from around China before starting work on May 18.

首批中欧志愿者 CEIBS First Rescue Volunteers

文 / 周杨

“刚刚在红白镇遇上了山体滑坡，前面的车躲避不及跟我的车撞了一下”6月30日，当《The LINK》杂志连线首批赶赴灾区的中欧同学汪灵江（EMBA2006）时，他如是做了开场白。被问及是否安全时，他轻松地说道：“这没什么，跟上次在映秀镇连绵3公里的滑坡段相比，这不算什么。”

5月15日，汪灵江和任涛（EMBA2006）在参加完论文答辩后立即背起行囊，从上海赶往四川重灾区第一线。在当地抗震救灾指挥部的统一指挥下，协助救援受困人员，帮助运送药品和物资。5月20日，汪灵江和任涛回到中欧校园，向朱晓明院长和相关部门负责人报告了他们在抗震救灾第一线的见

闻和感受。

随着救援工作的结束，他们也逐渐将关注点转向灾后重建，如何尽最大可能地整合中欧的优势资源，解决当前灾区最紧要的问题。汪灵江和任涛介绍说，目前，他们联合了上海、北京、深圳校友会办公室以及成都校友分会、深圳校友分会等组织了中欧校友爱心联合会，以“沟通信息，协调行动，聚沙成塔，鼎力相助”为原则，集中关注三方面的重建工作：第一是慈善行动，包括捐建九年制乡镇小学及学生多功能活动室（目前深圳校友分会已决定承建10所学校，北京的同学也将其纳入计划）；第二是与中欧相关部门接洽，讨论将“中国—欧盟商务管理培训项目”（BMT）引入四川，为当地培养专业



救灾物品: 5月16日, 汪灵江 (EMBA 2006) 与几位同行志愿者在位于都江堰王婆岩村分发蜡烛、消毒药水等救灾物品。

NECESSITIES – CEIBS EMBA 2006 student Wang Lingjiang (at right) distributes candles, sterilized water and other emergency aid items to earthquake victims in Wangpo Rock Villiage, Dujiangyan on May 16.

管理人才; 第三是组织中欧校友, 开展对灾区的产业对口支援项目。此外, 汪灵江连同成都校友分会的十几位校友及其他来自各地的校友共同成立了“前线团队”, 负责收集灾区信息、协调当地资源、拟定赈灾方案并组织实施, 同时也将全力为前往灾区的校友提供支持, 欢迎有意向者与他们联系。

目前, 汪灵江表示接下来2年内都会将主要精力放在灾后重建上。被问及他的公司时, 他很坦率地说道: “赈灾不能等, 赚钱可以等。”任涛目前与罗念慈同学 (AMP2006) 驻守上海, 负责爱心联合会的统筹协调工作。感兴趣的同学请联系:

汪灵江: 1332 292 9968 wlj@hehan.com

任涛: 1381 668 6506 rtao.e06sh5@ceibs.edu

罗念慈: ericluo@263.net

中欧校友爱心联合会爱心大使: 管理学教授忻榕

中欧校友爱心联合会理事名单:

中欧校友事务副教务长周东生教授

中欧 EMBA 课程副主任赖卫东

中欧 EDP 华东区客户总监高效云

中欧北京代表处谈磊

中欧深圳代表处陈绮

汪灵江、董剑平、罗念慈、任涛、邹志文、冯海涛、

曾李青、黄反之

Shenzhen Alumni Chapter,
Hope Foundation\Shenzhen
Alumni Chapter
Shen Jiawen\EMBA061
Sheng Xijun\EMBA076
Shi Guipan\EMBA07BJ1
Shi Bo\EMBA07BJ3
Shi Zhiyan\EMBA082
Sun Dewei\EMBA95
Sun Hemin\EMBA074
Sun Lei\MBA02
Sun Wei\EMBA072
Tang Weiqiang\EMBA083
Tao Siyang\MBA992
Tian Min\CEMI-5
Tian Xudong\EMBA055
Wang Aixiang\AMP5
Wang Chen\EMBA071
Wang Haiyan\EMBA041
Wang Jihua\EMBA064
Wang Jianjin\MBA03
Wang Jun\CF005
Wang Min\EMBA991
Wang Rui\EMBA074
Wang Tao\EMBA07BJ1
Wang Xu\EMBA082
Wang Yiping\EMBA063
Wang Erzhou\EMBA076
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Wen Xufeng\MBA061
Wen Wu\EMBA042
Wen Yaning\MBA061
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Xia Jianfeng\EMBA066
Xie Peng\EMBA082
Xu Jing
Xu Jing\EMBA07BJ1
Xu Donghui\MBA95
Yan Zhenying\EMBA061
Yang Dongsheng\AMP1
Yang Ge\MBA95
Yang Luting
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Yang Xiaotong\EMBA051
Yao Weimin\MBA971

姚维民, MBA971
 叶长春, MBA00
 尹忠义, EMBA045
 于琛, EMBA07BJ3
 袁冰, EMBA07BJ3
 袁洲, EMBA07BJ3
 张怀祥, EMBA022
 张戡, EMBA06SH5
 张慷, EMBA066
 张思路, EMBA07BJ2
 张维岳, EMBA06SH2
 张希凡, EMBA05BJ1
 张行云, EMBA07BJ2
 张毅, EMBA066
 张煜, MBA972
 张志刚, EMBA05SH1
 章为民, MBA95
 赵平, EMBA065
 赵筱蕾, EMBA97
 赵正维, MBA972
 周东蕾, EMBA082
 周琳, EMBA06SH1
 周敏, EMBA063
 周翔, EMBA04SH2
 周幸娣, MBA03
 朱芳, EMBA074
 朱刚, EMBA002
 朱国盛, EMBA062
 朱丽萍, EMBA083
 庄渊, EMBA08
 卓斌, EMBA066
 邹平松, EMBA063
 私募协会投资峰会
 何教忠, DIHMP03

总计: 1,088,143 人民币
 +1,500 美元

注: 以上捐赠者是通过中欧向地震灾区捐款的。



深入灾区: 5月17日, 汪灵江在都江堰后山向当地旅游管理处人员了解情况, 获悉灾区目前最缺的是大米。

VOLUNTEER BRIEFING – Wang Lingjiang (far left) speaks with the staff members of the Dujiangyan Travel Administration to set a work plan for volunteers. On that day, May 17, volunteers focused on delivering rice to area villagers.

By Echo Zhou

“We just had a landslide in Hongbai County! Because it happened with no warning, the car in front of me crashed into my car while swerving to avoid it!”

These were the opening words of CEIBS student Wang Lingjiang (EMBA 2006), a member of the first group of CEIBS students to volunteer in Sichuan, when interviewed over the phone by *The LINK* on June 30. When asked if he was safe, Wang replied calmly, “It was nothing compared to the landslide I experienced in Yingxiu County. That one stretched for three kilometers.”

The formation of the student team began when Wang and classmate Ren Tao (EMBA 2006)

left Shanghai for Sichuan on May 15 as soon as they had finished their thesis defense. The pair were determined to help with the rescue of victims, and the delivery of medicine and necessities.

The two students returned to CEIBS on May 20 to brief President Zhu Xiaoming and several school directors. They shared their first-hand stories and moving photos, then advised on how CEIBS could best assist relief and recovery work in the quake zone. After returning to the quake-hit region, Wang and Ren worked with the CEIBS’ Alumni Relation Offices in Shanghai, Beijing, Shenzhen, and alumni chapters in Chengdu and Shenzhen to establish a CEIBS Alumni Charity Association. Their first area of focus will be reconstruction. The asso-

其他志愿者 Other volunteers:

董剑平 (2006) Dong Jianping
 胡宇平 (EMBA1996) Hu Yuping
 林启泰 (EMBA2002) Lin Qitai
 刘强 (EMBA2006) Liu Qiang
 王尉朝 (EMBA2007) Wang Weichao
 汪洪波 (EMBA2004) Wang Hongbo
 胡斌 (EMBA2008) Hu Bin
 许丽红 (EMBA2008) Xu Lihong
 万方 (EMBA2004) Wan Fang
 张宏伟 (EMBA2003) Zhang Hongwei
 侯大庆 (DIMP 2002) Hou Daqing
 蒋华琳 (CEO) Jiang Hualin
 张静 (EMBA2005) Zhang Jing
 黄忠平 (EMBA2008) Huang Zhongping



险遇滑坡: 6月14日, 王尉朝 (EMBA 2007) 与汪灵江一行到达映秀镇, 由于山体滑坡绵延3公里, 道路拥堵长达6小时, 当天午夜时分他们才返回成都。

FORCES OF NATURE – Making volunteer work extra difficult in Sichuan are harsh weather conditions, aftershocks and landslides. Here, volunteer Wang Weichao (EMBA 2007) poses next to a three-kilometer landslide that delayed his trip to Yingxiu Town.

ciation will choose sites in Pengzhou, Shifang, Mianzhu or Dengyang to build a new Hope School, a project expected to cost between ¥6 and ¥30 million. In the meantime, the “front team” – Wang and 10 other alumni from the Chengdu Chapter – welcome any volunteer alumni to come and help.

Wang also expressed his resolution to focus his efforts on the reconstruction work during the following two years. As for his own IT company based in Shenzhen, he said: “Money can always be made later, but efforts to help can not.”

At present, Ren Tao and Luo Nianci (AMP 2006) are based in Shanghai, coordinating the work of the CEIBS Alumni Charity Association.

Any CEIBS alumni interested in reaching the association should contact :

Ren Tao: 1381 668 6506 /rtao.e06sh5@ceibs.edu

Wang Lingjiang: 1332 292 9968 /wlj@hehan.com

Luo Nianci: ericluo@263.net

Ambassador for CEIBS Alumni Charity Association: Katherine Xin

Executive Directors of CEIBS Alumni Charity Association: Prof. Zhou Dongsheng, Deputy Director for EMBA Programme Weldon Lai, and Assistant Directors for EDP: Gordon Gao, Jasmin Tan (BJ), and Pamela Chen (SZ); Alumni Wang Lingjiang, Dong Jianping, Luo Nianci, Ren Tao, Zou Zhiwen, and Feng Haitao.

Ye Changchun\MBA00
 Ying Zhongyi\EMBA045
 Yu Chen\EMBA07BJ3
 Yuan Bing\EMBA07BJ3
 Yuan Zhou\EMBA07BJ3
 Zhang Huaixiang\EMBA022
 Zhang Jian\EMBA06SH5
 Zhang Kang\EMBA066
 Zhang Silu\EMBA07BJ2
 Zhang Weiye\EMBA06SH2
 Zhang Xifan\EMBA05BJ1
 Zhang Xingyun\EMBA07BJ2
 Zhang Yi\EMBA066
 Zhang Yu\MBA972
 Zhang Zhigang\EMBA05SH1
 Zhang Weimin\MBA95
 Zhao Ping\EMBA065
 Zhao Xiaolei\EMBA97
 Zhao Zhengwei\MBA972
 Zhou Donglei\EMBA082
 Zhou Lin\EMBA06SH1
 Zhou Min\EMBA063
 Zhou Xiang\EMBA04SH2
 Zhou Xingdi\MBA03
 Zhu Fang\EMBA074
 Zhu Gang\EMBA002
 Zhu Guosheng\EMBA062
 Zhu Liping\EMBA083
 Zhuang Yuan\EMBA08
 Zhuo Bin\EMBA066
 Zou Pingsong\EMBA063
 PE Institute Investment Forum
 Ho Kau Chong\DIHMP03

CEIBS' Alumni Donation Total
 Amount: ¥1,088,143
 +\$1,500

NOTE: These donors contributed funds during CEIBS donation drives.

这仅仅是开始

都江堰帐篷学校纪实

From a Tent School in Dujiangyan



文 / 徐瑛 (DIMP 2001)

我是在救援 工作进入后期的5月28日入川的，父亲希望在灾区捐助一个孤儿院，我责无旁贷是他的赴川代表。其间我去了一所帐篷学校，担任初中部英语老师。帐篷学校其实只有个顶篷，帐是没有的，马路边上临时搭的铁架上搭上一块塑料薄膜而已。白天上课，晚上便是我们这些志愿者的歇息之处。

这里所有的老师都是来自全国各地的志愿者，开始大家只是来灾区捐物慰问的，后来看到失学的孩子们到处游荡，学校尚未复课，只能半道出家，迅速组建了这样一所帐篷学校，第一天报名了80名学生，一周后，也就是我去的时候已经200多号人了，我离开那天，学生数量已经增至400多人。

马路上飞扬的尘土，推土机轰隆的噪音，40度的高温，拥挤不堪的座位，孩子们会淘气，会打闹。他们很喜欢这些老师，却又害怕会失去，情绪化很

明显，在他们晒得黑黑、惊魂未定的小脸上写满了对志愿者的依恋。

给孩子们上了整整一周的课，凭心而论，我从来没有这么耐心过，每天上完课都筋疲力尽，嗓子冒烟；最难挨的是夜晚，裹着满身的尘土和汗渍在彻夜轰鸣的推土机的伴奏声中入睡。

有一天，一个孩子上完课悄悄跑过来对我说：“老师，我们安置点有洗澡的地方，我妈妈说你可以到我们那里去洗澡。”我的眼睛模糊了，我不知该怎么说，孩子居然注意到我们没有洗澡，这些天我的灵魂已经被彻底洗涤了一次。

离别那天，心里怪不好受的，孩子们排队依次在白T恤上给我签字，一个小孩子喘吁吁跑来塞给我一包东西，“老师，这是我家里种的花椒，都压在屋子下面了，妈妈刚刨出来的。老师，您还能来吗？明年花椒收了我一定给您留一大包。”



马路上飞扬的尘土、40℃ 的高温、推土机轰隆的噪音、没有热水，这些依然无法阻止徐瑛（DIMP 2001）在都江堰帐篷学校担任志愿者老师。SOMETHING FROM NOTHING – Braving dust, 40℃ heat and a lack of running water, Xu Ying (DIMP 2001) taught in a makeshift tent school. The hardest part, she says, was trying to sleep at night, covered in dust and surrounded by the roar of the nearby bulldozers.

我又一次哽咽无语了，当然，我当然还会回去，这一切只是开始，我相信越来越多的中欧人会加入到这个行列；我相信灾后重建的校园会更加美丽，坚不可摧；我相信都江堰的孩子们都会拥有快乐美好的人生；因为他们从灾难中走出来，将更懂得爱和珍惜。

Volunteer Xu Ying (Diploma 2001) spent one week in Dujiangyan, teaching English in a makeshift school packed with 400 children. She shared her impressions with CEIBS.

I arrived in earthquake-hit Sichuan when the rescue work was already under way. My father wanted to sponsor an orphanage in the stricken area, and I was acting as his ambassador there.

I started by visiting a tent school and working as a teacher of mid-level English. The “school” consisted of only a ceiling, merely a crude scaffolding set up beside a road and covered with a large sheet of plastic. Classes were given in the daytime; at night, we volunteers slept right in the school.

All the teachers were volunteers from around the country who had originally come to make donations or offer other basic assistance. Seeing the children drifting around with no school to attend, they quickly built the tent school. On the first day, 80 children registered. One week later, that number rose to over 200. By the time I left, the school was crammed with more than 400 students.

We were constantly plagued by dust from



坚强的孩子：帐篷学校成立的第三天，已经有 200 多个孩子报名参加。细心的孩子甚至发现老师没有热水洗澡，这让徐瑛深受感动。
YOUTHFUL RESILIENCE – By the third day of the tent school opening, 200 kids crowded in for class. Volunteer Xu tells how the children and their families found a way for the teachers to bathe.

the roads nearby and by the roar and crash of the bulldozers. Meanwhile, the children had to suffer from extreme heat of 40°C and crowded classrooms. Still, they were naughty and played on. They liked the teachers very much, and absolutely did not want them to leave. Their attachment to the teachers was clear in their sun-tanned faces, darkened from frequent exposure to the sun since the earthquake.

I gave one week's lessons to the students. Frankly speaking, I had never been so patient and diligent in my work as I was during this time. Every day, I was exhausted after the classes, with my throat aching from thirst. The hardest time was at night, when I had to sleep with sweat and dirt covering my body, and with the sound of the bulldozers roaring until morning.

One day, a child came to me after class and whispered a "secret" to me. "Madam, we have a bathing place in our tent, and my mama says you can have a bath there." Hearing that, my

eyes blurred with tears. I did not know what to say. A child so small had noticed that we teachers were not able to bathe. These days, my soul was purified by the goodwill of the children.

On the day I was to leave, I was heart-sick seeing the children lined up to sign their names for me on my white T-shirt. One child rushed up and presented me with a pack of something, blurting: "Madam, these are pepper corns grown in our vegetable garden. They were buried under our house. My mama has just dug them out for you... Madam, would you come again? I'll keep a large pack of them for you next year!"

I was choked up again. Of course I will be back. We've only just begun the school, and I believe more volunteers from CEIBS will come along. I am sure the rebuilt schools will be both beautiful and indestructible. I am convinced that every child here will enjoy a happy life. After surviving the calamity, they will love and cherish every aspect of life more."

平凡的人们给我最多感动

中欧 EMBA08 深圳班许丽红、胡斌灾区之行 Extraordinary Courage From Ordinary People

时时感动：中欧志愿者被灾区人民的乐观精神所深深打动。

GOOD DEEDS & GOOD WILL – CEIBS volunteers were struck by the optimism and generosity of the villagers in the disaster area. Here, at a settlement near Chengdu.



文 / 许丽红

从6月19日晚抵达成都，至3日晚返回深圳，胡斌夫妇与我、深圳志愿者师文一行四人在四川整整呆了四天。主要任务是将中欧同学们捐款所购买的儿童读物发放到各安置区学校阅览室，另外还有十万份《读者》杂志发放到各安置点、野战医院、学校（包括帐篷学校）、部队、建设工程队，足迹遍及都江堰、绵竹、绵阳、北川等地。

在这四天里，除了惊叹大自然的无所不能，我更多是被灾难面前，那些看似平凡的人们身上折射出的人性光辉所感动。“莫以善小而不为”，我一直坚信和感受着“付出比得到更快乐”。很多时候，我们只需要把善良的心意转化成实际行动，就会极大地影响到你能帮助到的人。

更多精彩内容请访问 EMBA08 深圳班博客

<http://blog.sina.com.cn/ceibsemba08sz>

Volunteers

Xu Lihong and Hu Bin (CEIBS EMBA 2008, Shenzhen), along with Hu's wife and another friend named Shi Wen, arrived in Chengdu on June 19 and stayed through June 24. An excerpt from Xu's diary:

“During our four days in Sichuan, our chief task was to deliver children's books donated by CEIBS alumni to several libraries in the settlement schools, and to distribute 100,000 copies of Reader magazine to patients in the settlement hospitals, PLA troops, construction crews, and schools or tent schools. In the process, we traveled to many cities and counties severely hit by the quake: Dujiangyan, Mianzhu, Mianyang, Beichuan...

As I did this work, while I was often struck by the terrible power of nature, the most memorable emotion I have is of feeling inspired by the human virtues embodied in ordinary rural people. As the saying goes, “Don't hesitate to show good will, however small the act.” I also believe the adage, “It is better to give than to receive.” These two sayings offer the best illustration of the people I met in the disaster area. We help others and also ourselves when we turn good intentions into good deeds.”

Note: For more information from the EMBA 2008 Shenzhen class, please visit

<http://blog.sina.com.cn/ceibsemba08sz>

爱心书柜行动 Love Library

由中欧北京合怡俱乐部发起募集的“六一礼物”，在汪灵江 (EMBA2006)、孙庾 (EMBA2002)、汪洪波 (EMBA2004)、万方 (EMBA2004)、侯大庆 (DIMP02) 等中欧校友志愿者的努力下，于“儿童节”来临之际，顺利地发送到了地震灾区小朋友的手中。

这一次捐赠的物品共计 21 箱 (800 余公斤)，主要包括玩具、书籍、文具用品等。以“组织现场发送”和“建立爱心书柜”两种方式送达孩子们手中。

“爱心书柜”是中欧校友志愿者计划在灾区开展的一项长期项目，预计将设置近百个站点。6月6日，设在绵竹市最大的“体育中心安置点”的爱心书柜已正式开放。

Twenty-one

cargo cases of toys, books and school supplies, weighing over 800 kilograms, donated by the CEIBS “Heyi” Club were delivered to the earthquake-hit area by CEIBS alumni volunteers Wang Lingjiang (EMBA 2006), Sun Yu (EMBA 2002), Wang Hongbo (EMBA 2004), Wan Fang (EMBA 2004), and Hou Daqing (DIMP 2002), in time for Children's Day.

The presents were handed out directly to recipients or sent to the Love Library – a volunteer programme established by CEIBS alumni. The goal of the alumni group is to establish a network of 100 libraries throughout the earthquake zone. The first of these libraries, the Sports Center/Love Library, opened on June 6 in Mianzhu City.



快乐儿童节: 6月1日中欧北京合怡俱乐部发起募集的“六一礼物”顺利送到了灾区小朋友的手中。

MAKING CHILDREN'S DAY HAPPIER – Spirits rose among young survivors when CEIBS alumni volunteers delivered cases of books and toys to villages in Sichuan on June 1.





“爱一分享” 儿童剧义演 “Caring & Sharing” Charity Theatre for Children

2007 级 EMBA(北京 3 班) 王淑琪同学率北京“动动鞋子儿童剧团”和中戏志愿者一行 50 余人，在六一前夕奔赴绵竹市广济镇，为绵竹市、什邡市、成都市 3000 多位小朋友们献上了 4 场主题为“爱一分享”的儿童剧义演，同时还为灾区小朋友带去了 2000 份儿童节礼物，细心的志愿者团队甚至还请八喜公司提供了冰激凌冷藏车，给灾区孩子们带去了 3000 份冰激凌。

CEIBS alumnus Wang Shuqi (EMBA 2007, Beijing) directed the DD Kid Shoes Theatrical Company, manned by volunteers from the Central Academy of Drama in Beijing, on a relief mission to Guangji Village in Sichuan on the eve of Children's Day. The troupe staged charity performances of four children's plays illustrating the theme "Caring and Sharing". They also delivered 2000 presents on Children's Day, and painstakingly delivered to local children 3000 ice creams, packed into a refrigerator car provided by Baxi.

天使的微笑：中欧同学率领的北京“动动鞋子儿童剧团”所呈现的精彩儿童剧给灾区孩子带来了欢声笑语。

WINNING A SMILE – The CEIBS student-directed DD Kid Shoes Theatrical Company (inset) brought happiness to the kids of Guangji village with their performance on Children's Day.



强震袭来，有着太多的惨烈，但我更看到了许多，在自然灾害面前，蕴藏在我们平凡人中的勇气、品质和美好

——卢开宇（EMBA 1997）

这两页照片由卢开宇提供。

Photos on these pages contributed by Lu Kaiyu.





Hit by the massive earthquake, the people of this region have experienced so much misery and destruction. But when I looked more closely, I saw more than that: I saw the courage, integrity and virtue that is hidden in ordinary people during ordinary times but shines out in times of disaster...

– Lu Kaiyu, EMBA 1997; Sichuan Earthquake relief volunteer;
HR Director, Jielun Technology Co.





全新视野，美好世界

第三届企业社会责任全球论坛成功举办

New Horizon, Better World

中欧传统的企业社会责任全球论坛（BGRC）吸引了来自国内外的 34 位专家及和 300 多位参会者。今年是该论坛举办的第三年，BGRC 依然是亚洲首届、规模最大且最能激发思维的企业社会责任（CSR）论坛，是由商学院学生组织发起专门针对商学院学生的论坛。

CEIBS' HOMEGROWN BEING GLOBALLY RESPONSIBLE CONFERENCE ATTRACTED 34 EXPERTS AND 300 ATTENDEES FROM CHINA AND AROUND THE WORLD. NOW IN ITS THIRD YEAR, THE BGRC REMAINS ASIA'S FIRST, LARGEST, AND MOST THOUGHT-PROVOKING CSR FORUM LAUNCHED BY AND FOR B-SCHOOL STUDENTS.



文 / 安若丽 Charmaine N. Clarke

做好事求发展：为期两天的2008企业社会责任全球论坛吸引了来自全球的34位CSR专家共同探讨实现企业社会责任的前沿视点。

DOING WELL BY DOING GOOD
— The two-day 2008 BGRC attracted 34 CSR experts from around the globe to discuss cutting-edge approaches to social responsibility.

作为中欧的传统，今年的企业社会责任全球论坛 (BGRC, Being Globally Responsible Conference) 于2008年6月6日到8日在中欧校园举行。大会由中欧MBA学生筹备，其目的是向未来的商业领袖介绍并推广企业社会责任 (CSR) 理念。目前，BGRC是亚洲规模最大的、由学生组织的关于企业社会责任的大会。

今年的大会主题是“全新视野，美好世界”。为期3天的会议包括专家演讲、分组讨论、电影和社交活动。在大会的第1天和第2天进行可持续性发展、企业治理、新能源、扶贫和创业的演讲和专题讨论会。第3天举行由中欧举办的首届“创意中国，全球创意挑战赛” (INNOVATEChina, Global Innovation Challenge)。比赛的主题是为在中国的企业提供社会责任和可持续发展的解决方案。

BGRC大会邀请了34位来自不同领域的专家和学者参加本次大会，比如非政府组织 (NGO)、大学教授和行业专家。他们和大家一起分享社会责任和可持续发展的经验。公司高管、媒体人士、学生共300多人出席了此次盛会。

6月6日，中欧教务长兼副院长郭理默 (Rolf D. Cremer) 教授在开幕辞中强调了学校教学中有关社会责任的承诺。他也强调了可持续性发展实践对中国乃至全球商业的重要性。

中欧全球责任领导力特聘教授兼全球管理和

中欧商务联系教席教授翟博思 (Henri-Claude de Bettignies) 接下来指出了商学院有着提升CSR的明确责任。“今天的毕业生将是明日的商界领袖，因此，为了创建一个健康的、有伦理意识的、可持续发展的经济从而保护环境、构建美好世界，至关重要的一点就是给他们灌输责任感及相关知识。”翟博思教授说。

约克大学舒立赫商学院企业社会责任教授 Dirk Matten 提出了这一问题：“企业社会责任与经济发展：企业社会责任究竟是头等大事还是浮光掠影？”尽管面临质疑，但企业社会责任越来越受到重视，Matten教授指出。他说，今天的概念已经远非先赚钱后捐钱的“比尔·盖茨慈善模式”。取而代之的理念则是“如何真正为众多股东谋利？”

四位中国问题专家开展了小组讨论，南希·巴里协会主席南希·巴里 (Nancy Barry) 女士介绍了她的组织如何通过发扬“做好事求发展”的理念来清除贫困根源。渣打银行上海分行经理 Anthony Lin、北京 SDR 董事长 Yong Tao 接着概述了在中国偏远地区支持小额贷款的两个方案。COFCO Rice Business Unit 副总经理 Ying Lu 女士分享了她的公司在提高中国大米农户的贸易和环境条件方面所做的努力。

企业社会责任全球论坛的第二天针对MBA学生如何通过企业社会责任对商业社会和更广泛的社会产生影响提供了实际建议。在一个题为“企业社会



By Laurie Underwood & Charmaine N. Clarke

"How receptive is China to the concept of CSR?" "How can a company achieve socially responsible investing?" "Which types of alternative energy are most promising now?"

These were among the timely and provocative questions raised during the 3rd Annual Being Globally Responsible Conference (BGRC) hosted at CEIBS from June 6 to 7. The conference featured 34 international CSR experts speaking from their backgrounds in NGOs, government, business, or academia. Some 300 students, corporate executives and media members turned out for the event. This year's participants included 130 visiting MBA students from 36 top business schools in mainland China, Hong Kong, Taiwan, Thailand, Japan, South Korea, Philippines, Malaysia, Singapore, India, Australia, Denmark, Spain and the United States.

Launched by CEIBS in 2006, the conference is the first and largest student-organized CSR conference for future business leaders in the Asia-Pacific region. This year's conference included a new "first" for CEIBS: the school's debut international business-school competition, innovateCHINA.

THE ROLE OF BUSINESS SCHOOLS IN CSR

In his opening address on June 6, CEIBS Dean and Vice President Rolf D. Cremer stressed the school's commitment to social responsibility in education. He also emphasized the importance of sustainable development practices for businesses in China and around the world.

CEIBS Distinguished Professor of Global Responsible Leadership Prof. Henri-Claude de Bettignies, who is also European Chair for Global Governance and Sino-European Business Relations, next argued that business schools have a clear responsibility to promote CSR. "Today's graduates will become tomorrow's business and economic leaders. Thus, it is crucial to equip them with the knowledge and sense of responsibility in order to create a healthy,

ethical and sustainable economy that will lead to a better environment and a better world," said Prof. de Bettignies.

The need for Chinese companies to reach international standards in CSR practices was the topic addressed by Prof. Wang Zhile, Director of the Chinese Ministry of Commerce's Chinese Academy of International Trade and Economic Cooperation. In his speech, "Chinese Enterprises Face the Challenges of Strengthening Responsibilities," Prof. Wang argued that now is the time for domestic companies to upgrade in such areas as worker safety, product safety, and environmental protection. "When companies become global, they should improve their mindset on CSR," he stated.

"CSR and Economic Development: Is CSR Really a Priority or Even Relevant?" was the question addressed by Professor of Corporate Social Responsibility Dirk Matten of York University's Schulich School of Business. Despite facing critics, CSR is becoming increasingly relevant, Prof. Matten argued. Today, he said, the concept goes beyond the "Bill Gates model of philanthropy," in which one makes money then gives some of it away. Instead, the idea now refers to "how you make your money in the honest interest of multiple stakeholders."

BUSINESS SOLUTIONS TO SOCIAL ISSUES

Kicking off a panel discussion with four China-savvy experts, Ms. Nancy Barry, President of Nancy Barry Associates, introduced her work for the organization Enterprise Solutions to Poverty. She explained how her organization attacks the root causes of poverty through promoting the concept of "doing well by doing good." Mr. Anthony Lin, Shanghai Branch Manager of Standard Chartered Bank, and Mr. Yong Tao, President of Beijing SDR, then outlined two projects supporting microfinance in rural China. Ms. Ying Lu, COFCO Rice Business Unit Deputy General Manager, shared her company's work to improve busi-



CSR 与竞争优势: 2008 企业社会责任全球论坛的议题之一: 实现企业社会责任的趋势是将 CSR 融合到商业实践中, 而非将 CSR 看作是附属责任和额外负担。COMPETITIVE ADVANTAGE AND CSR – One theme of the 2008 conference is the trend toward incorporating CSR into business practices, rather than treating CSR as a side effort and extra expense.

责任 MBA 工具箱”的演讲中, 拜耳的华威瀛 (William Valentino) 先生强调可持续发展的企业社会责任和感觉良好且迅速见效的社会责任之间的区别。他力劝在场的 MBA 学生投身其中: “新的模式无关利润, 也无关金钱, 而是关于你创造了什么样的价值。你们毕业后, 要去大胆尝试, 想想如何把这些理念整合纳入你们所在的公司?”

现场问答环节结束后, 中欧副院长兼中方教务长张维炯教授作总结发言, 他强调个人和企业双方都有参与企业社会责任的需要。 “最后, 企业应当把全球责任行为视为竞争优势, 将它和企业发展战略及企业文化融为一体,” 他力劝参会者分享在此次论坛上学到的经验。 “商学院学生是世界未来的商业领袖, 应该在传授并向全世界推广这些信息背后的理念中扮演重要角色。”

除中欧的 MBA 学生外, 共有 84 位中国大陆 MBA 学生和 50 位国际 MBA 学生参与了此次大会, 本次大会的与会者主要是来自 36 所国内商学院以及包括台湾、日本、韩国、新加坡、澳大利亚、印度、菲律宾、马来西亚、西班牙、丹麦和美国在内的 26 所国际商学院。今天的学生是未来的商业领袖, 因此让他们具备社会责任理念对创造一个健康和持续发展的经济环境至关重要, 这也是 BGRC 的使命。

今年的大会专注于让商学院学生熟悉目前的 CSR 问题, 建立责任意识, 从而在今后的职业生涯中担负起社会责任的重担。本次大会的另外一个目的是向大家介绍将 CSR 融入企业发展策略中的相关办法和工具。

面对当前亚洲乃至全世界的可持续发展的挑战, 培养新一代具有社会责任意识的领导人至关重要, 他们将担负起社会责任和可持续发展的重担。

本次大会的赞助商包括: 德固赛 (Evonik Degussa)、阿特拉斯·科普柯 (Atlas Copco)、Gamesa 及拜耳中国 (Bayer China) 等。TheLINK

ness and environmental conditions for Chinese rice farmers.

"Strategy and Society: The Link Between Competitive Advantage and CSR," was the topic addressed by UN Senior Advisor Fred Dubee. Three senior corporate executives then shared real life experiences in incorporating CSR into corporate operations and strategy. Evonik Senior Vice President Dr. Matthias Kottenhahn addressed "Winning by Creation," Atlas Copco Vice President Magnus Gyllo discussed "Achieving Sustainable Profitable Growth," and Gamesa Energy China General Manager Alberto Mendez spoke on "CSR: Key Drivers and Challenges at Gamesa."

Day One of BGRC 2008 ended with a series of break-out workshops on the topics of Socially Responsible Investment, Alternative Energy, Aligning CSR in Marketing & Public Communication, and Sustainable Building Standards Implementation.

MBA TOOLKIT FOR CSR

The Second Day of BGRC began with practical advice on how MBA students can use CSR to make a difference to the business world and the wider society. In a presentation entitled "MBA Toolkit for CSR", Bayer's William Valentino stressed the difference between sustained CSR and feel-good quick fixes. He urged the MBA students in the audience to get involved: "The new paradigm is not about profits, it's not about money, it's about what value you create. You need to be the guinea pigs that are going to go out, after your MBA, and





The new paradigm is not about profits, it's not about money, it's about what value you create. You need ... go out, after your MBA, and think how you can integrate these ideas into the companies where you work.

– William Valentino, Bayer China Vice President of CSR



think how you can integrate these ideas into the companies where you work.”

The government's role in CSR was addressed in a speech entitled “The CSR Navigator” by Associate Partner of Public One Ms. Carolin Welzel. Ms. Welzel emphasized the need for the public sector to play a role in actions often regarded as corporate- or private-sector initiatives. “In order to solve problems, there has to be cooperation between the three sectors. Cooperation is the key in this,” she said.

BALANCING ACT

Focusing on real-life CSR examples, the next segment of the conference featured MBA students sharing case studies. During a speech on “CSR in Poverty Alleviation,” CEIBS student Sebastian Zhang focused on the issue of rural education based on his work with the NGO Red Chalk. “The Sustainability Journey: CSR at Honest Tea and Beyond” was the topic explored by Ms. Jennifer Blazejewski from The Tuck School of Business at Dartmouth. KAIST student Ms. Hee-jung Nam spoke on “The Role of Environment Protection in CSR – 2007 Korea Oil Spill,” while CUHK's Mr. Gregory Lok presented “Challenges and Opportunities of Embedding CSR Principles and Curricula in MBA Programmes.”

The afternoon session consisted of three simultaneous workshops that dealt, respectively, with “The Role of HR in CSR”, “Corporate

Governance” and “Developing an Ethical Supply Chain.” Keynote speaker Porter Erisman, Vice President of Corporate Affairs for Alibaba Group, tracked worldwide attitudinal shifts toward CSR from simply donating money to active participation in socially responsible behaviour, using examples from Alibaba's CRS programmes. “The first place to start when doing CSR is to identify the core things your business does already, [and build on those areas to find projects] that you can get involved with,” he said.

Other afternoon panellists included Senior Manager of the Listing Department of the Shanghai Stock Exchange Ms. Lin Li, Columbia University Professor Sirkka Korpela, Maersk Logistics North Asia Region's Head of Commercial Operations Kim Overman, and the company's Head of Supply Chain Development Mr. Stephen Lee. Tackling the challenges faced by big-name corporations in reducing their carbon footprints while actively pursuing profits was a panel of experts including President of Evonik Greater China Region Dr. Dahai Yu; President of Shanghai (Huayi) Group Mr. Xunfeng Liu; Executive Vice President of Shanghai Xinzhuang Industry Park Mr. Jianping Chen; General Manager of Evonik Sanzheng (Yingkou) Dr. Yutong Zhu; and Founder and General Manager of SynTao Dr. Peiyuan Guo.

After a lively Q&A session, CEIBS Vice President and Co-Dean Professor Zhang Weijiong brought the conference to a close by highlighting the need for both individuals and corporations to get involved in CSR. “In the long run, corporations should view globally responsible behavior as a competitive advantage, and combine it with corporate strategy and culture,” he said, urging attendees to share the lessons learned at the conference. “B-school students, the world's future business leaders, should play a key role in educating and promoting the ideas behind these messages to the world,” he said. **TheLINK**

Key Student Organizers

Fan Chao
Eileen Xiao
Sunnies Zhang
Judy Qu
Alex Li
Gulnara Abdullina
Tiger Yu
Natalia Gerasimenko

Students Who Helped With:

Sponsor, media & MC

Susana Miro
Jeffrey Teng
Sophia Xu
Kim Wei
Joyce Wu
Marius
Jeffrey Pi

Speakers Coordination

Jason Lee
Jadis Han
Bryan Que
Spring Xing
Bruce Cui
Eugene Kim
Robert Zhang
Gulam Ghaus Wani E

Logistics & Student invitations

Dong Lu
Martin Zhang
Vincent Zhu
Junji Okamoto
Will Wang



创意中国挑战赛的幕后故事

Behind the Scenes at innovateCHINA 2008



问：严重缺乏睡眠并且还在倒时差，持续 48 小时与全球顶尖商学院选手极度紧张地一决高下，从中你们得到了什么呢？

答：中欧成功举办了首届国际商学院竞赛：创意中国全球挑战赛。

[Q: WHAT DO YOU GET WHEN YOU COMBINE SLEEP DEPRIVED, JETLAGGED CONTESTANTS WITH A GRUELLING 48-HOUR COMPETITION THAT PITS SOME OF THE GLOBE'S BEST B-SCHOOLS AGAINST EACH OTHER?

A: THE SUCCESSFUL STAGING OF CEIBS' FIRST-EVER INTERNATIONAL BUSINESS SCHOOL COMPETITION: THE INNOVATECHINA GLOBAL CHALLENGE.]



文 / Charmaine N. Clarke

6月8日下午的中欧石化演讲厅内，处处弥漫着紧张不安的兴奋，全场翘首期待首届创意中国全球挑战赛冠军的揭晓。

此刻，筋疲力尽的七支决赛队伍参赛者、犀利苛刻的评委和专家小组、决赛队伍的支持者以及正忙于录制赛事全程的电视台工作人员，全都屏住了呼吸。

在历经 48 小时的连轴奋战后，赛事进入最高潮。来自全球顶尖级商学院的 19 名参赛者，他们的艰巨任务是为一家上海公司所面临的有关企业社会责任的现实问题提供一个最佳解决方案。每支队伍都在绞尽脑汁，为研祥智能科技有限公司 (EVOC) 的 1 亿元资金提出一个最让人抢眼的策略方案，一个可持续发展且可度量的企业社会责任计划。

除了东道主队——中欧国际工商学院代表队外，其他六支参赛队伍都历经舟车劳顿之苦。横跨时区的飞行扰乱了许多参赛队员的生物钟。时区差异也就意味着两名加州大学洛杉矶分校 (UCLA) 的队员不得不在大赛最关键的第二天凌晨两点参加在

胜利的微笑：冠军队是加州大学洛杉矶分校安德森管理学院，三位参赛队员 Julia Zhe Zhu, Alexander Nouel (中) 和 Christopher Bishop 获得大奖后笑逐颜开。WINNING SMILES – The championship team from UCLA Anderson School of Management – Julia Zhe Zhu, Alexander Nouel (centre) and Christopher Bishop – flash a grin after taking the Grand Challenge prize.

线测试，其他参赛者同时得应付竞赛和实习，四天里只睡了几个小时。

是什么驱使参赛者报名参加如此具有挑战性的赛事？作为中国首届国际 MBA 竞赛的参与者，这是一个创造历史的机会。竞赛在中国上海举行，而上海是全球经济增长最快的金融中心之一，这对商学院学生来说也是一个重要因素。

举办此次竞赛是中欧往届 MBA 学生的夙愿，13 位坚毅果敢的 2007 级 MBA 学生组成的团队成功地组织了这一大赛，这让院领导十分惊讶。秉承商学院的本色，将一个模糊的概念转化成一个具体的计划并付诸实施，这一团队的成员分别是：张祺、张文慧、林道辉、李彦枢、胡慧、江莹莹、朱琨、蔡雪俐、戴千惠、胡伟、汪华以及 Hanna Meergans、Guduru Siva。

“当时我们有两个目标，”创意中国挑战赛主席林道辉解释说，“我们想为中欧举办一场首届国际商业竞赛，并且我们想要一个非常新颖的主题。”为了从几百个现有的商学院竞赛中脱颖而出，组织者提

By Charmaine N. Clarke

Nervous excitement filled the CEIBS auditorium on the afternoon of June 8 as the audience, eyes fixed on the stage, waited to hear who would walk away with the top prize of the first-ever innovateCHINA Global Challenge competition.

At that moment, the exhausted competitors from the seven teams, the panel of demanding VIP judges and experts, the teams' supporters (especially the large cheering section that had come out to support the CEIBS team), and even the TV crew busy filming the competition, all appeared to hold their breaths.

This was the culmination of 48 gruelling hours of hard work for the 19 contestants from among the globe's best b-schools who had been given the formidable task of coming up with the best game plan for a real-life CSR-related problem presented by a real-life company. Each team struggled to create the most impressive strategy for EVOC Intelligent Technology Company to establish a sustainable and measurable CSR programme using a fund of ¥100 million.

With the exception of the CEIBS home team, all the other six teams making it through to the June 8 Grand Challenge Round had travelled to Shanghai from outside mainland China. Journeying across time zones played havoc with many team members' internal clocks. Coping with the time differences also meant that two UCLA team members had to take online exams at 2 a.m. on the crucial second day of the Grand Challenge Round. Other contestants juggled the competition against internships. It all added up to a four-day period with very few hours for sleep.

What drove contestants to sign on for such a challenging undertaking? A chance to make history as one of the participants of China's very first international MBA competition. The fact that the contest was being held in Shanghai, China – the financial hub of one of the fastest

What the audience had to say

CEIBS faculty

CEIBS President Zhu Xiaoming:

"The competition's challenge question is imperative and critical. Given the disasters such as the tsunami in Indonesia in 2004, hurricane Katrina in the U.S. in 2005, the May 12 earthquake in Wenchuan, we all believe a well-structured and charitable system can be of help to people."

Lydia Price, Academic Director, CEIBS MBA Programme

"We've been talking about the idea of this competition for a while, and the MBA office said it had to be student led. In true MBA spirit they put it together. I am extremely thrilled to see the list of schools that participated and the list of schools here today."

Sponsor of the Grand Challenge Round

Sun Wei, Vice President of EVOC

"It's an honour for EVOC to collaborate with CEIBS – one of Asia's top business schools – on this. I've noted the diversity of culture of the contestants and EVOC hopes to get concepts from them that can be exported around the world."

growing economies in the world – was also a contributing factor for many of the b-school students.

The competition, a long-time dream of previous CEIBS MBA classes, was skilfully executed by a core team of 13 determined MBA 2007 students who surprised school officials by successfully pulling off the event. The team that, in true b-school style, transformed a vague concept into a concrete plan and ran with it were: Roy Cheung, Amy Cheung, Victor Lim, Yan Lee, Rhoda Hu, Rachel Jiang, Vincent Zhu, Sher Le Chua, Emily Tai, Wavey Hu, Hanna Meergans, Amy Wang and Guduru Siva.

"We had two goals in mind," explains innovateCHINA President Victor Lim. "We wanted to bring CEIBS its first international business competition, and we wanted a theme that was truly fresh." Seeking to differentiate themselves from hundreds of existing b-school competitions, the organizers developed a concept that would attract competitors and attract attention. Their plan: focus the competition on a business problem set in China and require the winning team to develop innovative solutions to CSR problems. The result was the innovateCHINA concept (see box, Grand Challenge Question).

THE RUSH OF COMPETITION

To those watching the competition, the event may have appeared flawlessly executed. Behind the scenes, though, the mood of the organizers swung from panic to elation to exhaustion.

One of the biggest difficulties was a simple lack of time. The concept for the competition was only finalized in late February, leaving just five weeks to begin execution. "It all came together in the last few weeks," admits Lim. "During April and May, it was scary!" While balancing a full load of classes at CEIBS, he and the other competition planners undertook a vast range of tasks,

出了一个可能吸引竞赛者注意的概念。他们的想法是：让竞赛专注于中国的商业难题，并且要求获胜团队为企业社会责任（CSR）问题提出创新的解决方案。最终确定为“创意中国”的概念。（参看文本框，挑战大赛论题）

竞赛冲击

对观众而言，这次活动似乎展现得完美无缺。但是在故事背后，组织者的内心一直交织着惶恐和兴奋，以至心力交瘁。

大赛最大的困难之一其实很简单，就是缺少时间。竞赛的概念到二月底才最终确定下来，离竞赛仅剩5周时间了。“在最后的几周里，所有的事情都集中到一块来了。”林道辉承认说。“在4、5月间，简直就是乱成一团。”同时还要应付中欧的全日制课程，他和其他大赛组织者都承担了很多额外任务，其中大部分都是他们此前从未尝试过的，诸如寻找企业赞助商、吸引评委、联系媒体、撰写新闻稿和安排活动后勤。其中很多细节都是到大赛前几周才最终确定下来的。

林道辉说，他们所学到的关键一课是口口相传。刚开始筹备小组试图通过电子邮件向其他学校宣传竞赛，而促使兄弟院校来参加比赛的真正关键则是通过联系其他商学院的朋友或者让海外交换生联系他们本国的学校这些非正式渠道实现的。

组织者之一张文慧表示，她所学到的则是从众多资源中寻求帮助。她表示一些最佳创意和宣传渠道都是免费的。主办者特别要感谢上海外语频道（ICS）在大赛期间免费进行了全程录相。节目于6月15日、17日、18日播出，现在大家可以在中欧网站上看到相关录相。<http://www.ceibs.edu/media/archive/28970.shtml>

博弈规则

创意中国挑战赛始于3月15日，邀请了全球所有注册为GMAC成员的149所商学院参加。申请直至4月18日截止。让中欧主办者出乎意料的是：82所全球顶尖商学院参加了这一竞赛。（林道辉透露筹备组最初的目标是30支参赛队伍。）

随后，获准参赛的队伍仅有7天时间准备初赛解决方案。初赛的挑战主要是为跨国公司、中小企业和非营利组织等一系列不同类型的组织提供解决方

观众如是说

中欧教授

中欧国际工商学院院长朱晓明教授：

竞赛的挑战是紧迫而严酷的。从天而降的灾难，如2004年的印尼海啸，2005年的美国卡特里娜飓风，今年的5·12汶川大地震，都让我们相信一个结构良好、关注慈善的系统能给人们提供帮助。

白诗莉 (Lydia Price) 教授，中欧 MBA 学术主任：

我们刚才讨论了一下本次大赛的创意，MBA办公室说这肯定是学生提出的，他们把真正的MBA精神融合在一起。我非常兴奋地看着参赛的学校名单以及今天出现在这里的参赛学校。

挑战赛的赞助商

研祥智能集团总经理孙伟：

研祥智能非常荣幸能和亚洲一流商学院中欧国际工商学院合办此次大赛。我特别留意参赛队员的文化多元性，研祥希望能把他们身上获得的理念带到世界各地。

案。参赛队伍需要对以下三个问题提出精彩的解决方案：（1）一家像西班牙 FERSA 这样的跨国公司如何让可再生能源与中国市场的不可再生能源竞争？（2）诸如 Justonline 这样的中国中小型企业如何在它的价值链中通过吸引其他股东脱颖而出。（3）社区项目如何获得环球协力社（Global Links Initiative）的支持从而发展成一个社会性的企业，不仅能持续运作而且能让中国的城市贫困人口受益？

所有方案必须在4月28日前提交。他们将由中欧组织的教授团进行评估。至5月9日，9支队伍获准参加于6月5日到8日举行的决赛。（最后，由于签证原因，只有7支队伍参加了决赛。）同时，组织者为进入决赛前三名的三支队伍各准备了15,000元的现金奖励。研祥智能为决赛大奖准备了15,000元人民币和奖杯。公司也慷慨地支付了所有决赛选手在上海所有比赛相关的费用。

当17位外国参赛者全部飞抵上海时，开始于6月5日的挑战赛以欢迎晚宴亮丽登场，晚宴上参赛队伍被告知了他们的决赛任务，就1亿元预算提出他们的解决方案。要想成为最后的赢家，必须最大限度地利用接下来的48个小时，提出一个创新方案，有效地解决研祥智能所面临的企业社会责任问题。

小组的得分按照下列加权值进行记分。高分方案必须满足以下条件：

- 符合研祥智能的目标、组织架构和形象（20%）
- 详细说明并陈述主要的实践挑战（20%）
- 解决指定问题的能力和实施的方式必须新颖，富于想象力和创新性（20%）
- 要有一个完整的、信息丰富的陈述报告（10%）
- 包含定位清晰的目标群体和倾向（10%）
- 关键绩效指标（KPIs）定义清晰同时展现清晰而有逻辑的成本结构（10%）
- 小组成员在评委问答环节必须表现优异（10%）

在6月8日决赛陈述期间，随着下午的临近，中欧石化厅内弥漫着紧张不安的气氛。参赛队伍已经在之前的48小时内，前往研祥智能总部进行调研，与研祥智能高管进行访谈，然后是无休止的头脑风暴和研讨会议。决赛当天，如果人声鼎沸的石化厅没有让参赛者紧张不安的话，那么评委会也会让他们紧张。陈述结束后，每个参赛队伍要面对来自评委和专家的10分钟发问。担任评委和专家的有：研祥智能总经理孙伟、任大赛总评委的麦肯锡咨询公司亚太区总裁多明尼克·巴顿（Dominic Barton）、南希·巴里协会主席、妇女世界银行前行长南希·巴里（Nancy Barry）、拜尔中国公司副

大会组织者：尽管竞赛进展得非常顺利，但是幕后组织者表示，筹备大赛的那几周里，简直乱成一团。

THE ORGANIZERS – Despite the smooth operation of the contest, the students behind the competition say it all came together in a matter of weeks.



most of which they had never attempted before – such as seeking corporate sponsors, attracting judges, contacting media, writing press releases, and organizing the event logistics. Many of the final details were determined in the final weeks before the Grand Challenge.

One of the key lessons learned is that word-of-mouth really works, Lim said. While the team tried to publicize the competition to other schools by email at first, the real key to encouraging peer schools to sign on was through informal channels such as contacting friends at other b-schools or asking exchange students to reach their home schools.

The other lesson, says organizer Amy Cheung, is to seek help from many sources. She says some of the best ideas and best promotional channels came for free. The organizers are particularly grateful to *ICS TV* for its support in creating a full documentary on the competition, free of charge. The show aired on June 15, 17 and 18 and is now viewable on the CEIBS website at <http://www.ceibs.edu/media/archive/28970.shtml>.

RULES OF THE GAME

innovateCHINA began with a March 15 invitation to all 149 global b-schools registered as GMAC members. Teams had until April 18 to apply. To the surprise of the CEIBS organizers, 82 schools signed up from top schools worldwide. (Victor Lim says the group's original goal was 30 teams.)

After that, accepted applicant teams had

just seven days to submit their solutions to make it into Round 1. The challenges fit into the broad categories of offering solutions for multinationals, small-to-medium enterprises, and non-profit organisations. Teams secured their spots by offering impressive solutions to three questions: 1) “How might an MNC like Fersa Energias Renovables, S.A. make renewable energy competitive against non-renewable energy in China’s market?” 2) “How might a Chinese SME like Justonline Corporation differentiate itself by engaging other stakeholders in its value chain?” and 3) “How might community projects supported by Global Links Initiative be developed into social enterprises that can be sustainable and beneficial to the urban poor of China?”

All submissions were in by April 28. They were assessed by a panel of CEIBS professors (see box). By May 9, nine teams (see page 71) were deemed eligible to compete in the final round from June 5 to 8. (In the end, only seven teams were able to compete, due to visa problems.) Meanwhile, the organizers had secured a prize of ¥15,000 and a trophy for each of the three top teams making it to the Grand Challenge. For the grand prize, EVOC contributed ¥15,000 and a trophy. The company also generously picked up the tab for contest-related expenses of all the finalists during team members’ stay in Shanghai.

After all 17 international competitors had flown in to Shanghai, the Grand Challenge round got off to an impressive start on June 5 with a Welcome Dinner during which the teams received their final assignments. As the Grand Challenge question was revealed with much

Grand Challenge Judges & Expert Panel

Dominic Barton, Chairman, Asia Pacific, McKinsey & Company:

“The depth and breadth of ideas was fantastic. To me, this is a real sign of leadership when students come up with an idea and drive it through. They were all terrific presentations and we had very, very tough deliberations.”

Nancy Barry, President, NBA Enterprise Solutions to Poverty:

“I think this particular business contest is very interesting because it’s a real-life company that is prepared to give ¥100 million and the students are asked to help them figure out how to structure it and what the money should go for.”

Dr. Wayne Visser, CEO, CSR-International:

“This contest takes what MBAs are good at – which is having lots of energy, lots of ideas and wanting to change the world – and focuses that quite clearly. We’ve seen some very good proposals.”

Oliver Yang, CSR & Government Relations Manager, AmCham Shanghai:

“It’s a very good platform for international MBA students to get to know the NGO situation as well as the CSR situation in China. I think CEIBS and its students are doing a great job. This is a great event.”

Round One Judges

Prof Steven White
Prof Bill Parr
Prof Norma Harrison
Prof Han Jian
Prof Ramakrishna Velamuri
Prof Henri Claude de Bettingnies



专业阵容：创意中国挑战赛吸引了一批阵容闪耀的专家评审团、参赛者和学术机构。

EXPERT LINE-UP – innovateCHINA attracted an impressive turnout of expert judges, panellists and academics.

总裁华威廉 (William Valentino)、CSR 国际创始人兼 CEO 韦恩·威泽 (Wayne Visser)、上海大学生创业基金会副秘书长章展以及来自罗兰·贝格 (Roland Berger) 战略咨询公司、美国商会、艾意凯咨询公司、Fersa、Justyle、英国维珍航空 (Virgin Atlantic)、馨乐庭城中酒店公寓、美国大湖 (GLI) 公司的代表们。

最后的问答环节结束后，评委们开始忙碌起来。评委们对参赛队伍的陈述部分印象非常深刻。“创意的深度和广度都是非常奇妙的。对我而言，当学生提出一个创意并加以实施时，这才真正是领导能力的标志，”麦肯锡咨询公司的巴顿先生说。“他们的陈述都非常棒，所以我们的评议过程就变得非常非常棘手。”

获胜者是

经过艰难的抉择，冠军最终产生了。19 位参赛者摒住呼吸，中欧国际工商学院院长朱晓明教授走上台去，打开了一个密封的信封，宣布“冠军队是 加州大学洛杉矶分校 (UCLA)！”

喜悦溢于言表，他们振作精神欢呼胜利！三名来自加州大学洛杉矶分校安德森管理学院的参赛队员喜笑颜开，领到了他们渴望已久的创意中国全球挑战赛奖品。几分钟前他们刚刚上台接受了 Fersa 再生能源公司的奖品和第一轮比赛胜出的 15,000 元现金奖励。

作为极度困乏的队伍之一，这个三人组合已经非

常疲倦，但是非常开心。“有时我们就坐着睡着了，实在是太累了，但这是一次很有意义的经历，非常值得！”队员 Alexander Nouel 在获奖几分钟后说。同伴 Julia Zhe Zhu 重复了同样的感受，她透露说，她不得不在决赛那天的凌晨 3 点被 Alexander 和另一个小组成员 Christopher Bishop 勒令去睡几个小时。

加州大学洛杉矶分校参赛队的获胜原因是什么呢？三位参赛队员说，有几个关键因素给了他们优势：利用他们三个不同的背景优势紧密合作，最重要的，还是他们的方案本身。

他们解释说，他们的目标是提出一个可供实际操作的相对简单的方案。“它必须是可持续发展的。”Chris 解释道。评委们同意，方案的乘数效应是他们决定把冠军授予加州大学洛杉矶分校代表队的另一个主要原因。

冠军队方案的关注点是通过研祥智能的 1 亿元基金产生多重效应，获得最大的社会、经济和环境效应，从而减轻中国不发达的非营利行业的压力。他们提议研祥智能通过研究机构的发展来培训非营利机构的经理人才，由研祥智能基金提供补偿。

获胜对加州大学洛杉矶分校代表队的同学来说尤为开心，因为他们来中国的旅程是如此艰难。直到最后一刻，他们仍在猜测是否能够来参加比赛，因为他们的签证直到起飞前一天才拿到。当他们最终飞抵上海时，他们的行李过了两天才到。结果，他们不得不想办法解决他们缺少换洗衣物的窘境，同时还要为决赛构思一个获胜方案，回校后还得应付老师的作业。但这个小组依然保持着获胜的精神状态。“我能担保说，我们参加创意中国挑战赛是非

决赛评委和专家小组

麦肯锡咨询公司亚太区总裁多米尼克·巴顿：

创意的深度和广度都是非常奇妙的。对我而言，当学生提出一个创意并加以实施时，这才真正是领导能力的标志。他们的陈述都非常棒，所以我们的评议过程就变得非常非常棘手。

南希·巴里协会主席南希·巴里：

我认为这种独特的商业竞赛是非常有趣的，一家真实的公司准备提供 1 亿元人民币，要求学生帮助他们提供方案并解决钱应该花在什么地方上的问题。

CSR 国际 CEO 韦恩·威泽博士：

此次竞赛发现了 MBA 学生真正擅长的是什么：精力充沛、创意层出不穷、有改变世界的欲望且目标明确。我们已经看到了一些很好的提案。

上海美国商会 CSR 兼政府关系经理杨晖：

对国际 MBA 学生来说，这是一个接触并了解中国非政府组织 (NGO) 和企业社会责任 (CSR) 现状的极好平台。我想中欧及其学生做得非常漂亮，这是一个创举。

初赛评委：

白思迪教授 (Steven White)
威廉·帕尔教授 (Bill Parr)
海若琳教授 (Norma Harrison)
韩践教授
方睿哲教授 (Ramakrishna Velamuri)
翟博思教授 (Henri-Claude de Bettignies)

fanfare, there were audible gasps when it was revealed that teams could base their solution on a ¥100 million budget. The catch to emerging the winner, though, was maximising the next 48 hours to come up with an innovative and effective answer to an actual CSR problem presented by EVOC.

Team scores were tallied according to the following weighting. High scoring plans must:

- match EVOC's goals, organisational structure and image (20%)
- define and address major implementation challenges (20%)
- be novel, imaginative and innovative both in its ability to meet the issue stated, and the means in which it is implemented (20%)
- have a thorough, informative presentation; (10%)
- include clearly identified target groups and trends; (10%)
- have clear and logical cost structure with clearly defined key performance indicators; (10%)
- and team members must show strong performance during the judges' Q&A; (10%)

As the afternoon zoomed ahead during the final day of presentations, tension mounted in the CEIBS Petrochemical Auditorium. Teams had spent the previous 48 hours rushing between visits to EVOC headquarters for a briefing followed by a private Q&A session with EVOC executives, then faced endless brainstorming and research sessions. On competition day, if the full auditorium did not make the presenters nervous, the judges' panel did. Each team faced 10 minutes of intense grilling by judges and experts including EVOC's Vice President Sun Wei; McKinsey & Company Asia Pacific Chairman Dominic Barton (who served as the competition's chief judge); President of NBA Enterprise Solutions to Poverty and former President of Women's World Banking Nancy Barry; Bayer China's Vice President and CSR Head William Valentino; Founder and CEO of CSR International Wayne Visser; Deputy

Secretary General of Shanghai Technology Entrepreneurship Foundation Mr. David Zhang; as well as representatives from Roland Berger; the American Chamber of Commerce, LEK Consulting, Fersa, Justyle, Virgin Atlantic, Citadines Hotel and GLI.

After the last Q&A session ended, the judges' work began. "The depth and breadth of ideas was fantastic. They were all terrific presentations and we had very, very tough deliberations," said McKinsey & Company's Barton."

AND THE WINNER IS...

Despite the difficult deliberations, a winner was finally chosen. As the 19 participants waited anxiously, CEIBS President Zhu Xiaoming took the stage, opened a sealed envelop, and announced "And the winner is... UCLA!"

Obviously elated, the three members of Team California Enlight from the UCLA Anderson School of Management grinned broadly as they accepted the highly-coveted innovateCHINA Global Challenge trophy. A few minutes earlier they had also taken to the stage to receive the Fersa Energias Renovables Company Prize trophy and ¥15,000 in cash earned during round one.

Being one of the most sleep deprived teams (the students had to sit for exams online during the competition), the trio finished tired but very happy.

"Sometimes we just fell asleep sitting down. It was pretty exhausting but it was a great experience, all worth it," said team member Alexander Nouel a few minutes after the team snagged the winning trophy. Echoing the sentiment, fellow team member Julia Zhe Zhu revealed that she had to be "peeled" off the floor at 3 a.m. and forced to sleep for a few hours by Alexander and third team member Christopher Bishop on the morning of the final competition.

The UCLA team thought several key factors gave them the edge: leveraging their diverse backgrounds, working together as a cohesive

Grand Challenge Question:

"How can EVOC's Charity Foundation create sustainable and measurable impact in China using a fund of ¥100 million?"

Grand Challenge Round Competitors:

CEIBS – Andres Martin Buldu and Rohan Menon;

Australian School of Management, University of New South Wales – Bowie Cheng, Regan Crooks, and Don Johnston;

UCLA – Christopher Bishop, Julia Zhe Zhu, and Alexander Nouel;

(WINNER)

Oxford – Jenny Hui and Pawel Madon;

IESE – Ignacio Norambuena, Weivin Yang and Carmen Balacianu;

National University of Singapore – Hadi Christian, Zhang Dongliang, and Shweta Vaidva;

York University – Sandra Li, T.J. Park, and Jony Yuwono

Competitors for the 1st Round Justlye Prize:

IESE

NUS

Manchester **(WINNER)**

Competitors for the 1st Round Global Links Initiative Prize:

Australia School of Management York

University of Illinois **(WINNER)**

Competitors for the Fersa Energias Renovables Prize:

CEIBS

Oxford

UCLA **(WINNER)**

挑战赛问题

“研祥智能基金会如何用一亿元在中国产生可持续和可度量的影响？”

决赛队伍：

中欧国际工商学院：Andres

Martin Buldu, Rohan Menon

新南威尔士大学澳大利亚

管理学院：Bowie Cheng、

Regan Crooks、Don Johnston

加州大学洛杉矶分校安

德森商学院：Christopher

Bishop, Julia Zhe Zhu, Ilexander

Nouel (**冠军**)

牛津大学：Jenny Hui, Pawel

Madon

西班牙 IESE 商学院：

Ignacio Norambuena, Weivin

Yang, Carmen Balacianu

新加坡国立大学：Hadi

Christian, Zhang Dongliang、

Shweta Vaidva

约克大学舒立赫商学院：

Sandra Li, T.J. Park, Jony

Yuwono

初赛 Justlye Prize 获得者：

西班牙 IESE 商学院

新加坡国立大学

曼彻斯特商学院

初赛 Links Initiative Prize 获得者：

新南威尔士大学澳大利亚

管理学院

约克大学舒立赫商学院

伊利诺斯大学商学院 (冠

军)

Fersa Energias Renovables Prize 获得者：

中欧国际工商学院

牛津大学

加州大学洛杉矶分校安德

森商学院 (冠军)



常认真的。我希望这项竞赛能成为一个传统，那么明年我们还能来参加。” Nouel 说。

东道主队

加州大学洛杉矶分校虽然赢得了比赛，但是中欧的东道主队却赢得了本土观众。由印度人 Rohan Menon 和西班牙人 Andres Bulbu 组成的双人组合，因其计划的创造性和天才创意赢得了评委和研祥智

能总经理孙伟的赞赏。计划的目的是帮助研祥智能解决其紧迫的电子垃圾问题。中欧代表队的解决方案是建议研祥建立一家每年能处理 1 万吨电子垃圾的工厂。这个方案的关键绩效指标 (KPIs) 包括：一家到 2010 年能盈利的工厂，在这段时间内，可以回收 25% 的研祥智能产品，同时，减少电子产品的水污染，并能为目标区域的人口提供 90% 的有效水资源。总评委麦肯锡的巴顿先生说：“这个创意非常富于价值和机遇。”

大赛结束后，中欧代表队两位疲倦但仍精力充沛的队员很难去描述他们所经历的情绪波澜。但是 Bulbu 明白一件事情，那就是他需要按摩。“为了准备一个抢眼的陈述，我们已经差不多三个晚上没有睡觉了。两晚不睡已经很崩溃了，我们还做了这么多事情，我们还要面对这么多人。对我来说，这是第一次有人拿着相机对准我的脸，然后对我说‘自然点’！”他笑着说。接着又补充道，他希望创意中国挑战赛除了对中国产生积极影响外，还能在海外打响中欧的品牌。

两名东道主队的成员大方地表示加州大学洛杉矶分校获胜是实至名归，他们也感谢评委、中欧教授、组织者和那些在初赛时结识的朋友。

对他而言，Menon 对明年的竞赛提出了一个建议：多点时间。“这是一个难度很大的竞赛，我们有两天的时间来准备方案，但是我们还参加其他活动，如要去公司、外出等，因而没有一个全身心投入的准备。”给最后的准备多一点时间也许能够确保“更高质量的陈述”，他说。当然也许也能让参赛者多睡一会儿。TheLINK

参赛学校：

国外：

欧洲：伦敦商学院、INSEAD 商学院、牛津大学、剑桥大学乔治商学院、西班牙 ESADE 商学院、IE 商学院、哥本哈根商学院、曼彻斯特商学院

美国：哈佛商学院、加州大学洛杉矶分校安德森商学院、麻省理工斯隆商学院、柏布森大学、匹兹堡大学、弗吉尼亚大学达顿商学院、伊利诺斯大学 UC 分校

亚洲：新加坡国立大学、韩国成均馆大学

澳大利亚：新南威尔士大学澳大利亚管理学院

国内：

中欧国际工商学院 (CEIBS)、复旦大学、清华大学经济管理学院、上海财经大学 (SUFE)、上海交通大学、对外贸易经济大学 (UIBE)、香港科技大学 (HKUST)、国立政治大学、国立成功大学

team, and most importantly, their solution itself.

Their goal, the team explained, was to have a relatively simple plan that could be realistically implemented. "It had to be sustainable and have the most bang for the buck," Bishop explained. The judges agreed, citing the project's multiplier effect as a major factor in their decision to award UCLA the top prize.

The winning team's plan focused on alleviating the shortcomings in China's underdeveloped non-profit sector by leveraging the effect of the ¥100 million EVOC Foundation fund to achieve maximum social, economic and environmental benefit. They proposed the development of an EVOC Institute to train managers of NPOs, complemented by an EVOC Grant that would provide support to participants after completing a two-week course.

Taking the trophy was particularly sweet for UCLA because the journey to China had been such a difficult one. The trio was kept guessing, up to the last minute, on whether they could fly; their visas were processed only a day before the flight. Then when they finally made it to Shanghai, their luggage did not. The bags arrived two days later. As a result, they had to find a solution to their lack of clothing in addition to formulating a winning solution for the contest, and juggling classwork back at UCLA. Still the team maintained a winning spirit. "I can assure you we took innovateCHINA very seriously. I hope this competition will become a tradition and that we can come back next year," said Nouel.

THE HOME TEAM

UCLA may have won the competition but the CEIBS home team won the hearts of the local audience. The international duo of Indian national Rohan Menon and Andres Bulbu, of Spain, earned kudos from the judges and from EVOC Vice President Sun Wei for the creativity and intelligence of their plan. The proposal aimed to help EVOC, which has a

strong IT focus, tackle the pressing problem of e-waste. The CEIBS team's solution called for EVOC to form a JV partnership with an established e-waste recycler, building a plant that can handle 10,000 tons of e-waste per year. The project's key performance indicators (KPIs) included: a profitable plant by 2010 – the same timeframe for when 25 percent of EVOC's production would be recycled – and at the same time reducing water contamination (by e-waste) and providing potable water to 90 percent of the population in the targeted area. "The idea has a lot of legs and opportunities to it," said the main judge, McKinsey's Barton.

After the competition ended, the tired but exuberant two-man CEIBS team had a hard time describing the flood of emotions they were experiencing. Bulbu was clear about one thing, though: he needed a massage. "We didn't sleep for almost three nights, in order to prepare a good presentation. These last two days have been crazy. We've done so many things. We've been interviewed by so many people and for me it was the first time someone put a camera in my face and tells me to be spontaneous!" he said with a chuckle. He added that he hopes innovateCHINA will have a positive impact on China in addition to helping to build the CEIBS brand overseas.

Both home team members graciously agreed that UCLA deserved to win; they also thanked the judges, CEIBS professors, organisers, and friends who had formed a large cheering team during the Grand Challenge Round.

For his part, Menon offered one suggestion for next year's contest: more time. "It was a tough competition. We had two days to prepare the plan, but we were involved in other activities like going to the company site, travelling, so it was not a fully concentrated effort to prepare." A little more time for the final preparation would ensure "much higher quality of presentations," he said. And maybe a little more sleep for the competitors. **TheLINK**

Participating Schools

International Schools Europe:

London Business School, INSEAD, Oxford University, University of Cambridge: Judge Business School, ESADE, IESE, Copenhagen Business School, Manchester Business School

US:

Harvard Business School, UCLA, MIT: Sloan Business School, Babson College, University of Pittsburgh, University of Virginia: Darden School of Business, University of Illinois

Asia:

National University of Singapore, SKKU

Australia:

Australia General School of Management

Chinese Schools:

China Europe International Business School (CEIBS), Fudan University International, Tsinghua University School of Economics and Management, Shanghai University of Finance and Economics (SUFE), Shanghai JiaoTong University, University of International Business and Economics, HKUST, National ChengChi University, National ChengKung University.

运转中的 CSR：炒作背后的现实

CSR at Work: The Reality Behind the Hype

企业社会责任 (CSR) 在中国商界已成为一个日益为人熟知的术语。然而，这个概念真的能被企业家们落实到日常运营当中吗？CSR 究竟对公司的边际利润率会产生什么影响？

CORPORATE SOCIAL RESPONSIBILITY HAS BECOME AN INCREASINGLY COMMON BUZZ WORD IN CHINA'S BUSINESS CIRCLES, BUT CAN THE CONCEPT REALISTICALLY BE INTEGRATED INTO BUSINESS OPERATIONS? AND WHAT IMPACT DOES CSR REALLY HAVE ON A CORPORATION'S PROFIT MARGIN?

文 / Charmaine N. Clarke

在 竞争残酷的中国商场，将社会责任放在首位的公司是否能有一席之地？这样的公司若遭遇那些对成为优秀企业公民毫无兴趣的竞争对手，双方真的能够势均力敌吗？对于那些决心“偏向虎山行”的企业，其领导人该如何将 CSR 真正落实到企业的长期战略计划中？

这些问题只是中国欧盟商会 - 中欧国际工商学院 (EUCCC-CEIBS) 论坛上所讨论的诸多难题中的一部分。本次论坛题为“企业社会责任在中国之竞争力”，于 6 月 2 日至 3 日在中欧国际工商学院上海校区举办，听众逾 300 人，商业经理人、NGO 代表、学者和商科学子济济一堂。

为期两天的会议中的重要主题之一是，在全球化背景下将 CSR 成功落实到企业战略中的重要性。正如中欧全球责任领导力特聘教授兼全球管理和中欧商务联系

教席教授翟博思所指出的，全球化让“CSR 势在必行”。小组辩论者指出，CSR 的落实包括广泛的问题：遵守劳动法规、在不降低（甚至提高）企业利润的前提下将企业排放的二氧化碳降至最低，以及通过市场和公关等渠道有效地向公众强调 CSR 的成绩。

金钱之外

论坛的另一个重要论题是，需要关注的远远不止于金钱。许多学者指出，企业只要开出一张数额不菲的支票就足以宣称自己已承担社会责任的日子，已然一去不复返。例如，企业社会责任（亚洲）(CSR Asia) 董事霍迪 (Stephen Frost) 博士在题为“企业社会责任管理系统”的演讲中告诉听众，CSR 的执行需要被视同执行其他管





By Charmaine N. Clarke

In China's fiercely competitive business world, is there a place for companies that make "social responsibility" a priority? Can such companies truly go head-to-head with competitors with no interest in being good corporate citizens? For those determined to try, how can corporate leaders make CSR – a concept often misunderstood by many in China's business world – a tangible reality, integrated into a corporation's long-term strategic plans?

These were among the tough issues discussed by an audience of more than 300 business executives, NGO representatives, academicians and business students at the CEIBS Shanghai campus from June 2 to 3. The audience had gathered for the European Union Chamber of Commerce in China-China Europe

International Business School (EUECC-CEIBS) Forum on "Responsible competitiveness in China through CSR: From concept to implementation."

Among the overriding themes that emerged during the two-day conference was the importance of successfully integrating CSR into corporate strategy, within the context of a globalised world. As pointed out by CEIBS Distinguished Professor of Global Responsible Leadership Henri-Claude de Bettignies, who also serves as European Chair for Global Governance and Sino-European Business Relations, globalisation has made "CSR a categorical imperative". Integration covers a wide range of issues, the panellists pointed out, including compliance with labour laws, minimizing firms' carbon footprints without detracting from (and maybe even enhancing) their bottom line, and using marketing and communications tools to effectively highlight CSR efforts to the public without appearing self-serving.

MORE THAN CASH

Another major theme that emerged during the forum was the point that it takes a lot more than cash to care. Gone are the days, many panellists pointed out, when companies can claim to be socially responsible simply by writing a fat cheque. For example, CSR Asia Director's Dr. Stephen Frost, who spoke about "A CSR Management System," told the audience that the implementation of CSR should be viewed just like any other management task. A CSR policy requires: a plan, actual implementation, a systems check, and regular adjustments to the system as it operates. "If a company is going to spend money, it has a duty to get the best possible ROI in terms of the people it has helped," Dr. Frost said.

The forum's three workshops, combined with eight breakout sessions and seven keynote speeches, delved into the practical application of CSR. Through the two days, speakers explored topics including: the functional integration of CSR within the context of public health, labour compliance and risk assessment; integrating CSR into a company's business processes while assessing environmental risks, supply issues, and marketing and communications;

理任务。那意味着一套 CSR 策略同样需要如下步骤：计划、执行、系统检查和系统运行时的定期调整。“如果一家公司打算花钱，就有责任从它所帮助的人的身上尽最大可能获得最佳投资回报。”霍迪博士说。

论坛的 3 场研讨会由 8 个分组会议和 7 个主题演讲组成，深入探讨了 CSR 的实际应用。演讲者探讨的题目包括：CSR 在公众卫生、遵守劳动法和风险评估语境下的功能整合；当评估环境风险、供应问题和市场与公共时，如何将 CSR 纳入公司的业务流程；当责任竞争力计入公司守法、员工管理程序和可持续发展时，它该如何建立。

通力协作

在第一天发表的论坛开幕词中，出现了一个“实话实说”的声音，中国欧盟商会主席伍德克（Joerg Wuttke）指出，CSR 常被视作“直接危及利润”。伍德克强调，除非有清晰的定义和规范的游戏规则，否则履行 CSR 的企业可能会面临某些在 EHS 或劳工保护方面抄捷径的对手的不正当竞争。“唯一的解决方案是主动与当地社区和监管人员合作，支持现有法律的落实，说服对地区长远经济利益有兴趣的投资人加大对符合商业伦理和可持续发展行业的投资。”

对 CSR 持友善态度的企业是否有足够的竞争力？——“是！”这一问题在中国纺织工业协会社会责任建设推广办公室副主任阎岩女士的演讲中获得了响亮的答案。她的演讲题为“中国纺织服装行业的企业社会责任发展”。她介绍了纺织行业中可供其他产业参照的潜在模式。阎女士说，研究表明，在纺织和服装行业，CSR 与商业绩效之间有相关性。

论坛还提到了有效整合 CSR 的远景。欧洲议会企业社会责任报告人 Richard Howitt 在演讲中提出了前瞻性的建议，内容涉及欧洲围绕 CSR 进行的辩论，及社会责任与企业竞争力之间的关系。

非营利组织也提供了意见。联合国儿童基金会驻华代表魏英瑛博士在主题演讲中，强调 NPO 应确保其 CSR 工作与政府规定的原则和规范相一致。“将公共领域的维度引入私人领域的企业社会责任项目将得到有益的结果。反之，忽视与公共部门的协作将导致无意的间隙，有时还会产生负面的影响。”她警告说。

论坛还为 CSR 如何才能落实到企业王国中提供了实例。正如罗地亚特太区总裁 Michel Ybert 所强调，“作为日常运营的一部分，CSR 必须成为企业战略的一部分。”

在论坛结束时翟博思教授所作的总结评点中，Ybert

先生的论点得到了响应。翟博思教授提到了 CSR 的复杂性和多维性。“当我们谈起 CSR，我们可能不仅要问如何执行，还要问为什么执行。”他说，“因为利润是组织存在的一种手段，而并非目的。组织存在的目的是为人类服务、为社会服务。”他表示，希望本次讨论在将来的论坛中得以延续。中欧教务长兼副院长郭理默教授也表达了同样的观点。他对论坛组织方和所有参会人员在讨论中作出的贡献表示感谢，并指出，中欧正通过在 MBA 必修课上传授商业伦理和责任的方式，在培养 CSR 方面发挥重要作用。TheLINK

议程 TOP PRIORITIES FOR SOCIETY

重要问题 - 未来五年内最重要的问题是什么？

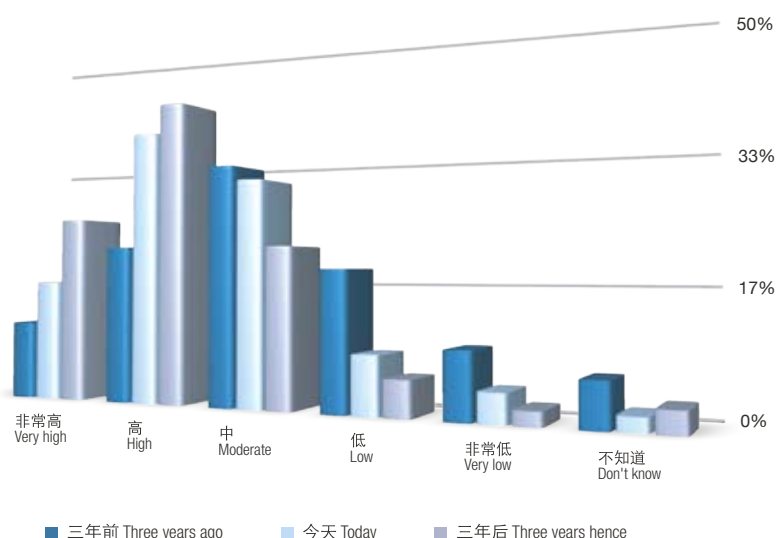
Which issues will be the most important in the next five years? (1 = most important)

全球排名 Global rank	议题 Issue	美国 U.S.A.	英国 Britain	德国 Germany	中国 China	巴西 Brazil
1	环境 The environment	2	1	2	2	1
2	更安全的产品 Safer products	5	4	6	3	2
3	退休金 Retirement benefits	4	2	1	4	7
4	医疗补贴 Health-care benefits	1	5	8	1	8
5	可购买的产品 Affordable products	6	3	3	5	3
6	人权标准 Human-rights standards	8	8	9	9	4
7	工作条件 Workplace conditions	9	10	4	7	6
8	外包导致的就业损失 Job losses from outsourcing	3	6	5	13	13
9	隐私和数据安全 Privacy and data security	7	7	7	6	10
10	合乎道德的产品 Ethically produced products	10	9	10	8	9
11	在发展中国的投资 Investment in developing countries	16	11	14	12	5
12	合乎道德的广告和市场营销 Ethical advertising and marketing	12	12	16	11	11
13	公司的政治影响 Political influence of companies	11	14	12	14	14
14	经理人薪酬 Executive pay	15	16	11	10	15
15	其它 Other	13	13	15	16	12
16	反对更自由的贸易 Opposition to freer trade	14	15	13	15	16

Source: McKinsey & Company (2007)

大问题：赋予企业责任优先权的比率(%)

THE BIG ISSUE: Degree of priority given to corporate responsibility (%)



Source: Economist Intelligence Unit, Global Business Barometer, an online survey of 1,192 global executives, Nov-Dec 2007.

and building responsible competitiveness while factoring in corporate compliance, employee management programmes, and sustainable development.

AGGRESSIVE ENGAGEMENT

A tone of frank discussion was set from the forum's opening address on Day One, delivered by European Union Chamber of Commerce in China (EUCCC) President Joerg Wuttke. Pointing out that CSR is often seen as a "direct risk to profitability," Mr. Wuttke stressed that unless there are clearly defined and regulated rules of the game, CSR-compliant firms may face stiff competition from rivals that cut corners in areas such as EHS and labour practices. "The only answer is aggressive engagement with local communities and regulators to encourage proper enforcement of existing laws, to convince stakeholders of long term regional economic interests to promote investments by ethical, sustainable industries," he said.

The question of whether CSR-friendly firms can be competitive was answered with a resounding

yes by Deputy Director of CNTAC Ms. Yan Yan. In a speech entitled "Development of CSR in the Chinese Textile and Apparel Industry," she shared textile industry experiences as a potential model for other economic sectors. According to Yan, research has shown a correlation between CSR and business performance in the textile and apparel industry.

The forum also offered perspectives on effective CSR integration from Richard Howitt MEP, the European Parliament Spokesperson on CSR. Mr. Howitt offered suggestions on the way forward during a presentation that covered areas such as the CSR debate in Europe and how social responsibility is linked to corporations' competitiveness.

Non Profit Organizations also provided input. During her keynote speech UNICEF's Country Representative for China, Dr. Yin Yin Nwe urged NPOs to ensure that their CSR efforts stay in line with the standards and criteria outlined by the state. "Bringing the public sector dimension into the private sector's CSR programmes can have beneficial results. Conversely, neglecting to coordinate with the public sector leads to unintentional gaps and, at times, a negative impact," she warned.

The forum also provided concrete examples of how CSR can be integrated into the corporate world. As highlighted by President of Rhodia Asia Pacific Michel Ybert, "CSR, being part of everyday operations, must be part of corporate strategy."

Mr. Ybert's comments were reflected in the closing remarks, at the forum's end, by CEIBS Prof. de Bettignies, who spoke of the complexity and multidimensionality of CSR. "When we talk about CSR, we may want to ask the question not only of how to implement it, but why," said Prof. de Bettignies. "It is because profit is a means, not the purpose of an organisation; an organisation's aim is for the service of people, of society." The professor's hope that the discussions are continued during future forums was shared by CEIBS Dean and Vice President Rolf D. Cremer. After thanking forum organisers and participants for the role they had played in the discussions, Dean Cremer pointed out that CEIBS was playing a role in fostering CSR through its mandatory MBA courses exploring ethics and responsibility in business. **TheLINK**

中欧主办“清洁技术”讨论会

CEIBS Clubs Host “Clean Tech” Conference

文 / 安若丽

完成使命！

MBA 创业者俱乐部成立中欧校名礼品屋

“但求宽恕，不求许可”，中欧 MBA 创业者俱乐部在这一非正式口号下打破繁文缛节，启动创新项目。

除了组织“清洁技术论坛”和其他成功商界创新人士的相关活动之外，俱乐部已经成立了自己的创业企业。2007 年 12 月，俱乐部成立了一个销售中欧校名套头衫和 T 恤的礼品屋。经过 7 个月，通过低成本策略——没有实体店——再加上高需求与虽然较高但可接受的价格，已经收回了最初的 1.5 万元投资。到目前为止，俱乐部的销售额已经超过 3 万元，并且正在考虑开发其他产品。确保校名礼品屋能在下一届 MBA 学生中薪火相传也是俱乐部关注的问题。

俱乐部主席 Vince Ghossoub 表示，俱乐部真正的突破是获准销售中欧校名产品。“对我们来说，项目的转机是学校认可创业者俱乐部提供中欧纪念品。而‘但求宽恕，不求许可’的方法最终让俱乐部赢得了印刷中欧校名的权利。”

4 月 1 日晚，中欧国际工商学院石化演讲厅内座无虚席，200 多位来宾就新兴领域“清洁技术”在中国的前景、环境保护支持等议题展开了一场别开生面的讨论。会议认为，对于投资者来说，清洁技术是一个潜力巨大的热门新兴领域。

讨论会的主题是“清洁技术行业的风险投资与退出”，以国际风险投资专家马丁·海密格 (Martin Haemmig) 教授的主题演讲作为开篇。海密格教授是美国斯坦福大学风险投资高级顾问，在美国以及欧亚国家执教达 20 年之久。他的演讲以“全球化的风险投资”为题，重点探讨新兴清洁技术领域。

海密格教授强调，在这一新领域中，机会如雨后春笋。他引用了美国清洁技术指数中的数据，表明这一行业的佼佼者往往也在其他领域把竞争对手远远甩在身后。在一项研究中，他调查了 129 家公司，经营业绩与上年同期相比平均增长 155%。“这意味着清洁技术的市场需求很大。”他指出，欧洲清洁技术行业最有可为的领域是：太阳能、燃料电池、生物量和生物燃料。

海密格教授演讲结束后，主持人汉理资本董事总经理钱学锋先生邀请与会的四位清洁技术专家展开讨论，他们是：清能燃料电池技术有限公司合作创办人兼副总裁塔拉斯·范可维兹 (Taras Wankewycz)、清洁技术产业投资集团中国区总监詹姆斯·马哈尼 (James Mahoney)、凯鹏华盈中国基金创始及执行合伙人汝林琪、启明创投创始人兼董事总经理嘉利·瑞歇尔 (Gary Rieschel)。

中国迎头赶上

在讨论开始时，钱学锋先生首先强调，中国对于清洁技术领域的兴趣飞速膨胀，以至于如今这一领域发展速度之快堪与欧美相媲美。“过去的 5 年里，我们在中国看到十几家清洁技术公司开张。”他说，“其中大部分公



司都引入了风险投资，有些还走出了国门。”钱先生表示，当晚小组讨论的主题应当包括“4 个术语”，即“中国、清洁技术、风险投资和创业者。”

本次活动特邀清洁技术创业者范可维兹和马哈尼介绍了各自公司的技术。此后，主持人钱学锋先生问两位参加讨论的风投人士：目前清洁技术行业中哪一部分对风险投资人最富吸引力？瑞歇尔对在座的中欧学员宣称：“你们都会在这一行里找到工作。”他接着说，海密格教授对这一行业发展潜力的调查数据相当利好，但仍过于“保守”。瑞歇尔说：“这是一场真正波及全球的风投商务——清洁技术处处都用得着，且对全世界的政府都意义重大。所有的政府不是首次建立清洁技术系统，就是在改良清洁技术系统。”他补充说，这一行业现在刚刚开始进入发展周期。“它让我们投入了 5 年时间，却能令人终生受益。”

风险投资人汝林琪也对这一领域的潜力持强烈肯定态度，但她另外提出了几点注意事项。首先，她强调，清洁技术作为新兴的、复杂的商业领域，“并不容易透彻了解”。其他挑战还有政府监管、技术风险、投资回报的不可预测性等等。她说，她的公司目前对可再生能源方面的投资特别感兴趣，尤其是风能技术和污染监控——如针对空气和水污染的实时监控工具。

清洁技术作为新兴领域具有强大的潜力，同时也与我国政府大力支持的企业社会责任目标紧密相关。因此，毫无疑问，它将成为中欧国际工商学院未来活动的主题之一。

此次论坛从筹备到成功举办只花了 4500 元，这要感谢组织者出色的沟通技能，请到演讲者免费出场。这是 MBA 创业者俱乐部成员与校内外机构合作的一次良好契机。本次小组讨论由中欧创业者俱乐部、金融俱乐部、CFA/ 投资俱乐部主办，INSEAD 商学院 3i 创业研究室协办。TheLINK

By Laurie Underwood

The outlook in China for the emerging field of “clean tech” (businesses supporting environmental protection and preservation) was the topic of a lively evening panel discussion on April 1 which attracted 300 attendees to the CEIBS auditorium. The verdict? Clean tech is a hot emerging sector with high potential for investors.

Entitled “Venture Capital Investments and Exits in the Clean Tech Industry,” the event featured six experts in this new sector. Organized by CEIBS’ Entrepreneurship Club, Finance Club, and Investment & CFA Club, the panel discussion was hosted in collaboration with INSEAD’s 3i VentureLab. Andrew Qian, managing partner for New Access Capital, served as moderator.

Kicking off the discussion was international VC expert Prof. Martin Haemmig. A senior advisor on Venture Capital at Stanford University, Prof. Haemmig spoke on “Globalizing Venture Capital” with an emphasis on clean tech.

Opportunities are mushrooming in this new field, he stressed, citing data from the U.S.-based Clean Tech Index showing that top performers in this industry tend to out-perform companies in other fields. Among 129 companies surveyed in one of his studies, the average year-on-year performance expansion was 155 percent. “That means the market is very receptive to clean tech,” he said. Among the top performing sectors in the industry in Europe, Prof. Haemmig named: solar energy, fuel cells, and biomass and biofuels.

Andrew Qian then led a discussion with the event’s four clean tech experts: Horizon Fuel Cell co-founder and Vice President Taras Wankewycz, Cleantech Group China Country Director James Mahoney, and venture capitalists KPCB China Founding Managing Partner Tina Ju and Qiming Venture Partners Founder and Managing Director Gary Rieschel.

CHINA ON PAR

Mr. Qian stressed that China’s interest in the clean tech field has expanded so rapidly that the field is now growing at a speed “on par” with that of the United States and Europe. “In the past five years in China, we have seen more than a dozen clean tech companies emerge,” says Qian. “Most have attracted venture capital, and some are even going overseas.” With this aggressive growth in mind, Qian said, the topic of the evening’s panel discussion would cover “four buzz words: China, clean tech, VC, and entrepreneurship.”

Clean tech entrepreneurs Wankewycz and Mahoney, next discussed which sectors are most attractive to venture capitalists now. Bullish Gary Rieschel declared to the audience of CEIBS students, “You should all find jobs in this area. This is a truly global VC business. Clean tech matters everywhere – and it matters to the governments everywhere. All governments are either building clean tech systems for the first time or are improving them.” He added that the industry is only just beginning its growth cycle. “We are five years into something that is going to last the rest of your life.”

VC Tina Ju was also strongly positive about the field’s potential, but mentioned several caveats. First, she stressed that clean tech is “not easy to learn,” being a new and complex business area. Other challenges include: government regulation, technology risks, and the unpredictability of capital returns. At present, she is particularly interested in renewable energy, and pollution monitoring.

Given the success of the April 1 event, coupled with the clean tech sector’s strong potential and clear tie-in to China’s officially sanctioned CSR goals, the topic seems a sure bet for future events at CEIBS. **TheLINK**

Mission Accomplished! MBA Entrepreneurship Club Launches CEIBS Souvenir Store

With an informal mantra of “ask for forgiveness, not permission,” the CEIBS MBA Entrepreneurship Club has earned a reputation of cutting through the red tape and launching innovative projects.

A case in point: In addition to launching Clean Tech Forum and other events featuring successful business innovators, the club has founded its own entrepreneurial venture. In December 2007, the group founded a souvenir store selling sweatshirts and t-shirts bearing the CEIBS name. Seven months later, it had recouped the ¥15,000 initial investment, mainly through a strategy of low-cost – there is no physical store – plus high value and high demand. To date, the club has racked up more than ¥30,000 in sales and is considering expanding into other products. It is also focused on ensuring that the store is continued by the next batch of MBA students, says Club President Vince Ghossoub.



打破 CSR ? Karma Capitalism

文 / Charmaine N. Clarke

多年来，无论是在商学院的课堂上，抑或是现实生活的会议室中，大家都围绕“良好社交产生商业金点子”的概念争论不休。本特利学院的市场营销学教授拉金德拉·西索迪亚（Rajendra S. Sisodia）对这一争论提出了有分量的建议：如果能为所有股东做好应做的事，盈利就有了保证。西索迪亚教授于5月12日在中欧国际工商学院发表题为“友爱的企业（FOEs）”的演讲，与听众分享他的研究成果，十分引人入胜。他认为，当公司在其经营行为和商业策略中树立了企业社会责任的概念时，他们往往会在此过程中享有实实在在的收益。经过长达10年的研究，他发现，有30家FOE的平均收益率达到了1111%，远远超出了标准普尔500强企业122%的平均收益。

这项研究还得出其他令人吃惊的发现。研究的初衷是对市场营销技巧的评估，最终却以一本书《友爱的企业：世界级公司从激情与意志中获利的秘诀》收尾。这本书由西索迪亚教授于2007年与两位学者合著而成，其中戴维·沃尔夫（David Wolfe）是国际公认的中世纪及中世纪前市场营销的消费者行为专家，雅各·谢思（Jag Sheth）是艾默利大学戈伊苏塔商学院的“查尔斯·凯尔斯特营销学杰出教授”。书的中心思想公然与长期确立的会计学原理唱对台戏，提出：压缩成本、最大化营利并非增加企业边际利润的最佳手段。“利润好比快乐，求而不得。”西索迪亚教授告诉中欧的听众们。“欲使利润最大化，反而不宜逐利。利润是正确行动的结果。”

据西索迪亚教授介绍，FOE典型的做法是在员工薪酬福利上多花钱、老老实实缴税和在公益事业上多投资。这些高于其他企业的支出并没有导致收益的降低，相反，做“好公司”的单纯初衷，帮助它们最终成长为行业巨头。

西索迪亚教授基于因果相报的原理，将这一概

如何定义 FOE

西索迪亚教授提供了如下线索，供人们对照识别“友爱企业”：

- 管理人员薪酬适中
- 管理层之间实行开放沟通的政策
- 在培训方面比竞争对手花更多精力
- 员工流动性低于行业平均水平
- 为了让顾客满意，员工有权先斩后奏
- 将有潜力的员工筛选出来，找出热爱公司和产品的人
- 努力使顾客和员工在公司里感到浓厚的人情味
- 拓展市场的支出比同行要低
- 将供应商视为伙伴

How to ID an FoE

Prof. Rajendra Sisodia offers the following clues to look for in identifying a true Firm of Endearment:

- Modest executive salaries
- An open-door policy at the executive level
- More time spent on training than competitors
- Employee turnover much lower than industry average
- Employees empowered to go the extra mile to satisfy customers
- Potential employees screened to find those who are passionate about the company and its products
- Efforts to humanise the company experience for customers and employees
- Lower marketing costs than industry peers
- Suppliers treated like partners

念命名为“因果资本主义”。简言之，企业如果能够将所有股东视为宝贵的消费者，就会建立忠诚的客户基础，在社会中成为备受尊敬、至关重要的成员。它们的正面形象会影响其股票价格、促进销售，并补偿薪酬和公益项目上的过多支出。此外，大多数FOE无须在市场营销上投入巨资，因为这并无必要。

西索迪亚教授及其合作者发现，FOE避开了你死我活的资本角逐，而是通过其他C开头的方式追求利润，如“自觉、关怀、创造、富有同情心的21世纪资本主义”（Conscious, Caring, Creative, Compassionate Capitalism，均以字母C起首）——这也正是西索迪亚教授的演讲标题。他说，近年来，资本主义发生了变异，许多企业不再自私自利、以自我为中心，而是向和谐状态发展。“世界已从临界点颠覆。”他说，“人们对物质得失的关注越来越少，并正从关注自我转为关注他人。”

这一变化由多重因素触发：互联网的急剧发展让透明度不断提高；成熟的社会中，大家对精神和生活目标更为看重；多年来人们一直认为许多公司和高管弄虚作假，如今这一观点受到反冲。西索迪亚教授认为，从慈善事业两位数的增长率可以看出，商业世界正在经历一场思维转换。用新的术语来概括这一转换，即：真实、关怀和透明。

最后，西索迪亚教授强调，这种转换与CSR（企业社会责任）无关。“有CSR的企业并不改变基本商业模式，而仅仅是另外附加CSR的元素，因此，它们可能仍会损害外围社会的利益。”他补充说，FOE则是在另一个完全不同的平面上运作。“对FOE来说，整个社会就是投资人，因而，CSR毫无意义，因为CSR的企业是被迫肩负起社会责任的。真相是：如果企业想要成功，它们就得学会如何关怀全社会。” **TheLINK**

By Charmaine N. Clarke

The concept that good social practices make good business sense has been discussed and debated in business school classrooms – and real life boardrooms – for several years. One professor who is adding substantial weight to the argument that doing the right thing for all stakeholders does help ensure profitability is Bentley College Professor of Marketing Rajendra S. Sisodia, who shared his research in a compelling talk at CEIBS on May 12. Prof. Sisodia's research into what he calls "Firms of Endearment" (FoEs) shows that when companies build the concept of Corporate Social Responsibility directly into their operational practices and business strategies, they tend to enjoy substantial profits in the process. During a study covering ten years, he found that, 30 FoEs enjoyed average returns of 1,111 percent, compared to an average of 122 percent for S&P 500 companies.

These were among the startling findings of a study that led to the book *Firms of Endearment: How World Class Companies Profit From Passion and Purpose*, which Prof. Sisodia co-authored in 2007 with internationally recognized customer behavior expert David Wolfe, and Jag Sheth, Charles H. Kellstadt Professor of Marketing in the Goizueta Business School at Emory University. The book's central message showed that cutting costs and maximizing revenue may not maximize profit. "Profits, like happiness, elude pursuit," Prof. Sisodia told the CEIBS audience. "If you want to maximize profits, don't pursue profits. Profit is the result of the right actions."

FoEs typically spend more on employees' salary and benefits, comply with income tax requirements, and invest more in their communities, yet these higher costs did not result in lower revenue, said Prof. Sisodia. Instead, the goodwill the companies built up by being 'good' companies helped them become 'great' companies.

Karma Capitalism – Prof. Sisodia's term for this concept – is based on the principle that what goes around comes around. In short, companies that treat all their stakeholders as valued customers tend to develop a loyal client base and become well-respected, vital cogs in their communities. Their positive image influences their stock price and boosts sales, compensating for the above-average spending on salaries and community projects.

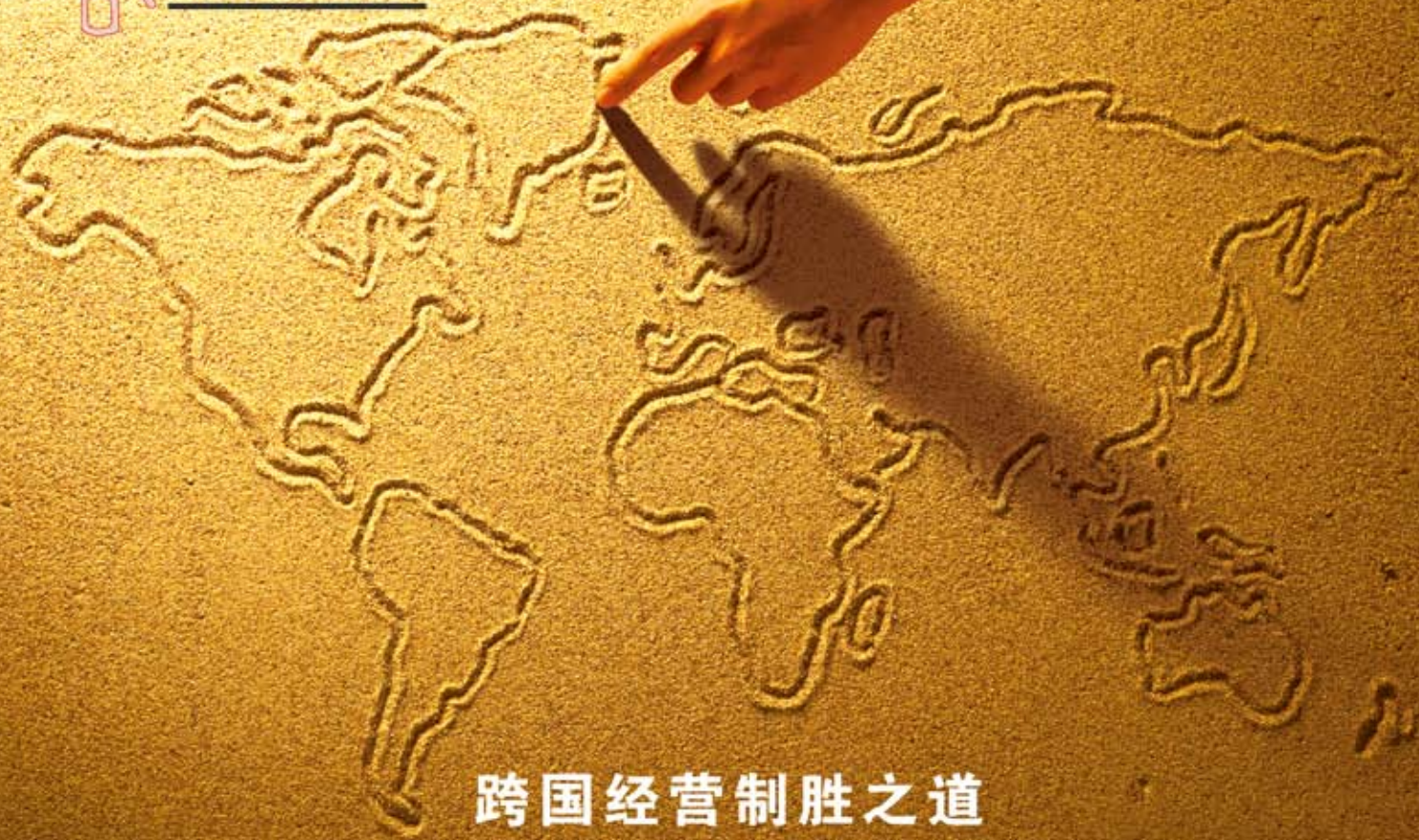
Prof. Sisodia and his colleagues found that FoEs have shied away from cut-throat capitalism but, instead, pursue profits through other 'C' words. For these firms, their operations exemplify "Conscious, Caring, Creative, Compassionate Capitalism in the 21st Century" – the title of Prof. Sisodia's CEIBS speech. "The world has crossed a tipping point," he said. "There is a waning focus on material [gains], a moving away from the 'me' focus to the 'others' focus."

The change has been triggered by: increased transparency resulting from the explosive growth of the internet; an aging society whose members are more concerned with spirituality and life purpose, and the backlash from years of corruption among companies. According to Prof. Sisodia, the business world is experiencing a paradigm shift, seen in the double-digit growth in philanthropy. The new buzz words encapsulating this shift, he said, are Authenticity, Caring and Transparency.

As a final point, the professor emphasized that this mutation is not about CSR. "With CSR, companies don't change their basic business model; they just add on a CSR component and may still be doing harm [to the wider society]," he said. "For FoEs, the entire society is a stakeholder; therefore CSR is moot because they *have* to be socially responsible. The reality is that, if companies want to be successful, they will have to learn how to care about all of society." **TheLINK**



CEIBS



跨国经营制胜之道

就在中欧《打造成功跨国企业》课程
2008年9月1日—5日 上海

当前，许多西方跨国公司正在中国夯实自身地位，力图赢得快速增长的商机，而更多的中国企业则立志走向世界。他们都面临相同的挑战，即

- 如何处理总部与海外公司之间的沟通问题？
- 如何将本地智慧与全球战略相融合？
- 如何有效地调配全球资源？
- 如何应对总部文化与本土文化之间的差异？
- 如何使总部外派经理人和区域经理人协同作战，在跨国背景的商业环境中落实总部的经营战略意图？

由中欧国际工商学院推出的“打造成功跨国企业课程”将为各位商界领袖传授赢得跨国经营之战必不可少的战略性思维和最佳管理实践。

对象

本课程适合具有八年以上管理经验的高级经理，尤其是直接负责或即将负责所在企业全球化战略及战略执行的管理人员。

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受益

对学员：

- 全面了解在跨国背景下进行经营管理所面临的主要挑战
 - 与国内外多元化背景的同窗学友结成业界交流网络
 - 扩展商业知识面，掌握战略要诀，培养跨文化意识
- 对学员所在企业：

- 在日益全球化的商业世界中，发现并抓住商业机遇
- 培养能够在跨国文化背景下进行有效运营的国际化人才

课程内容

- 全球化发展趋势与前景
- 地域拓展方面的挑战
- 评估并把握地域性机遇
- 向国际客户营销产品与服务
- 实施国际化战略所产生的运营问题
- 在地区范围内整合、协调并移植最佳实践
- 为国际运营融资
- 跨文化意识和多元文化背景下的员工与组织管理
- 通过联盟与收购实现国际性发展
- 发展全球组织能力：全球组织设计与领导力



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