

# 丁远、张华 荣获《公司治理》2007年度最佳论文奖

## Professors Ding Yuan, Zhang Hua Win 2007 Best Paper Award from *Corporate Governance*



权威学术期刊《公司治理》日前为中欧国际工商学院教授丁远博士、张华博士的合著论文《盈余管理：中国私营与国营上市公司的对比》颁发2007年度“最佳论文奖”。这篇论文于去年发表在《公司治理：国际评论》第15期上。

资深编委会评阅了2007年发表在《公司治理》上的110篇论文。他们发现丁博士和张博士的研究在以下两方面表现卓越：1) 研究问题和研究发现“与实践者和/或决策者密切相关”；2) 研究“在理论和方法论两方面保持严密性”。

此次，受评的110篇论文中有6篇脱颖而出获得最佳论文提名。《公司治理》的编辑仔细阅读了这6篇论文，并按照严密性和相关性这两项标准进行排名。

2007年的亚军获得者是澳大利亚布里斯班的加文·尼科尔森(Gavin Nicholson)教授(昆士兰科技大学)和杰弗里·基尔教授(Geoffrey Kiel)教授(昆士兰大学)。

Prestigious journal *Corporate Governance* named CEIBS Professors Ding Yuan and Zhang Hua as the authors of the “2007 Best Paper” for their article “Private versus state ownership and earnings manage-

ment: Evidence from Chinese listed companies.” The paper was published in *Corporate Governance: An International Review*, Volume 15, 2007.

A distinguished Editorial Advisory Board judged 110 articles published in *CG* that year. The board found the CEIBS professors’ work to be superior in terms of two main criteria: 1) the research question and findings must be “highly relevant to practitioners and/or policy-makers” and 2) the research study must be “both theoretically and methodologically rigorous.”

Of the articles published in 2007, six were considered for Best Paper. The journal’s Associate Editors personally read each of the six articles and ranked them independently in terms of rigor and relevance.

The runner-up award winner for 2007 was authored by Australian professors Gavin Nicholson (Queensland University of Technology) and Geoffrey Kiel (University of Queensland). Brisbane, Australia. [TheLINK](#)

# 全球视野下的葡萄酒业



文 / Charmaine N. Clarke

**如**果中欧国际工商学院的管理学教授言培文 (Per Jenster) 当初能谨遵自己在 EMBA 战略管理课程上讲授的理论，他会对自己是否从事葡萄酒行业进行重新考量——这一行当被他称作“结构性非营利产业”，与准入门槛之低唯一匹配的便是抽身而出非常困难。

令人欣慰的一点依然是言培文教授未能固守自己的专业意见。事实上，这丝毫未能阻止他与兄弟一同冒险进入这一行业，最终居然成为“相当成功的”葡萄酒商。教授表示他将经营这家位于阿根廷面积约 110 英亩的葡萄园作为副业，既是为了事业热情，亦是为了盈利。

“从葡萄园到酒杯”，言培文教授在其

新著《全球视野下的葡萄酒业》一书中全面而深入地探讨了这一产业。

这本新著长达 350 页，今年 6 月由哥本哈根商学院出版，合著者是营销学教授大卫·史密斯 (David E. Smith)、达利尔·米特里 (Darryl J. Mitry) 以及酿酒学家拉斯·简斯特 (Lars V. Jenster)。以下就是言培文教授与《The LINK》杂志分享的他关于全球葡萄酒产业的真知灼见以及他对业内人士和葡萄酒爱好者的精彩建议。

**THELINK：您的新书详尽介绍了目前的葡萄酒产业。那么现在是否是进入葡萄酒业的良机呢？**

**言培文：**通常我在 EMBA 战略管理课程

之初都会这样跟学生们讲，当他们学完这门课之后，就能从理论上分析为什么我购买葡萄园是一项非常愚蠢的经济决策。因为葡萄酒业是我们所谓的“结构性非营利行业”。我也会跟他们说，有时候，人必须得做点有趣的事。

**THELINK：您能否描述一下全球的葡萄酒业以及中国在其中的份额、地位与表现？**

**言培文：**对于本土乃至国际公司而言，中国的葡萄酒市场目前是相当令人欣喜的。一些本土企业发展得非常好，同时许多海外公司正在积极进驻。因此，许多国际同行们都对中国的现状非常好奇。我的一篇

# A Global View of the Business of Wine



By Charmaine N. Clarke

If CEIBS Management Professor Per Jenster had followed his own theories taught in his EMBA course Strategic Management, he would have thought twice before entering the wine business – a sector he describes in lectures as a ‘structurally unprofitable industry’ in which ease of entry is only rivaled by the difficulty of exiting with success.

Good thing this professor has not followed his own expert advice. In fact, his own teachings have not stopped Prof. Jenster from venturing

into the field, along with his brother, and even finding “quite good” success as a vintner. Still, the professor says his three-year-old side business on 110 acres of vineyards in Argentina (one of his eight business ventures) is as much about passion as profit.

In his new book, *The Business of Wine – A Global Perspective*, Prof. Jenster and his co-authors offer a comprehensive, birds-eye view of the industry “from the vineyard to the wine glass.”

Published in June by Copenhagen Business School Press, the 350-page

book was written together with marketing professors David E. Smith and Darryl J. Mitry and oenologist Lars V. Jenster. Below, Prof. Jenster shares with *TheLINK* his thoughts on the global wine industry and what his book offers for industry players and wine lovers around the world.

**TheLINK: Your book offers a detailed view of the wine industry today. Is now a good time to enter this business?**

**Per Jenster:** Let me put it this way, I often start off my EMBA classes in



甜蜜的事业：言培文教授表示在阿根廷投资“Clos de la Tierra Sana”葡萄园，更多是出于激情，而非追求利润。  
SWEET SUCCESS – Per Jenster says his vineyard in Argentina, Clos de la Tierra Sana, is more about passion than profit.

论文即将在《国际酒类行业研究期刊》上发表，其中讨论了目前中国在某些领域已经走在了世界前列，这让许多人喜出望外。同时，中国在品质、品牌及持续性方面依然面临挑战。问题是：中国是否会成为全球葡萄酒业的主要玩家？目前中国市场受到高价的庇护。因此，许多大厂家能够赚取合理的利润，虽然远非暴利。然而将来会发生什么？这很难说。

然而海外的葡萄酒业形势并不容乐观，因为这一行业的基础是农产品。进入非常容易，但这是资本密集型产业——不仅包括葡萄园，一半的资本通常都被绑定在营运资本上——想要退出非常困难。

如果需求突然下跌，你不能扔下正在种植的葡萄。从种植葡萄树到葡萄结果得花四年时间，然而到长成用来酿酒的葡萄得花八年。诸如飞机等其他产品，你至少在用不着的时候能够将它们停放在沙漠

里。但如果在6周之内不照顾葡萄树，它就会枯萎。因此，当需求下跌时，人们还得继续种植；这就是为什么它是一项可怕的投资生意。但是它也很有趣，非常浪漫，并且是许多人的梦想。

**THELINK：葡萄酒消费者寻求的是什么？这些需求又是怎样影响了营销及生产策略？**

**言培文：**作为酿制葡萄酒的生产商，最为严峻的挑战是获取渠道。一旦你置身超级市场，你会发现那里摆放着249款不同牌子的葡萄酒。因此，究竟如何才能让你的酒引人入胜？当然，葡萄的品质是非常重要的。有时候你的产品会受到许多限制，诸如年份不好，葡萄不好，或者你种葡萄的方式不理想。然而许多人都能酿制非常好的葡萄酒。当然问题是，究竟怎样才能盈利？

因此，对这一产业而言，营销、产品定

位、品牌建立以及客户了解度都是非常重要的，此外营销渠道也绝对是至关重要的。

**THELINK：公司如何对市场的需求变化作出调整？**

**言培文：**目前有许多并购正在进行之中。事实上我们在本书讨论的主题之一就是不同类型的竞争者所能采取的不同策略。我们非常看重诸如张裕、新天这些本土品牌的胜利者，同时我们也在书中详细介绍了几种不同类型的战略定位。

**THELINK：《全球视野下的葡萄酒业》这本书给读者带来了哪些惊喜呢？**

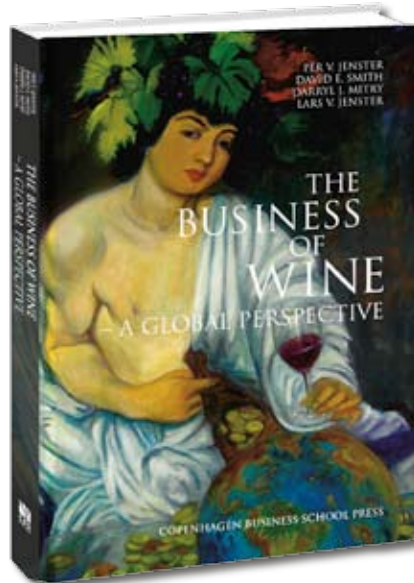
**言培文：**大多数读者应该会是学者，有些可能是业内人士，或者仅仅是兴趣爱好者。我们希望这是一本广受欢迎的书，并且通过本书能够在葡萄酒爱好者和专业人士之间擦出讨论的火花。**TheLINK**

Strategic Management by telling my students that when they are finished with the course they should be able to theoretically argue why the professor's purchase of a vineyard was quite a stupid financial decision. [This is] because the wine business is what you call a 'structurally unprofitable industry.' I also tell them that, sometimes in life, you have to do things that are fun.

**TheLINK:** Can you describe the scope of the global wine industry as well as China's share, position and performance within it?

**Jenster:** The Chinese market for wine is very exciting right now, for local and international firms. A few local firms have grown exceedingly well while many foreign firms are struggling to enter the market. Therefore, many in the international community are very curious to learn more about what is going on in China. We've just written an article that will be published in the *International Journal of Wine Business Research* and one of the things [discussed in that paper] is that there are actually already areas in which China has shown world leadership. It's exciting and it surprises many people. But at the same time, there are some real challenges in China in terms of developing quality, consistency, and branding. The question is: will China ever be a large player in the global wine industry? Right now, China is blessed with quite high price levels. So, many of the larger players in China are making reasonable, although not extraordinary, returns. What will happen in the future? It's difficult to say.

The wider wine industry outside of China is not doing particularly well, because it is an industry based on an



agricultural commodity. It is very easy to enter but it is capital intensive – not only the vineyards but half the capital is often tied up in working capital – and it is very difficult to exit.

If demand suddenly falls, you cannot just stop growing grapes. It takes four years just to get the grape vines to produce grapes and it takes eight years for them to actually become useful grapes. For other products, like airplanes, you can at least park them in the desert when you don't want to use them. If we would stop attending to our grape vines for six weeks, they're dead. So, when demand slows, people keep on producing; that's why it's a horrible industry to invest in. But it's fun, it's romantic, it's the dream of many people.

**TheLINK:** What do wine buyers and wine drinkers look for and how should these needs influence marketing and production strategy?

**Jenster:** Your biggest challenge as a wine producer is getting access to the channel. And once you are in the supermarket, you're trying to sell a wine and there'll be 249 other differ-

ent bottles up there on the shelves next to yours. So, how on earth can you actually make yourself interesting? Of course, the quality of your grapes is very important. Sometimes you have limitations on what you can make, probably because the year's been bad or the grapes are not good enough, or the way you have grown your grapes is not optimum. But many people can actually produce very good wine. The problem is, of course, how on earth do you sell it – at a profit?

So yes, this is certainly an industry where marketing, product positioning, branding and customer understanding are all very important. And it is also one where channel access is absolutely critical.

**TheLINK:** How are companies responding to the changing demands of the market?

**Jenster:** There is a lot of consolidation taking place. In fact one of the themes we are discussing in our book is the different strategies available to different types of players. We've had great value in looking at Chinese wineries like Changyu and Suntime, and we also detail different strategy positions in our book.

**TheLINK:** What are some of the surprises that *The Business of Wine* offers readers?

**Jenster:** Most people who would buy this book are academics, other savants inside the industry, or just people who are simply interested in wine. It offers a much more holistic perspective on the industry within the context of a lot of recent developments. We hope it's going to stimulate a lot of good discussions amongst wine lovers and academics alike. **TheLINK**

## 言培文教授：中国葡萄酒产业如何 逆世界潮流而动

### Prof. Per Jenster On “How China’s Wine Industry Is Bucking Global Trends”

正当世界上大多数葡萄酒商以及众多经济学家对“酿造葡萄酒越来越难盈利”这一观点纷纷表示赞同时，2007年中国葡萄酒业的期望值增长却高达39% (ISI 新兴市场数据库, 2006)。在题为《龙酒：中国葡萄酒产业的发展》这一研究论文中，中欧国际工商学院管理学教授言培文 (Per V. Jenster) 对这一现象的原因进行了概述。《国际酒类行业研究期刊》已经采纳了这篇论文，并计划于今年下半年公开发表。

“龙酒”这篇论文，追踪了中国新兴葡萄酒产业的变化发展，适合爱酒一族以及不喝酒的人进行趣味阅读，也是逐鹿中国酒市场的国内外商家的必读之作。言培文教授在解释这项研究的实践意义时说道：“中国国内酿酒企业的优势以及大众对外国酒品牌知之甚少的现状，使得国外的酿酒企业和批发商处于一种尴尬的境地，很难进入中国市场。”

除了对中国酒业进行全面的历史分析，“龙酒”这篇论文还使用了案例研究的方法，来阐述中国国内顶尖葡萄酒生产商的经营策略，并锁定中国葡萄酒业当前最为关注的问题及其面临的挑战。这项研究分析得到了权威数据库和中国酒业协会的数据统计支持。

这一研究成果为业内人士提供了很多有效的建议。例如，言培文教授强调，葡萄酒文化的缺失使得品牌营销成为商业成

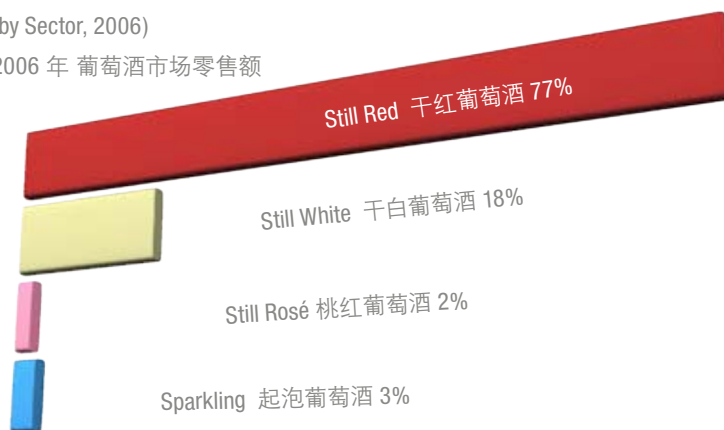
功的关键因素。

展望未来，言培文教授预计，国际葡萄酒种植者对中国的葡萄酒市场会越来越关注。他还预期中国的国内市场也会发生显著的变化，在此他认为，“和国外一样，中国也正在见证葡萄酒专卖店、网络上的葡萄酒专销站点以及葡萄酒俱乐部的发展，这些新的销售渠道预示着一个趋势，即一些为数不多但数量持续增长的葡萄酒爱好者渴望更多的品种选择、期待全新的体验。” **TheLINK**

China's Wine Retail Market Value

(by Sector, 2006)

2006年葡萄酒市场零售额



Source: ISI Emerging Markets Database, 2006



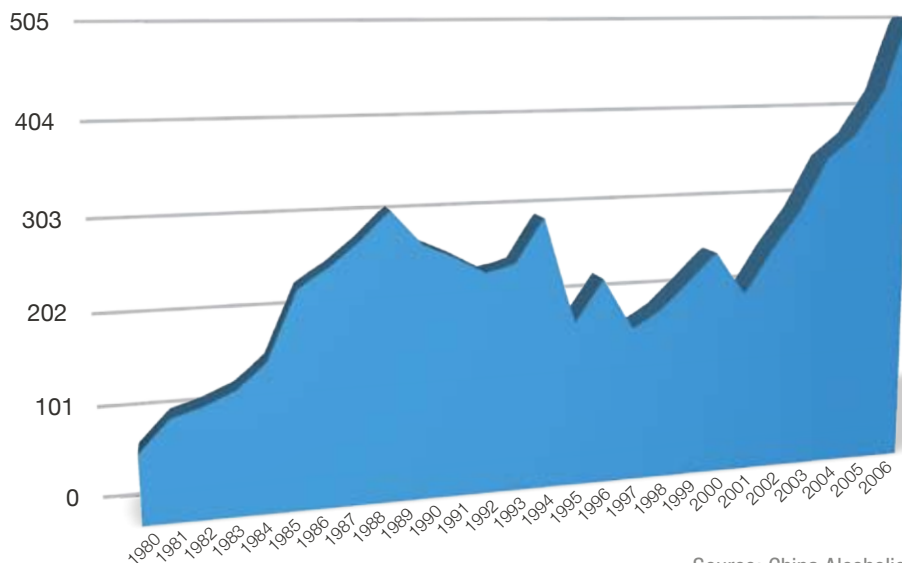
While most of the world's vintners – and many economists – agree that it is becoming increasingly difficult to turn a profit making wine, China's wine industry is growing by about 39 percent on the expected value for 2007 (ISI Emerging Markets Database, 2006). In his research paper entitled *Dragon Wine: Developments in the Chinese Wine Industry*, CEIBS Professor of Management Per Jenster outlines why. The paper has been accepted by the *International Journal of Wine Business Research* and is tentatively scheduled for publication later this year.

*Dragon Wine*, which tracks the changes of China's emerging wine industry, makes for an interesting read for wine lovers and novices alike, and is required reading for domestic and international players in China's wine market. "The dominance of domestic wine companies and ignorance of foreign wine brands among the general public imply a tough setting for foreign wine-makers and distributors to enter the market," says Prof. Jenster, in noting the practical implications of his work.

In addition to offering a comprehensive historical analysis of China's wine industry, *Dragon Wine* uses case studies to illustrate the strategies of leading domestic wine producers, and identifies the top current concerns and challenges in the Chinese wine industry. The analysis is supported with statistics from authoritative databases and Chinese wine industry associations.

The findings offer a wealth of useful advice for industry players. For example, the professor stresses that: "The lack of a wine culture makes brand marketing crucial to business success."

Looking ahead, Prof. Jenster predicts that international wine growers will have an increasing interest in the Chinese wine market. He also expects significant changes from the domestic side. "China is also seeing the development of specialty wine stores, dedicated Internet-based wine sites, and wine clubs," he said. "These new channels are a good indicator of the small, but growing number of wine enthusiasts who are likely to desire choice and new experience." **TheLINK**



Annual Wine Production in China  
(1980 - 2006, thousand tons)  
1980-2006 年中国葡萄酒  
年产量 (千吨)

Source: China Alcoholic Drinks Industry Association, 2007

# 北欧 vs 波罗的海：丁远教授的透明度比较评估研究

## Nordic vs Baltic: Prof. Yuan Ding Assesses Transparency

中欧国际工商学院会计学教授丁远博士及另外两位合作者在一篇富于开创性的论文中，就波罗的海地区的爱沙尼亚、拉脱维亚以及立陶宛等国的实例分析了该地区公司的透明度，为那些视新兴民主国家为潜在投资场所的人提供了宝贵信息。

这篇论文的标题为《前东欧阵营的公司透明度——来自波罗的海地区的实证研究》。该论文被社会科学研究网 (SSRN) 的四本杂志转载。丁教授的合作者分别是：多伦多大学 Joseph L. Rotman 管理学院的 Ole-Kristian Hope 副教授以及图尔库经济学院会计与金融系的 Hannu Schadewitz 教授。

三位学者通力协作，在前期研究中就波罗的海地区公司的财务披露状况进行了系统考察。丁教授等人认为，在先前研究工作的基础上，基于多数学者的共识，透明度是资本市场有效运作的基本因素，那么在缺乏财务报告透明传统的新兴民主国家里，财务状况的披露将会扮演重要角色。

研究者对比了 60 个波罗的海地区公司与 60 个北欧地区同类公司的财务披露状况，并对两种财务披露方式的经济效果进行评估。该研究测量了公司的财政透明度、所有权以及公司管理结构的信息披露。研究发现，波罗的海地区公司的财政透明度要低于北欧的公司。当所有权和公司



管理结构方面的信息被纳入计算时, 差异更加显著。丁教授等人认为: “我们进而发现, 在北欧国家, 财务披露的两种测量方法与股票价格的波动呈现显著的负相关; 与此相反, 在波罗的海地区的国家里, 只有宽泛的财务披露测量方法才与股票价格波动呈现负相关。”

这篇论文受到了 SSRN 用户的极大欢迎。2008 年 3 月 19 日到 5 月 18 日期间, SSRN 四本杂志的下载排行榜上, 这篇论文一直位居前十名。在《国际主题期刊》、《工商管理国际期刊》以及《MRN 国际商务网期刊》上, 其下载次数位居第五。此外, 它还在《行为与实证的会计学期刊》的下载前十名排行榜中位列第七。在 SSRN 上, 丁教授的全部论文下载数量已经超过了 1080 次。 **TheLINK**



下载之冠: 著作等身的丁远教授高踞社会科学网“最受欢迎作者”榜单之上。DOWNLOAD KING – Prolific academic author Prof. Ding Yuan reigns as one of the most popular authors listed on the Social Science Research Network.

In a groundbreaking paper that analyzes transparency in firms from the Baltic states of Estonia, Latvia, and Lithuania, CEIBS Professor of Accounting Yuan Ding and two co-authors offer invaluable information for anyone eyeing newly democratized nations as possible investment locations.

The paper, entitled *Firm-Level Transparency in the Former East Bloc: Empirical Evidence from the Baltic Region*, has been uploaded in four journals on the Social Science Research Network (SSRN). Prof. Ding's co-authors are Associate Professor Ole-Kristian Hope from the University of Toronto's Joseph L. Rotman School of Management, and Professor Hannu Schadewitz from the Turku School of Economics' Department of Accounting & Finance.

The three collaborated on the first study to systematically examine the financial disclosure practices of Baltic firms. Prof. Ding *et al* argue that given the general consensus (based on earlier works) that transparency is essential

for the functioning of efficient capital markets, disclosure may play a major role in newly democratized nations lacking a tradition of transparency in financial reporting.

In comparing the disclosure practices among 60 Baltic firms and the same number of their counterparts from the Nordic region, and assessing the economic consequences of these two approaches, the study measures financial transparency as well as ownership and governance disclosures. The findings show that Baltic firms are less financially transparent than Nordic companies. The difference is even more noticeable when information on ownership and governance structures is added to the mix. “We further find that in the Nordic countries, both measures of disclosure are significantly negatively associated with stock price volatility, our measure of economic consequences. In contrast, it is only the broader measure of disclosure that relates negatively to stock price volatility in the Baltic countries,” write Prof. Ding, *et al*.

The paper has been extremely popular among users of the Social Science Research Network (SSRN), and was among the Top 10 most downloaded articles in four SSRN journals between March 19 and May 18, 2008. It was the fifth most popular download in the *Journal on International Subject Matter*, the *Journal of International Management & Business*, and the *Journal of MRN International Business Network*. It was also number seven on the list of top 10 downloads from the *Journal of Behavioral & Experimental Accounting*. Total downloads of all papers by Prof. Ding on SSRN have exceeded 1,080. **TheLINK**



# 春季沙龙系列

## Spring Focus on Finance

### 李山博士畅谈中国私募股权基金发展之路

2008年6月4日，中欧陆家嘴金融家沙龙迎来了第八期主讲嘉宾：三山资本创始合伙人李山博士为来自金融监管机构、银行、证券、基金公司的听众做了题为“在中国发展世界水平的PE公司”的演讲。本期沙龙由中欧国际工商学院副教务长、中欧陆家嘴国际金融研究院副院长张春教授主持。

李山博士高屋建瓴地从经济发展的历史视野引出私募股权基金的概念。随着全球化的发展和中国经济体制的改革，目前几乎所有的全球一流PE公司都开始在亚洲经营业务。PE公司通过改善被投资企业的治理机制等为其创造价值从而得到良好回报。

李山博士指出目前在中国做PE的公司大部分的投资目标是增长型企业，而对那些大股东握有话语权的民营企业很少涉足。这种情况是发展中的必然阶段。中国PE业务市场目前存在三大机遇：一是中等规模的增长型企业；二是正在向现代企业转型的国有企业；三是通晓中西方企业文化的专业金融机构。最后李山博士与听众分享了三山公司的经验教训和运作策略。本次沙龙在嘉宾与听众热烈的互动交流中圆满结束。

李山博士曾担任美国雷曼兄弟公司(Lehman Brothers)中国业务董事总经



理、中银国际控股有限公司CEO等职务，他还是房地产门户网站搜房网创始人之一。

### 吴敬琏教授纵论中国经济转型的机遇与挑战

4月17日下午，中欧陆家嘴金融家沙龙演讲厅内座无虚席。中欧国际工商学院宝钢经济学教席教授吴敬琏为来自金融监管机构、银行、证券、基金公司的听众做了题为“中国经济转型的机遇与挑战”的

演讲。中欧经济学教授、副教务长王建柳博士主持本期沙龙活动。

吴敬琏教授指出，经过三十年的改革，当代中国经济的主要特征表现为“两头冒尖”：一方面我们取得了伟大的成就，这是举世公认的；另一方面我们又面临非常严峻的挑战。出现这种状况的制度基础是中国经过这三十年建立起来的混合经济体制，即由政府主导且带有很多旧经济体制遗留的市场经济。这一体制中保留了许多政府对微观经济进行干预的行政权力，阻碍或扭曲了市场的进一步发展改革。由于进一步改革的迟滞，造成了“两头冒尖”



世界舞台：三山资本创始合伙人李山博士表示，目前几乎所有的全球一流PE公司都开始...  
WORLD CLASS ACT – China's private equity firms are entering the international arena and capitalizing on key opportunities in the domestic market, says San Shang Capital Partners founder Dr Li Shan.

## DR. LI SHAN ON PRIVATE EQUITY MARKET MATURITY

In China, most private equity (PE) firms target high-growth companies but ignore private companies. That was one of the points made by Dr. Li Shan, founder of San Shan Capital Partners, during his keynote speech entitled "Developing World Class PE Firms in China." Dr. Li was the featured speaker at the eighth CEIBS Finance Salon, held June 4 at the CEIBS Lujiazui International Financial Research Centre (CLFC).

In his talk, Dr. Li drew upon a wealth of experience gleaned from his previous executive positions with Lehman Brothers and Bank of China International Holdings. He is also a co-founder of the real estate portal SouFun.com.

Although Chinese PE firms are now "inevitably" reluctant to invest in private companies, Dr. Li told the audience that three major opportunities exist in China's PE market: medium-sized growth enterprises; soundly governed, modernizing SOEs; and financial institutions familiar with both Chinese and Western business culture. His talk also included real life anecdotes and hard-won operating strategies.

## PROF. WU JINGLIAN OUTLINES CHINA'S ECONOMIC OPPORTUNITIES AND CHALLENGES

More than 50 Chinese government officials, scholars and financial experts gathered at the CLFC on April 17 to hear CEIBS Baosteel Chair

Professor of Economics Wu Jinglian's keynote speech on "Opportunities and Challenges of China's Economic Transition."

Prof. Wu, a Senior Research Fellow in the Development Research Centre of China's State Council and former Member of the Standing Committee of the Chinese People's Political Consultative Conference, is regarded as one of China's top economists.

During his address, he pointed out that, after 30 years of reform and opening-up, China's economy has made significant achievements but is still grappling with serious challenges stemming from the country's current hybrid economic system. Existing distortions within the market are the result of government's continued influence on market development, Prof. Wu said.



有所不为：知名经济学家吴敬琏教授表示，尽管中国的经济改革取得了重大成就，但为了进一步推进改革，政府必须打破行政垄断，建立服务型政府。

LESS IS MORE – Preeminent economist Prof. Wu Jinglian says despite China's significant achievements in economic reform, the nation must continue reducing the government's influence on market development.

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打破行政垄断，消除微观干预，充分发挥市场在资源配置中的基础作用。界定政府职能，建立服务型政府，这是当前尤为紧迫的任务。

”

的状况，如资源短缺、环境恶化、内外经济失衡、腐败猖獗、贫富差距扩大等等。

应对这些阻碍首先要解放思想，采取实际的步骤来推进改革：打破行政垄断，消除微观干预，充分发挥市场在资源配置中的基础作用。界定政府职能，建立服务型政府，这是当前尤为紧迫的任务。

### 丁远、赵欣舸教授畅谈 A 股投资价值与理念

3月28日下午，中欧国际工商学院知名教授丁远、赵欣舸做客陆家嘴金融家沙龙，与来自上海市银监局、证监局、保监局有关领导以及银行、证券、保险、基金、信托、投资公司的听众分享了他们对 A 股上市公司业绩进行实证分析后的主要结论和观点。

陆家嘴国际金融研究院特邀上海银

行副行长张伟国主持本期沙龙活动。他表示 A 股投资价值与投资理念的研究，对中国股市、上市公司以及广大投资者投资业务的发展，都将起到很好的推动作用。

丁远教授首先分析了 2007 年沪深 A 股市场的“大跃进”现象。从宏观和微观两方面对上市公司的收益提出质疑。他指出：目前企业的收益并非高质量的，中国企业的成长性不足。

赵欣舸教授随后从动态市盈率出发，对用历史增长率外推和机构预测每股收益的准确性做了比较，他得出结论：考虑到成本效益，后者对企业盈利能力的预测并不优于前者。

最后，两位教授建议投资者充分重视公司基本面分析，进行长期投资；广泛获取上市公司信息，并认真分析；加强学习，提高在会计和金融领域的技能。

The solution lies in a combination of factors, he added. "We must first free our mind. Then we need to employ realistic approaches to deepen reform, eliminate administrative monopoly, and make market mechanism a major way of allocating resources. It is urgent to redefine the government's role and functions and make the government service-oriented," Prof. Wu said.

### **INVESTMENT VALUE OF A-SHARE COMPANIES, FROM PROFESSORS DING YUAN AND ZHAO XINGE**

Renowned CEIBS professors Ding Yuan and Zhao Xinge shared their ex-

tensive research on the performance of A-share companies at the sixth Finance Salon hosted at the CLFC on March 28. Speaking to an audience of executives from the banking, securities, insurance, and investment sectors, the professors outlined their key findings on the investment values of A-share companies.

Prof. Ding delivered a probing analysis of the market booms of 2007. At both the macro and micro levels, he questioned the composition and quality of the earnings and pointed out that the current earnings growth is not necessarily a healthy one. Among Chinese companies, Prof. Ding posited, the underlying assets for the

shares floated on the markets are not growing fast enough.

Introducing the concept of the dynamic price-to-earnings (P/E) ratio, Prof. Zhao compared the accuracy of predictions using data based on historical growth rates versus predictions given by investment banks. His conclusion: neither method is adequately effective in forecasting a company's profitability.

Lastly, the two professors encouraged investors to focus on fundamental analysis, invest for the long term, gather sufficient information on companies, and accumulate investment knowledge, especially in the accounting and finance fields.

A 股剖析：丁远教授和赵欣舸教授在今年春季金融家沙龙上，分享了他们有关中国 A 股市场走势的专业分析。  
A-SHARES EXPLAINED – Professors Yuan Ding and Zhao Xinge share their expert analysis of the performance of China's A-share market at the 6th Finance Salon this spring.



# 低调做人，高调做事

## ——专访维权斗士严义明律师

15年律师执业，10年证券维权，严义明以维护中小股民权益而声名鹊起；与此同时，他也为经理人如何在获取利润的同时承担社会责任提供了可资借鉴的方法。

AFTER 15 YEARS IN THE LEGAL PROFESSION, YAN YIMING (EMBA 2004) IS FAMED AS A CHAMPION OF SHAREHOLDERS' RIGHTS AND CORPORATE GOVERNANCE. HE ALSO PROVIDES AN INSPIRING MODEL FOR MANAGERS SEEKING TO BOTH ACHIEVE PROFITABILITY AND SHOULDER SOCIAL RESPONSIBILITY.

文 / 周杨

**在** 互联网搜索引擎上输入关键词“严义明”，成千上万条新闻跃入眼前，在“倒顾运动”、出任长征电器独董、起诉银广夏等一系列热点新闻中，一个“咄咄逼人的股市角斗士”形象悄然出现在世人眼前。

十年前，严义明对公司客户的收费已经高达1600元/小时，却为何要免费给中小股民打维权官司？在长达十年的股市维权之路上严义明有着怎样的心路历程？他如何平衡“维权斗士”与律所经营者的双重身份？与媒体的频频携手，到底是为了自我炒作，还是出于战略需要？这位“《商业周刊》2002年度亚洲之星”为什么来到中欧就读EMBA课程？他参与创办的锦天城律师事务所已经成为全国前三的律所，为何又在三年前另起炉灶，成立一家个人律所？——带着这些疑问，《The LINK》杂志对严义明律师做了专访。

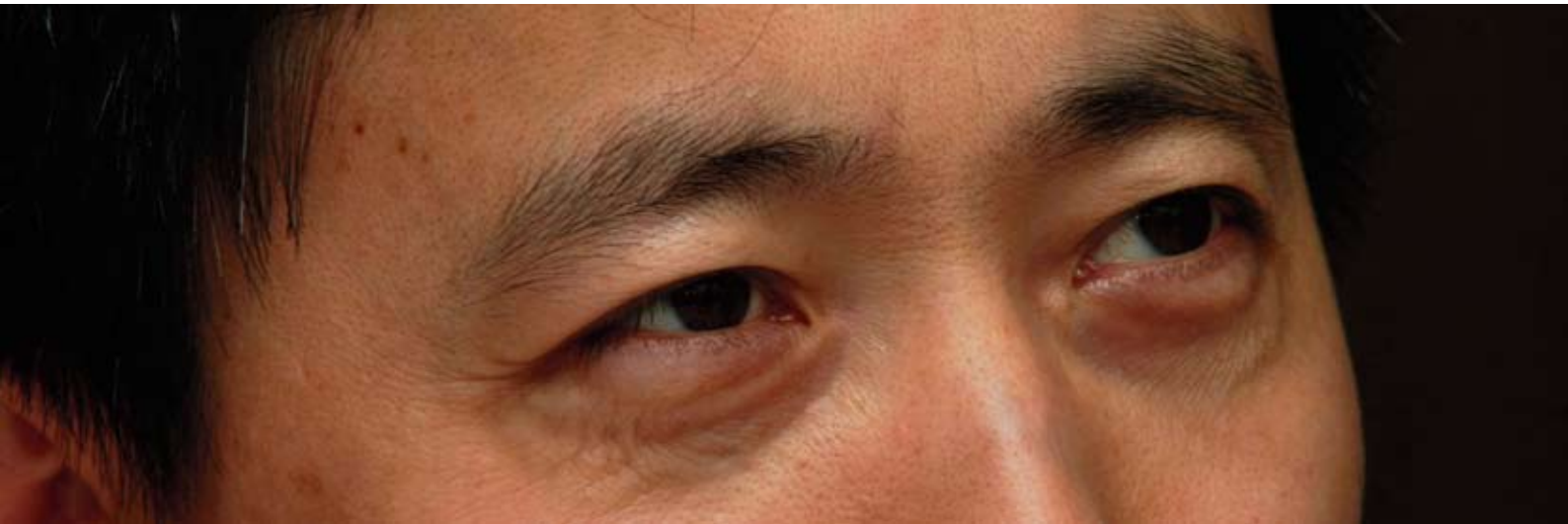
**TheLINK：严义明律师事务所是2005年创建的，此前其实您已经是上海锦天城律所的创始合伙人，为什么会想到创建个人律所呢？**

**严义明：**纯粹从商业角度来看，在锦天城做也很不错。但我觉得作为一个有社会责任感的律师不应仅仅追求商业上的成功。当时锦天城的合伙人有40多位，其他人对我所做的维权行动难免会有异议，为了给实现社会责任找到更加合适的途径，所以创办了严义明律所。

**TheLINK：目前您的客户主要有哪些呢？对于营利业务和非营利业务您又是如何平衡的呢？**

**严：**营利业务主要包括：客户信用管理和销售管理；公司法、证券法尤其是公司并购。客户对象是公司，其中一半是日资公司；一半是国内企业，后者当中有相当部分是中欧校友。在做商务法务的同时，我会

# Brave Heart



By Echo Zhou

**A**n online search for the words “Yan Yiming” will flood your screen with news stories of this man’s exploits, ranging from Yan’s “Anti-Gu Chujun” campaign against a notorious con artist, his role as independent director of Guizhou Changzheng Electric Co. and most of all, his famous lawsuit against Guangxia (Yinchuan) Industry Co. for issuing false financial reports. The news stories have one theme in common: in all cases, Yan is heralded as a defender of the rights of small-scale shareholders, able to take on the corrupt interests of Big Business. Small wonder that the 44-year-old has become a media darling. By all accounts, Yan is a rare hero in today’s profit ori-

ented business arena.

Yan was not always a champion of the underserved. Just 10 years ago, he was busy as a promising young attorney serving corporate clients at high market rates. Why then, did he expand his role to include protecting the rights of small shareholders for free?

In fact, a look at Yan’s career track raises a number of questions for observers: How did he strike the balance between the dual roles of defender for small shareholders’ rights and owner of a traditional law firm? After being named as a *BusinessWeek* 2002 “Star of Asia,” why did he join the CEIBS EMBA program? And after successfully launching AllBright Law Offices, now a top-three ranked firm nationwide, why did he

花另一半时间做一些纯粹以推动社会进步为目的的  
法务活动。

**TheLINK：据统计，中欧校友中律师所占比例  
仅 1.5% 左右，您当初为什么选择来中欧就读  
EMBA 课程，是否出于拓展律所业务的考虑呢？**

**严：**同学之间比较容易沟通并建立信任关系，这对于  
双方形成合力并打赢官司是有帮助的。但是对我而  
言，并不存在业务的增量；在当时的基础上，我可  
以做的业务是数之不尽的。

而来中欧学习主要是为了接受经济管理的教育  
培训，对公司的管理、决策有更深入的理解。律师



## 人物小档案

**姓名：** 严义明 (EMBA 2004)

**头衔：** 上海严义明律师事务所创始人兼主任、中欧校友金融与投资俱乐部理事兼法律顾问

### 职业发展：

- 1998 年初：受司法部派遣去日本研修法律
- 1998 年底：代理股东起诉红光实业董事会，成为全国首例股东状告董事的案件
- 1999 年：合伙创建锦天城律师事务所
- 2000 年：代理 1000 名股东起诉银广夏
- 2002 年：被《上海证券报》评为“2001 年度中国资本市场十大新闻人物”
- 2003 年：被美国《商业周刊》评为“2002 年度亚洲之星”
- 2004 年：担任周正毅案辩护律师
- 2005 年：创建严义明律师事务所  
以小股东身份要求长征电器澄清其虚假信息；以小股东身份召集科龙电器临时股东大会，要求罢免顾雏军在内的三位董事以及三位独董
- 2007 年：严义明律师事务所的营业额达到上千万人民币，被业界公认为上海市排名第一的个人律师事务所

业本质上也就是咨询业，我个人对律师的定位是：  
一些重要法律问题以及重大战略决策解决方案的  
提供者和部分意义上的实施者。只有对公司战略有了  
全面的理解，才能对公司提出恰当的建议。

仅仅作为法律知识的提供者，这是初级层面的  
律师，不可避免地会面临激烈的市场竞争。许多国  
外成功的商务律师都是复合型人才，能够为企业制  
定战略、提供解决方案。目前在中国这种人才非常  
稀缺。

**TheLINK：作为成功人士，能否谈谈您是如何应  
对困难的呢？**

**严：**我是一个乐观主义者，不太把困难当困难，克服  
困难本身就是每一位企业经营者的责任。同时我也  
是一个现实主义者，不能当即解决的问题，可以分  
阶段来做。

十年前，日本最大的服装零售商打算进入中国  
开设独资零售连锁店，然而当时中国零售业尚未开  
放，我需要在当时的法律框架内为他们提供一个解  
决方案，这实际上是一项战略性法律服务。最终我



leave to start his own firm?

In the issue, *The LINK* caught up with Yan long enough for answers to these and other pressing questions.

**TheLINK :** After you co-founded AllBright Law Offices in 1999, it quickly became successful. Why did you start your own business in 2005?

**YAN YIMING:** Working in AllBright was good in terms of business development, but I didn't think a socially responsible lawyer should pursue the sole goal of business success. There were over 40 partners in AllBright then, so it was inevitable that some would differ with me on protecting small-shareholder rights. I started my own firm in order to shoulder my social responsibilities.

**TheLINK :** Can you outline your 10-year journey defending shareholder rights?

**YAN:** I divide the ten years into three periods. First, the "Enlightenment" period of 1998 to 2001 when I published articles in the media and raised lawsuits even though I knew they would be rejected by the courts — just to raise public awareness of protecting rights.

Then from 2001 to 2005, I defended the Guangxia small shareholders' rights, through which I helped ensure revisions to Corporate Law and Securities Law.

Now, we have the "Truly Independent

Directors campaign," from 2005 till now. Now, I seek to protect shareholders' rights by improving corporate governance of listed companies.

My belief is that China's economic opening will benefit Chinese society, including improving the judicial system. There might be problems in judicial reform, but these would eventually be solved. As a law professional, one should fully support the improvement of the legal system.

**TheLINK:** What is your current focus for promoting rule-of-law in China?

**YAN:** Now I am focused on the disclosure of government information. The Provisions of the People's Republic of China on the Disclosure of Government Information as decreed by the State Council have been in force since May 1. I've handed in requests to the city government of Fuyang and the Department of Public Health of Anhui province, demanding the release of crucial details in their handling of Hand, Foot and Mouth Disease (HFMD). In addition, I've turned in a request for information on the local environmental conditions of Fuyang to the Provincial Department of Environmental Protection of Anhui and Henan.

According to the Emergency Response Law, the government should compensate citizens for inappropriate handling of emergencies. I'm collecting all the information needed to determine whether there was fault on the part of the local government in the outbreak of HFMD in Fuyang.

My current plan is to devote two to three years to the issue of government information disclosure, working mainly in the fields of environmental protection, public health and public finances. To defend small shareholders' rights is part of the bigger goal of strengthening the rule of law.

**TheLINK :** Are you going to collaborate with media again?

**YAN:** Yes. In fact, the "Fuyang Incident" has

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我们是中国最幸福的一代律师，历史赋予了我们这一舞台和机会，有幸参与推动社会法制的进程。一百年前，不可能；一百年后，没机会……

——严义明 (EMBA 2004)

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GRAPH SOURCE: THE LINK  
MBA05 grads August Wu, Aaron Gong

建议他们转而在中国开设独资服装生产厂，以生产厂家的名义成立销售分公司（这是被当时的法律所允许的，并且这一门店的数量是不受限制的），从而让他们成为最早进驻中国的日本服装零售商。

任何一个企业经营者都需要挑战困难，挑战不合理的法律，挑战机构的不合理做法，一些初看不能做的事情，实际上换个角度却能做；绕开法律壁垒之后，企业如同进入无人之境，从而能够成为市场先驱。

**TheLINK：您曾经说过，从来不会做重复的事情，那么您能总结一下这 10 年的维权之路并谈一下您最深切的感受吗？**

**严：**我将证券维权分为三个阶段：1) 1998~2001 年：启蒙阶段，在媒体上发表相关文章；同时提起诉讼，虽然明知不会得到受理；2) 2001~2005 年：推动立法、司法获得实质性进步阶段，通过银广夏等案件，推动了公司法、证券法等法律的修改；3) 2005~2008 年：独立董事的独立运动，通过提高独立董事的独立性来提高上市公司的治理水准从而维护股民权利。

重复是对生命的浪费，每一个案例我都要求自己做出新意；另外从战术角度而言，出其不意，才能攻其不备。

我的最大感受是：改革开放必然会带来社会的总体进步，这一进步必然会包含司法进步。在司法改革的过程中，有可能会出现问题和偏差，但最终还是会得到修正，作为法务人员也应该尽可能地参与到推动司法进步的过程之中。

**TheLINK：目前您在推进社会法制建设进步方面有什么新的着眼点吗？**

**严：**国务院颁布的《政府信息公开条例》于今年 5 月 1 日开始正式施行，我已经向安徽省卫生厅、阜阳市政府递交了申请，要求相关部门公布处理手足口病暴发过程中的一些关键细节，另外，我还向安徽省环保局和河南省环保局各递交了一份要求知晓当地环境信息的申请。现在，两省的环保局均已给我回复，我会据此做出相应安排。按照突发事件应对法，政府应当对应急处置不当造成的损失对公民承担赔偿责任。另外，环保部门也应依法对辖区内的环境

attracted a lot of media attention. Reporters seek me out when I am linked to a hot news story.

**TheLINK : How do you balance for-profit and non-profit work?**

**YAN:** Our for-profit business includes client credit management and sales management, M&A work, and services related to company law and securities law. Our major clients are companies; half are Japanese-invested, the rest are domestic – and many of these are managed by CEIBS alumni. Currently I spend as much time on non-profit legal practice aimed to make social progress as I do on our for-profit services.

**TheLINK : Only 1.5 in 1000 CEIBS alumni become a lawyer. Why did you join the CEIBS EMBA programme?**

**YAN:** It is easy for me to communicate with and build trust with my fellow students. Friendship between alumni is helpful as we cooperate on lawsuits and, ultimately, win.

In studying for the EMBA at CEIBS, my chief aim was to gain training in economics, corporate management, and decision-making. The legal business is essentially consulting, providing solutions to important legal issues and strategic decisions. Only when you have a comprehensive understanding of corporate strategies can you wisely advise client companies. Currently there is a severe shortage of such talents in China.

**TheLINK : You don't charge a cent for defending the rights of minor shareholders. Don't you think you are losing money?**

**YAN:** Professional lawyers simply make a living by practicing law. But those pioneers defending

social justice tend to be under great pressure if they get paid, so I will not charge a cent for this kind of case. Only after I succeeded in this did other lawyers follow. For example, in the case of Guangxia, one of the lawyers got paid ¥6 million for the lawsuit. Encouraged by such a large profit, more lawyers will try stock market rights lawsuits. That is exactly when I should retire.

I don't think of my social work in terms of losing money. In the long term, what I have done will bring me great social credit which would become a valuable asset.

**TheLINK : What changes to the Chinese legal system do you predict in the near term?**

**YAN:** The Disclosure of Government Information would urge administrative authorities to operate within the law; otherwise the annual reports of some departments would not be approved. I am convinced that this will happen one day.

**TheLINK : What are your goals for your firm in the next three years?**

**YAN:** My goal is to be a lawyer, broker and coach. Now I am trying to improve the professional level of young lawyers in my firm, and next I will do some marketing activities to build up their influence. Thus, the firm will steadily expand.

**TheLINK : As a successful entrepreneur, please share your most important tips for success.**

**YAN:** Be alert and keep an eye out for new opportunities. Also, you need to set strategic goals and plans and stick to them. With those principles in mind, you'll survive in any business. **TheLINK**

质量承担责任。

就政府信息公开而言，我暂定做 2~3 年，主要涉及环保、卫生、财政这三个领域。证券维权只是健全社会法制的切入点，我打算逐渐深入社会发展的总体进程。

**TheLINK：这次您又打算与媒体合作吗？**

**严：**是的，事实上媒体已经开始关注这一事件，所以他们会主动联系我。律师作为个体的能力十分有限，我所经手的案子之所以有如此大的影响力，就是因为引进了媒体这个战略参与者，从而将具体个案的价值发挥到极致。

**TheLINK：很多报道将您描述为“咄咄逼人的股市角斗士”，但实际接触却感觉您是非常温和、内敛的人，您自己如何看待这两种比较冲突的形象？**

**严：**首先我是一个性格比较内向的人，然而我对自己的定位是法律实务家，在涉及法律原则上我是不妥协的，所以有时候会显得咄咄逼人；然而在操作上也有妥协的部分，但这一点通常被媒体忽略了。

**TheLINK：您为什么要为其他律师做营利模式而自己却不收一分钱呢？按照边际利润来看，您不是亏损了吗？**

**严：**所谓职业律师，就是以从事律师职业获取报酬作为生活来源的人，但一旦涉及社会公义，冲在最前面的人会往往会承受难以想象的社会压力，所以我不会收费。然而只有我摸索出了营利模式，才会有其他律师跟进。举例来说，银广夏案中有一个律师拿到了 600 万元代理费，这样就会有人继续跟进证券维权，这就是我退出的时间点。

我并不认为这是亏损，从长远看，这些事件累积的社会美誉度将成为很大一笔资本。如果纯粹为了营利，上海有 7000 多家日资企业，这一领域的营利空间是非常大的；但在我看来，仅仅为外资公司服务，不可能成为中国社会的主流律师和主流人物。

借用一句大俗话：只赚钱的人是傻把式，只出

名的人是假把式，既出名又赚钱的人才是真把式。

**TheLINK：您能否预计一下未来几年内中国法制建设将有怎样的变化？**

**严：**《政府信息公开条例》的实施将敦促行政机关依法行政，否则有些部门的述职报告可能无法通过。一定做得到。这就是我要做的事情。

**TheLINK：未来三年内您在律所运营上有怎样的计划呢？**

**严：**我准备逐渐转向“律师经纪人+教练员”：我目前正在培养年轻律师的专业水准；接下来我准备为他们做市场推广，提高其市场影响力，这样才能更扎实地扩大律所的规模。

**TheLINK：据我所知，很多成名律师并不愿意培养新人，难道您不怕“带出徒弟，饿死师傅”吗？**

**严：**这正是律师行业产业化程度无法提高的根本原因，我希望在律师的利益分配机制上有所创新，“教练员”和年轻律师以及年轻律师之间的利益分配要有一个兼顾、公允的方案，这样双方精诚合作的空间会大大拓展。探索律师产业化的道路，这也是我来中欧学习的原因。

**TheLINK：能否谈一下您现在的主要竞争对手？**

**严：**我并没有感受到太大的竞争压力，因为我在客户信用管理、销售款回收这些专业上有着很强的优势。比如说，三菱商社（上海）的客户信用管理制度是我在十年前做的，这家以赊账销售为主的商社，十年来没有发生一笔坏账，这是非常了不起的事情。目前国内有 70% 的案件无法得到执行，而我们代理的案件有将近 80% 的诉讼标的执行到位。

**TheLINK：能否谈一下您的成功原因？**

**严：**每个行业都需要发现之眼，要有好的战略目标、路径安排、战略坚持，各行各业都会做得很好。一个摇摆的人是不可能成功的。**TheLINK**

“

By far the most fortunate generation of Chinese lawyers, we are given the stage on which we can perform our part in the grand drama of the realization of the rule-of-law in our country. What was a ‘Mission Impossible’ a century ago will be history a century from now...

– Yan Yiming

”



## Profile:

Yan Yiming (CEIBS EMBA 2004)

**TITLE:** Founder & Director of Shanghai Yan Yiming Law Firm, Executive Director and Legal Consultant for CEIBS Alumni Finance & Investment Club

### CAREER LANDMARKS

- 1998 Sponsored by the Ministry of Justice for legal studies in Japan; Entrusted by shareholders to sue the board of directors of Hongguang Industry, China's first lawsuit brought by shareholders against a board of directors.
- 1999 Co-founds AllBright Law Offices.
- 2000 Entrusted by 1000 Shanghai shareholders to sue the Guangxia Corp. Result: the plaintiff received total compensation of ¥7.312 million in 2007.
- 2002 Selected as a “Top 10 Figure in China's Stock Market News” by *Shanghai Securities News*.
- 2003 Selected as a 2002 “Star of Asia” by *BusinessWeek*.
- 2004 Served as defence lawyer in the Zhou Zhengyi Case.
- 2005 Establishes Yan Yiming Law Firm.
- 2006 Successfully deposes Kelong Electronic Corp. President Gu Chujun, who had issued fake financial reports exaggerating earnings by ¥387 million from 2002 to 2004. Yan, who was a minor shareholder in the company, served as a champion of shareholder rights.
- 2007 Revenue for Yan Yiming Law Firm exceeds ¥10 million, becomes top-earning independent law firm in Shanghai. In the same year, Yan succeeds with high profile shareholder suit against Changzheng Electronic Corp., which was accused of proving false reports of profit increases.

# 奢侈品入门

## Luxury 101

每年都有逾 40 名学生争夺 3 个令人垂涎的路威酩轩巴黎总部暑期实习名额。在奢侈品帝国的中心度过 10 周，这一实习经历将对你的职业生涯产生什么影响？《THE LINK》对赢得奖学金的学生进行了专访，敬请关注。

EVERY YEAR, CEIBS MBA STUDENTS COMPETE FOR 3 COVETED SPOTS AS SUMMER INTERNS FOR LVMH GROUP, AT THE HEADQUARTERS IN PARIS. WHAT'S IT LIKE SPENDING 6 WEEKS AT THE EPICENTRE OF THE LUXURY WORLD, AND HOW WOULD SUCH AN INTERNSHIP CHANGE YOUR CAREER? READ ON AS *THE LINK* INTERVIEWS PAST WINNERS.

文 / Charmaine N. Clarke

**这**可不是强买强卖，事实上，实习待遇非常优厚——路威酩轩集团安排实习生们在下辖的著名奢侈品牌生产车间工作 7 周，并为每人提供 3000 欧元的津贴。

因此，这就不难理解，为什么路威酩轩亚洲奖学金从 2006 年设立以来，年年都高踞中欧国际工商学院热门 MBA 奖学金的前列。在过去的 3 年里，共有 130 多名中欧学子角逐这 9 个奖学金名额。

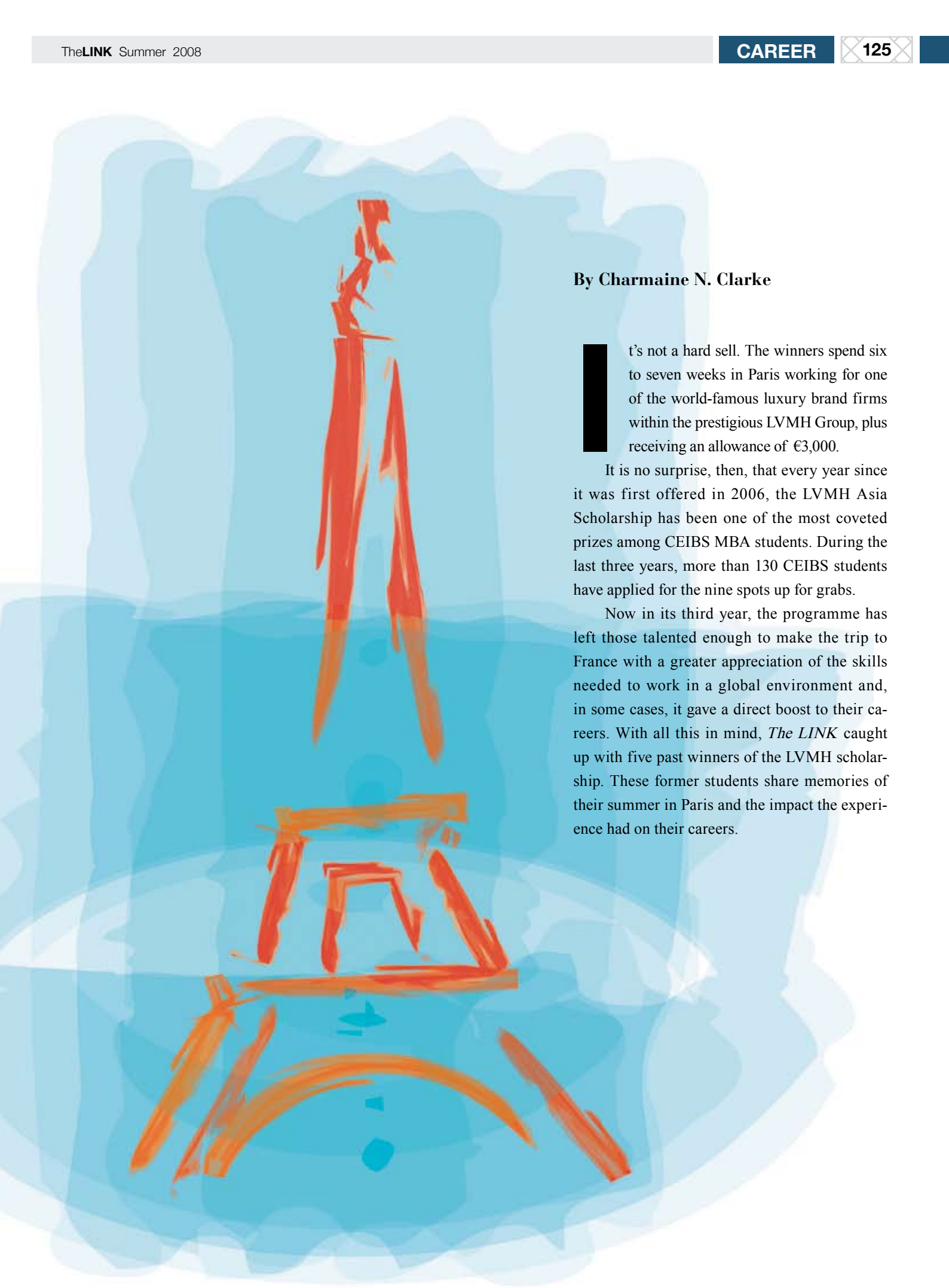
今年是这项奖学金设立的第三年，三位杰出的获奖者因其在全球化环境下的工作能力而备受肯定，前往巴黎，而往届获奖者也在职业生涯上获益良多。《The LINK》采访了 5 位路威酩轩奖学金获得者，他们将为读者讲述巴黎之夏留给他们的美好回忆，以及实习经历对他们职场生涯的影响。

### 关于酒类的种种

对沙猛 (MBA2005) 而言，2006 年去酩悦轩尼诗总部实习的 49 天改变了他的生活，职业方向也

因此峰回路转。这段经历引领他走进了一个崭新的世界，使他进入了中国酒类行业。沙猛与同班同学 Anders Paulsson 在上海共同创办了 VINO VILLA 酒吧餐厅，他将在巴黎所学应用到目前工作之中，利用在酩悦轩尼诗的市场信息部门学到的知识，对中国酒类市场作出精辟分析。这让他得以始终站在潮流前列，有效地满足顾客的需求。“我能对瞬息万变的中国酒类行业作出前瞻性的观察，全拜路威酩轩实习所赐。”在国内顾客尚对价格平平、质量泛泛的普通红酒心满意足的往日，他就已预见到优质红酒需求风起云涌的今天。

在进中欧学习之前，沙猛曾在富士施乐负责供应链管理。到 2007 年 2 月获 MBA 学位时，他已经在与过去迥然不同的行业里成为专家，这大部分是因为在路威酩轩的实习生涯。“去巴黎之前，我根本不知道怎么挑选红酒。不过到了法国，我获得了恶补的机会。”沙猛说道。在中欧学习的 18 个月里，他获得了交换生的机会去美国 Napa 山谷，在那里，他像海绵吸水一般，学习加利福尼亚葡萄酒的知识。“去法国实习后，我就明白了自己会在酒类行业发展。因

The background of the page is an abstract composition of various shades of blue and orange. The blue tones range from light, airy washes to deeper, more saturated hues. Overlaid on this are several thick, expressive brushstrokes in a vibrant orange-red color. These strokes are somewhat vertical and irregular, creating a sense of movement and depth. The overall effect is a textured, painterly backdrop that frames the text on the right side of the page.

**By Charmaine N. Clarke**

It's not a hard sell. The winners spend six to seven weeks in Paris working for one of the world-famous luxury brand firms within the prestigious LVMH Group, plus receiving an allowance of €3,000.

It is no surprise, then, that every year since it was first offered in 2006, the LVMH Asia Scholarship has been one of the most coveted prizes among CEIBS MBA students. During the last three years, more than 130 CEIBS students have applied for the nine spots up for grabs.

Now in its third year, the programme has left those talented enough to make the trip to France with a greater appreciation of the skills needed to work in a global environment and, in some cases, it gave a direct boost to their careers. With all this in mind, *The LINK* caught up with five past winners of the LVMH scholarship. These former students share memories of their summer in Paris and the impact the experience had on their careers.



“兰陵美酒郁金香”：2006年在酩悦轩尼诗总部实习的经历，让沙猛成为了葡萄酒狂热爱好者。他于2007年底在中欧上海校园附近开了一家名为“Vino Villa”的酒吧餐厅。

ROSY GLOW? -- Simon Sha (CEIBS MBA 2005), who caught Wine Fever while interning for Moët Hennessy in 2006, has turned his new passion into business. He opened Vino Villa restaurant in late 2007 near the CEIBS Shanghai campus.

此，从中欧毕业之后，我只去酒业公司求职，其他公司一概不作考虑。如今，我的生活与酒已经密不可分。”在Vino Villa餐馆里一张舒适的桌子旁，沙猛对《The LINK》记者娓娓道来。

从中欧毕业一个月之后，沙猛曾在一家小型酒业公司担任高级销售经理。受到创业激情的蛊惑，他最终于2007年8月开始自己创业。“我看到商机，于是决定开店，卖食物和红酒，但酒是以零售价卖的——这就是Vino Villa的基本理念。”

他说服了两位朋友为他的商业模式投资。2007年10月，Vino Villa店面动工，今年4月已经开始盈利。

作为拥有丰富窖藏的吧主人，沙猛认识到，对消费者进行教育可以为餐厅带来更多的营业额。目前，他同合伙人在店里普及红酒鉴赏知识，还放映和红酒有关的影片。此外，他还计划建立一个网站，来宣传他的餐厅，并对潜在顾客进行教育。

如今，红酒课堂只对来Vino Villa的客人开放，他们在这里将感受到原汁原味的红酒爱好者体验。

“客人并不点菜单上的酒。我们有一间藏酒室供他们参观。他们选好酒之后，我们会展开讨论。”同时，他也从一名红酒顾问变身一名红酒投资者。对个人而言，他在红酒行业里有多重身份。“你可以当投资者，花2万元买一瓶酒，三四年后再卖掉。另一方面，酒也是时尚而高雅的。”他的口吻与真正的巴黎鉴赏家并无二致。

## 传道授业

中欧路威酩轩集团案例研究的想法由柯琛(MBA2006)最早提出，她曾于2007年在酩悦轩尼诗市场信息部门实习，其间萌生了这一念头。“路威酩轩集团下辖若干品牌，有些品牌相互间甚至还是竞争对手，中欧学员可以从集团对不同品牌的管理中学到很多东西。”她说，“那些品牌的组织和传播的确非常引人入胜。”

在巴黎期间，柯琛主要关注中国香槟市场成长

## ALL ABOUT WINE

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For Simon Sha (MBA 2005), the 49 days he spent at Moët Hennessey headquarters after winning the LVMH internship in 2006 changed his life and redirected his career. The experience opened the door to an entirely new world and allowed him to segue-way into China's wine industry. Today, as Partner of Vino Villa — the wine bar-and-restaurant he established with CEIBS alumnus and former classmate Anders Paulsson — Sha still draws upon the skills he picked up in Paris. With the knowledge he gained interning in Moët Hennessey's Market Intelligence Department, Sha has been able to analyse China's wine market, a skill that helps him stay ahead of trends and excel at meeting his customers' needs. "It made me proactively watch the phenomenon of the changing wine industry in China," Sha says. He has watched the progression from the days when domestic wine drinkers were satisfied with inexpensive and inferior wines, to the current trend toward consumers demanding higher quality.

Before entering CEIBS, Sha had worked in supply chain management at Xerox. By the time he graduated with his MBA in February 2007, he had become an expert in a completely new field due, in large part, to his LVMH internship. "Before the trip, I didn't know how to select wines. In France, I had the chance for serious study," he explains. His 18 months at CEIBS also included an exchange programme that took him to the Napa Valley, where he soaked up all he could about California wines. "After (the internship in) France, I knew I had a career in wine. So after graduating from CEIBS, I only looked for jobs with wine companies, nothing else. Look at my life now, it's all about wine," he told *The LINK* from a cosy table near Vino Villa's well stocked wine bar.

A month after graduating from CEIBS, Sha took a job as Senior Sales Manager at a small wine company. By August 2007 he was bitten by the entrepreneurial bug. "I saw a marketing opportunity, so I decided to open up a place that

offers food and wine, but where the wine is sold at retail prices. That's the basic concept of Vino Villa," he says.

He convinced two friends to invest and construction began in October 2007. By April 2008, they had made a modest profit.

Realising that an educated consumer translates into more sales from their impressive cellar of wines, Sha and his partner Paulsson now do a fair bit of knowledge-sharing through wine tastings and screenings of wine-related movies at Vino Villa. In addition, they plan to launch a website that promotes their restaurant and educate potential customers.

For now, the wine lessons are limited to those who visit Vino Villa; customers get the full wine-lovers' experience. "They don't order from a menu. We have a wine room and we show them around. We talk about the wine they choose," explains Sha who also did a stint as a consultant to wine investors. For him, the wine industry is multifaceted. "You can be an investor and buy a ¥20,000 bottle that you sell after three to four years. On the other hand, wine is fashionable, elegant," he says, sounding like a true Parisian connoisseur.

## MUCH TO TEACH

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Developing an LVMH Group Case Study for CEIBS was one of the ideas formed by Andrea Ke (MBA 2006) during her 2007 internship in Moët Hennessey's Marketing Intelligence Support (MIS) Department. "CEIBS students could learn a lot from the group's management of different brands — some of which are competing against each other," she says. "The organisation and communication of those brands, is really fascinating."

While in Paris, Ke focused mainly on identifying barriers to the growth





“  
I learned from a world-class  
company what the industry is  
really like.

- Yinan Wang (MBA 2006)

”

法兰西万岁：在路易·威登巴黎总部客户关系管理部门（CRM）实习的经历让王轶男有机会体验法国的公司文化。自2007年毕业后，她供职于米其林，负责CRM。

ENCHANTEE! -- Working in CRM for Loius Vitton headquarters gave Wang Yinan a taste for French corporate culture. Since graduating in 2007, she works in CRM for Michelin.

的障碍，以及帮助 Veuve Clicquot 强化春节期间的销售攻略。她说：“就市场而言，少即是多。”依此原则，她精选了几项关键的市场战略。“不要用过多的信息让你的目标客户晕头转向，要抓住最扣人心弦的那一点。”

柯琛从实习中获得了市场战略推进与执行的切实经验，所学到的东西对她在市场和工程方面的职业背景极有裨益。她在实习期间，不仅做市场调研，还有机会与市场总监、品牌设计师共同讨论。

柯琛的实习期也正是她孕期的头几周。今年夏天，柯琛在家哺育4个月大的宝宝。今年9月，她将从中欧毕业。她希望在返回职场之际，将在路威酩轩学到的东西总结出来。她说：“从众多申请者中脱颖而出赢得的实习，对我将来的职业生涯很有帮助。从路威酩轩学到的市场知识和实践经验，让我获益良多。”

## 法兰西万岁!

到路易威登巴黎总部客户关系管理部门担任助理后，王轶男(MBA2006)迅速迷上了法式商业风格。“我了解也喜爱法国公司文化，因此选择了法国公司

作为我职业生涯的起步。”她说。王轶男目前在北京的米其林市场部门负责人客户关系管理(CRM)。

从进中欧之前从事媒体行业，至此王轶男经历了一条漫长的职业之路。她在读MBA之前曾是电视台记者，一直对欣欣向荣的奢侈品行业心向往之。她决心要妥善利用在路威酩轩实习的机会，不错过一点一滴。“奢侈品行业令人向往，充满奇妙。此外这一行业在并购等许多领域都先行一步，特别是路威酩轩这样的业界翘楚。”

在法国，王轶男的主要工作是协助制定关于推进和保持路威酩轩与中国消费者关系的战略。她师从路威酩轩公司经验丰富的经理人，学会了追踪与分析消费者行为，并将业余时间用于参观路易威登博物馆和工厂，当然也没有错过位于香榭丽舍大街的旗舰店。“对我来说，这的确是一段奇妙的经历。我得到了巨大的收获。”王轶男说，“在这家世界级公司，我窥得了这个行业的真面目。”

## 突击课程

3月31日，2008年路威酩轩实习奖学金颁奖仪式举行。路威酩轩集团中国区总监吴越先生阐述了

of the champagne market in China and on helping Veuve Clicquot sharpen its sales strategy for the Chinese New Year. She picked up several key marketing strategies along the way: “In marketing, less is more,” she says. “Don’t confuse your target audience with too much information; focus on one thing that you can use to touch them.”

Lessons learned during the internship complemented Ke’s professional background in marketing and engineering, giving her hands-on experience in developing and implementing marketing strategy. Her days as an intern were packed with a mix of market research and discussions with marketing directors and brand designers.

Having spent the early weeks of pregnancy during the internship, this summer Ke is at home with her four-month-old baby. After completing her CEIBS studies this September, she expects to draw on the lessons learned at Moët Hennessy when she re-enters the working world. Says Ke: “It has been helpful for my future career in terms of distinguishing yourself from other competitors. I have benefited from exposure to [LVMH] marketing knowledge and practices.”

## VIVE LA FRANCE!

After being seconded to the Customer Relationship Management (CRM) Department of Louis Vuitton’s Paris headquarters, Yinan Wang (MBA 2006) quickly became enamoured with the French style of business. “I learned about the culture of the French company and I liked it, that’s why I chose a French company to start my career,” she says. Wang now works on CRM projects for Michelin’s marketing department in Beijing.

Her current job has taken Wang a long way from pre-CEIBS work in media. By the time the former TV journalist enrolled in the MBA programme, she was mentally shifting towards the thriving luxury industry. The LVMH intern-

ship was an opportunity she was determined not to miss: “The luxury industry is attractive, full of marvellous opportunities. Besides, the industry, especially for the leading companies like LVMH, is quite advanced in many fields like M&A.”

While in France, Wang focused on helping LVMH formulate strategy for developing and maintaining ties to Chinese consumers. She learned to track and analyze consumer behaviour directly from seasoned LVMH managers and spent her free time visiting the Louis Vuitton museum and workshop, as well as the LV flagship store on the Champs Elysees. “It was really a wonderful experience for me. I benefited so much from it,” says Wang. “I learned from a world-class company what the industry is really like.”

## ACCELERATED LEARNING

During a March 31 ceremony announcing the 2008 internship winners, LVMH Group Director for China Andrew Wu explained why the luxury brand group offers the internships to CEIBS. After 25 years of organizing scholarships for European students eager to learn about Asia, the LVMH Asia Scholarship was introduced to provide Asian students with exposure to Europe.





时尚之都：对每年赢得 LVMH 集团实习机会的 3 名幸运儿来说，他们在巴黎的暑期生活常常成为人生及职业生涯的转折点。

FASHION EPICENTER -- For the three CEIBS students who win internships with LVMH Group each year, their summer in Paris is often a life-changing and career-altering experience.

这一奢侈品牌集团设立这一奖学金的原因。路威酩轩集团为渴望了解亚洲的欧洲学生提供奖学金已有 25 年的历史，路威酩轩亚洲奖学金的设立，又让亚洲学生有机会了解欧洲。吴越先生说：“我们公司为中国学员提供奖学金，不仅旨在让他们有机会了解路威酩轩乃至欧洲，而且也让他们增强自身实力，成为真正的世界公民。”

“世界公民”的目标，在澳大利亚学员 Sheridan Ware (MBA2006) 身上体现得尤为明显。实习经历中的全球化亮点，赋予她国际化的视角，这在她 Cushman & Wakefield (亚太) 战略发展总监的工作中发挥了巨大作用。“实习经历让我能够洞察文化和地域的细微差异。”

对 Ware 来说，在路威酩轩的实习经历是人生中的“无价之宝”。它使她做好准备迎接新的工作——为跨国公司提供房地产服务。“在实习中，我深入接触了相对复杂的 B2C 的 CRM，因此，这有助于我理解 B2B 的 CRM。”她说，“我将它看作是一门突击课程。”

## 购物好丈夫

Siddhartha Sarkar (MBA2005) 再也不用为给妻子买什么礼物而犯愁了，这可是他在 Dior 实习 6 周的意外收获。在 Dior，他负责在线销售的市场调研。

在前两周，Sarkar 为了制定战略而进行调研，工作包括上公司网站浏览、与博闻广识的同事们讨论。他参与制作了一份顾客调查问卷，另有一家咨询

公司根据顾客反馈总结出数据，最后四周的时间里，他就忙于分析这些数据。

Sarkar 凭借 IT 咨询背景和在商学院学到的分析技能，完成了这项工作。与此同时，他还学到了其他经验。“这让我明白：一个人可以在对这个行业、这家公司的产品和经营全都一无所知的情况下，在一个完全陌生的国外环境中挺下来。从头拼到底的这 6 个星期带给人信心，令你笑傲全球职场。”

实习之后，他自信满满，轻松获得了目前的工作——从 2007 年 2 月开始，他受聘于 Honeywell，在集成供应链部门担任战略分析师。Sarkar 又一次面临一个陌生的行业，但他有信心融入这一行业。

Sarkar 仍然记得在法国的快乐时光。“那是个绝佳的机会：巴黎，暑假，高额奖学金。法国之旅看起来其乐无穷，最终也确实让我乐在其中。”他笑称。实习期间，路威酩轩的同事友善而又专业，大家用英语作为工作语言。“小组里 12 个人，我是唯一的男士——这是我首次在工作中成为性别上的少数群体。不过这也不错，女士们都非常友好，尽力帮我解决各种困难。”

回顾当初的实习经历，Sarkar 认为这对他的职业生涯仿佛锦上添花。他将此写进了个人简历中。“我在激烈的竞争中胜出，被选为三名实习生中的一员，这本身就是很高的荣誉。”

今年的三位奖学金获得者分别是 Ellie Liu、Hans Peng 和 Gulam Wani，均来自 2007 级 MBA 班。他们跻身中欧 MBA 学员中的幸运儿之列，将在夏季前往巴黎，跟随奢侈品行业的顶级专家实习。祝愿他们一路顺风！**TheLINK**

According to Wu, “The company is offering scholarships to CEIBS students not only to provide them with an opportunity to learn about LVMH and about Europe, but also to enhance their capacity to truly become global citizens.”

That goal was definitely achieved for Australian student Sheridan Ware (MBA 2006). The global focus of her internship experience provided her with an international perspective which she now applies to her job as Director of Strategic Development for Cushman & Wakefield, Asia Pacific. “The internship gave me insight into cultural and geographic nuances that I can draw upon,” she says.

For Ware, the internship was an “invaluable experience” that prepared her for her new job providing real estate services for MNCs. “Learning to understand business-to-consumer CRM during the internship has helped me to understand and put business-to-business CRM into context,” she says. “I look at it as an accelerated learning programme.”

## LIPSTICK ANYONE?

Siddhartha Sarkar (MBA 2005) has no trouble buying gifts for his wife. That was one of the unexpected advantages of spending six weeks at Dior doing market research on online selling.

During the first two weeks, Sarkar did the research needed to help him formulate a strategy; this involved cruising the company’s web portal and discussions with co-workers, who provided a wealth of knowledge. The last four weeks were spent analyzing data generated by a consulting firm, based on customers’ responses to a questionnaire he had prepared.

Sarkar drew upon his IT consulting background and b-school analytical skills to get the job done. He also picked up other lessons along the way. “It helps to know that you can survive in a totally foreign environment when you know nothing about the industry and nothing about the product or the way the company works. Six weeks in there and you survive the whole thing,

it gives you confidence for the real world job market,” he says.

Boosted confidence made it easier to accept his current job as a strategic analyst in Honeywell-Transportation System’s integrated supply chain department in February 2007. Once again, Sarkar was unfamiliar with the industry but confident that he could adapt to it.

Then too, Sarkar remembers the fun he had in France. “It was a great opportunity: Paris, summer time, great money. It looked like it would be fun and it turned out to be fun as well,” he says with a chuckle. It helped to have friendly, professional co-workers and that English was the LVMH language of choice. “I was the only male in a team of 12 and that was the first time I have been in the minority, gender-wise [on the job]. But that was fine because the people were really friendly and tried to do everything to make my life easier,” he says.

Today, he looks back at the experience, which he has added to his resumé, as a feather in his cap. “It’s prestigious to be selected, in a competitive process, to be one of the three candidates,” he says.

This year’s laureates from the MBA intake class of 2007 — Ellie Liu, Hans Peng and Gulam Wani — will take up their internships later this summer. They join the ranks of CEIBS MBA students lucky enough to experience summer in Paris, learning from some of the best experts in the luxury industry. Bon voyage! **TheLINK**



# 为 CSR 作出表率

## Leading Practices

全球工业集团阿特拉斯·科普柯发动分布于世界各地的 CSR 专家向中国引入创新的社会福利行动。该公司向《THE LINK》杂志透露了他们如何将国际先进做法引入中国，同时还将中国的创新项目向全球的分支机构推广。

GLOBAL INDUSTRIAL GROUP ATLAS COPCO IS USING ITS WORLD-WIDE EXPERTISE IN CSR TO INTRODUCE INNOVATIVE SOCIAL WELFARE INITIATIVES IN CHINA. THE COMPANY SHARES ITS EFFORTS TO BRING LEADING GLOBAL PRACTICES TO CHINA, AND TO EXPAND ITS CREATIVE CHINA-BASED PROGRAMMES GLOBALLY.

文 / 安若丽

“四川发生的悲剧促使人们高度关注这一新课题——对纯净饮用水的需求。虽然这一问题我们早在地震之前就着手解决，但在地震之后的今天，它变得倍加重要。”

麦尼斯·琦洛 (Magnus Gyllo) —— 这位阿特拉斯·科普柯 (中国) 投资有限公司副总裁在公司上海代表处的会议室里，向由 7 名员工组成的公司特派小组如是说到。特派小组的任务是：在北京奥运会之前完成本公司在华所有 Water for All 项目。这一行动始于 1994 年，至今已让 100 万人喝上了纯净水，受益者主要分布于印度、非洲和阿富汗的贫困干旱地区。今年，这一项目本来将延伸至西藏，但现在公司希望进一步推广至全中国。

“公正公开的项目效果最好。” 琦洛先生作出说明：该项目首先要界定哪些地区需要饮用水，然后调配钻机以确定水源和汲水。项目实施资金由阿特拉斯·科普柯在世界各地的员工自愿捐助，公司再提供匹配的资金资助。

在上海，从事这一国内项目的员工们所讨论的第一条，是如何找到合适的当地 NGO (非政府组织) 作为合作伙伴。是找严格意义上的非政府团体，还



## By Laurie Underwood

“The tragedy in Sichuan Province highlights the reasons behind this new project: the need for clean drinking water. We were working on it before the earthquake, but it is doubly important now.”

Mr Magnus Gyllo, Atlas Copco (China) Vice President, is speaking to a task force of seven employees in the conference room of the company’s Shanghai offices. Their mission: to bring the company’s Water for All CSR project to China before the Beijing Olympics. This initiative, underway since 1994, has so far provided 1 million people with access to clean drinking water — mainly in poor, dry regions of India, Africa, and Afghanistan. This year, the project extended into Tibet and now the company wants to extend China-wide.

“Projects like this work best when they are straightforward,” continues Gyllo, explaining that the programme identifies areas needing drinking water, then supplies drilling rigs and other equipment for locating and drawing water. The operations are funded through donations made voluntarily by Atlas Copco employees worldwide, with matching funds supplied by the company.

Here in Shanghai, the first order of discussion for the employee group launching the project domestically, is how to find the right local NGO to use as a partner. The team, which includes employees from China, Sweden, Germany and South Africa, is debating the merits of using a strictly non-governmental association versus one with government ties. For foreign companies in China that are embarking on social welfare projects, choosing the right local partner can make or break the project.

The team has selected three potential candidates, each located in poverty stricken, arid areas outside of Shanghai. The first is eventually discarded because the group focuses more on water conservation than drinking water sup-

ply. The other two, based in Beijing and Yunan Province, respectively, seem more suitable. The Yunan-based group appears more active — it has issued a special credit-card for fundraising and has attracted support from MNCs — but it seems to have government connections. The Atlas Copco task force is split on whether this concern is a deal-breaker.

“We don’t want to say ‘no’ to all government-run organizations,” argues Atlas Copco Environmental Advisor Andrew Grieve. In China, Grieve explains, many NGOs are actually linked to government. For example the Red Cross, China’s largest and most effective social welfare entity, operates privately around the world but is government-linked here. Thus, he casts his vote with the Yunan based entity, explaining: “GONGOs (government organized NGOs) could actually be okay for this project.”

## ADAPTING TO CHINA

“We have to adapt to China,” agrees Gyllo, advising that the team research both possible partner entities before next week’s meeting. As the meeting ends, the task force takes on work for the coming week: Three members will research how the two possible partner groups work, what projects they have undertaken, and which MNCs have supported them. Another team member will contact counterparts in Europe to ask how the programme has been launched in other developing nations, while others will work on promoting the programme to employees and establishing direct payments from salaries.

Seeking government approval, finding an effective local partner, selling the programme to employees (many of whom may not have supported social welfare programmes at previous employers) — such are the real-world issues faced





紧急援助：四川大地震后的48小时内，阿特拉斯·科普柯公司就将建筑和医疗设备送至震中地区，其中包括人工呼吸机、重型推土机以及大笔善款。

DELIVERING AID -- Within 48 hours after the Sichuan Earthquake struck, Atlas Copco had sent construction and medical equipment to the epicenter, including life support machines and earthmovers, as well as substantial funds.

是找有政府纽带的组织？两种选择孰是孰非，小组内的中国、瑞典、德国和南非员工争论不休。对于从事社会福利事业的在华外企来说，地方合作伙伴的选择关系着项目的成败。

项目小组选择了三个候选组织，全都位于上海之外的贫瘠干旱地区。第一个组织最终落选，因为它在水资源保护和饮用水供应这两方面更关注前者。另两个组织分别位于北京和云南。云南的这一团体表现得更为活跃，曾发行过一种募捐专用的特殊信用卡，并吸引了跨国公司的支持。但它似乎有政府背景，这一背景是否会对项目不利呢？阿特拉斯·科普柯特遣队内部意见不一。

“我们并不想拒绝所有政府开办的机构。”阿特拉斯·科普柯环境顾问葛安杰(Andrew Grieve)声明。他解释说，在中国，许多NGO实际上都与政府有关联。如中国规模和影响最大的社会福利团体红十字会，就有政府背景。而在世界其他国家，红十字会都是民间运作的。因此，他给云南团体投了赞成票。“对于这个项目来说，找GONGO(政府组织的非政府组织)合作其实也可以。”

琦洛先生也同意这一观点，他说：“我们得适应中国国情。”他建议项目小组在下周开会之前先对上述两个候选合作伙伴进行调研。本次会议结束时，

特派小组部署了下周的工作：3名组员调研这两个候选合作团体的工作方式、负责过的项目以及资助它们的跨国公司。另一名组员将联系欧洲类似团体，咨询这一项目在其他发展中国家是如何着手实施的。同时，其他组员将在员工中进行项目推广，并建立从薪水中直接捐款的流程。

寻求官方认可、寻找有效的地方合作伙伴、向员工进行项目推广(许多员工在上一家公司可能并没有资助过社会福利项目)——以上种种，都是在中国实施CSR(企业社会责任)项目的跨国公司所面临的现实问题。然而，琦洛先生称，尽管困难重重，但Water for All及其他在华项目仍然回报奇佳。“对于阿特拉斯·科普柯而言，参与社会事业并不是什么新鲜事——这是本公司的愿景和使命。在履行企业义务方面，中国与我们开展运营的其他地方没有什么不同。”他说，“不过，我还是要说，我们很幸运进入了中国市场，因为在中国，真正从事CSR的公司会获得更多机会。”在美国和欧洲，社会福利事业发展良好，而中国社会正处于“转型之中”，这里的企业如果在CSR方面勇往直前，将会产生不容小觑的影响。琦洛先生说：“中国不断面临新的挑战，这就让我们这样的公司有机会开发出解决方案。中国的环境为我们提供了很多创新和实施表率行为的机会。”

## 表率行为

阿特拉斯·科普柯在中国作出的“表率行为”之一是“5·12”四川大地震后48小时内，该公司就向震中派出建筑设备，包括生命维持装置所用的气体压缩设备和营救生还者用的重型推土机。公司还捐出了来自总部和员工个人的大笔捐款。

阿特拉斯·科普柯在中国投身于新的CSR领域最鲜明的事例，是一项产生于四川震灾很久以前的创举。3年前，该公司开始对员工福利进展进行调研。

“我们对现况进行了详尽的研究，发现中国的强制退休系统不乏局限性。”琦洛先生说。当时，中国政府正在引入“企业年金”计划，特许部分公司为员工提供养老金。阿特拉斯·科普柯成为中国首

when foreign companies launch a CSR programme in China. Despite the obstacles, however, Mr. Gyllo says launching Water for All and other programmes domestically is especially rewarding. "It is nothing new for Atlas Copco to be engaged in society – that is the group's vision and mission, and China is no different from other places where we operate in terms of our commitment," he says, "But I would also say that we are fortunate to enter the China market, where there are even more opportunities for companies to really get engaged in CSR." While many social welfare efforts are well developed in the US and Europe, China is "a changing society" in which companies can make a significant impact by pioneering into CSR. Says Mr. Gyllo: "China is constantly confronted with new challenges, and this allows companies like ours to invent solutions. The Chinese environment offers many opportunities to be inventive and to offer leading practices, setting a good example for other companies here."

## LEADING PRACTICES

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One example of a "leading practice" initiated by Atlas Copco in China is the work the company undertook following the Sichuan Earthquake. Within 48 hours of the quake, the company had sent construction equipment to the epicenter, including compressors used for life support machines and earthmovers used to help rescue people. The company also sent substantial funds collected from headquarters and from individual employee donations.

The clearest example of Atlas Copco pioneering into new CSR areas in China is an initiative begun long before the Sichuan disaster. Three years ago, the company began research-

ing improvements to employee welfare.

"We studied the existing situation in detail and found that China's mandatory retirement system has its limitations," says Mr. Gyllo. At the time, the Chinese government was introducing an 'enterprise annuity' system that allows approved companies to offer a pension fund for their employees. Atlas Copco became China's first Swedish firm, and one of the first multinational companies in China, to receive approval and launch such a programme. Since then, the company has contributed a percentage of each employee's salary into a retirement fund. "We view this not as a benefit and compensation perk but as a way to show our employees and the outside world how a company can contribute more to the well-being of employees in their old age," says Mr. Gyllo.

He hopes this is one corporate social responsibility initiative that will be quickly noted and copied by both international and domestic companies in China – even competitors. "If other companies start doing this," Mr. Gyllo states, "the well-being of the elderly in China would be improved."

## BORN FROM THE BGRC

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One of the newest China-based CSR projects for Atlas Copco was born directly from CEIBS 2007 Being Globally Responsible Conference. Last year's event attracted then graduate student Andrew Grieve, who was studying for an International Relations graduate degree from Fudan University. Impressed by Atlas Copco's presentation at the BGRC, Grieve struck up a conversation with Mr. Gyllo during lunch. That talk led first to an offer for Grieve to serve as an intern and

## 公司简介

**主营业务：**阿特拉斯·科普柯是世界领先的工业生产率解决方案提供商。其产品和服务范围广泛，上至压缩空气与气体设备、发电机、建筑与采矿设备、工业工具和装配系统，下至售后服务和租赁服务，一应俱全。

**全球业绩：**2007年，阿特拉斯·科普柯全球总收益达67亿欧元。这家瑞典公司拥有135年历史，业务遍及160多个国家和地区，在全球雇有3.3万多名员工。阿特拉斯·科普柯准确捕捉全世界所有地区的市场需求，去年在每一大洲的业绩均实现了25%以上的增长。

**中国分支：**早在上世纪20年代，阿特拉斯·科普柯的产品就已出现在中国市场。上世纪80年代早期，阿特拉斯·科普柯在香港建立分公司，并在北京、上海和广州开设代表处。1993年，阿特拉斯·科普柯在中国开办了合资企业，目前已经发展为16家公司（含11家工厂），在全国各地开设了120家办事处，雇有4000名员工。目前，中国业务已占阿特拉斯·科普柯全球总业务量的10%，并且比重还在逐渐加大。

**在中国的主要目标：**目前，阿特拉斯·科普柯重点着眼于四方面的可持续发展：利（经济的可持续发展）、地（环境的可持续发展）、人（社会的可持续发展）和誉（拥护本集团的价值观）。



家获准实施这一企业年金计划的瑞典企业，并名列中国首批获此许可的跨国公司之一。从那以后，该公司按每名员工的薪水百分比拨款到相应的退休基金当中。“我们并未将它看作一项福利或额外津贴，而是视为我们向员工和外界的一种姿态，让大家知道企业怎样才能对员工的晚年幸福作出更大贡献。”

他希望这样的企业社会责任行为迅速受到在华外企和国企——甚至竞争对手——的关注和效仿。

“如果其他公司都开始这么做了，”琦洛先生强调，“中国老年人的福利就会得到改善。”

## BGRC 之缘

阿特拉斯·科普柯在华最新 CSR 项目之一直接脱胎于中欧国际工商学院“2007 企业社会责任全球论坛”（BGRC）。去年举办的这次会议吸引了在复旦大学攻读国际关系学位的研究生葛安杰来到中欧。会上，阿特拉斯·科普柯代表的发言给他留下了深刻印象。午餐时，他与琦洛先生有过一次对话。这次交谈的结果，先让葛安杰成为阿特拉斯·科普柯的实习生，最终被该公司聘为环境顾问。

在阿特拉斯·科普柯工作的日子里，葛安杰的首要任务是着手对该公司 11 家在华工厂逐一进行全面的 CSR 审核。除了葛安杰以外，还有复旦大学本科生李辰蔚参与了这一项目。他们深入到散布于全国各地的厂房之中，对阿特拉斯·科普柯的 11 家工厂一一作出评估。上至能源效率、循环使用效力、污水处理，下至员工对公司 CSR 原则的理解和支持的程度，都在评估因素的范围之内。

“评估目的是检视我们现有的工厂，并评定我们在设计、工艺和运营过程中所做的一切是否与新标准相契合。”葛安杰说。他和李辰蔚耗时两个月，访问了阿特拉斯·科普柯在上海、南京、北京、广州和沈阳等地的厂房。在发现不同工厂之间对 CSR 的实施标准存在极大分歧之后，他们起草了一份详尽的内部报告，认为“一切皆可改进”，对中国工艺厂的形态作出了设计。

瑞典总部对这一报告的反响出人意料。“我们集团的 CSR 经理认为这份报告很棒，因此她决定以此为基础，指导整个集团在全世界建立可持续的设施。”琦洛说，“那次在中欧的会面导致了一项贯穿全中国的研究，并引发了公司在全球范围内的相关研究。”

对葛安杰而言，这一项目让他获益良多。当实习结束，他飞往瑞典汇报 CSR 审核结果之后，他受聘于阿特拉斯·科普柯公司，出任上海代表处环境顾问。

今年夏秋两季，葛安杰忙于在中国测试与实施他新推出的“最佳行为”解决方案。可行性模型开发完毕之后，始于中国的 CSR 改良将会推广到全世界的阿特拉斯·科普柯工厂。

目前的主要行动之一是提高员工对这一项目的理解和热情。“如果你的组员并不理解或并不真正关心这个项目，那么，尽管你可以配备最新式的太阳能电池板和无水盥洗室，但效率还是很低。”葛安杰说，“现在我明白了，教育人是最重要的步骤。”

与此同时，琦洛先生认为，这一项目是中国最早的“表率行为”的实例。他强调，在中国进行 CSR 项目不仅要合乎既有的国际标准，而且还要确立一些新标准。TheLINK

eventually as Environmental Advisor to Atlas Copco.

During his year with the company, Grieve's primary project has been to launch a full CSR Audit at each of Atlas Copco's 11 China-based factories. The project involved Grieve and fellow Fudan undergraduate student Sherry Lee assessing each of the factories for construction equipment around the nation. The pair measured a range of factors including energy efficiency, recycling effectiveness, waste water treatment, and employee understanding of and support for CSR principles.

"The goal was to look at our existing factories and determine what we are doing right and wrong in terms of design, technology, and operating processes compared to new standards," explains Grieve. He and Lee spent two months visiting Atlas Copco facilities in Shanghai, Nanjing, Beijing, Guangzhou, and Shenyang. After finding a wide divergence in CSR measures across different facilities, the pair drafted a detailed internal report covering "everything that could be improved" in order to create state-of-the-art factories in China.

When the report was released, an unexpected reaction took place at Group Center in Sweden. "The Global CSR Manager thought it was so good that she decided to use that report as the basis for guiding our group on how to build sustainable facilities worldwide," says Gyllo. "That coffee-shop meeting at CEIBS led to a study across China and to interest in the study throughout the world."

For Grieve, the project also proved highly beneficial. After the internship and a flight to Sweden to present his CSR Audit results, he was offered a job as the company's Environmental Advisor in Shanghai.

This summer and fall, Grieve is focusing on testing and implementing his new "best practice" solutions in China. After feasible models are developed, the CSR improvements begun in China will be rolled out to corporate factories worldwide.

One of the main initiatives now is to in-

crease understanding and enthusiasm for the project among employees. "If you have a team that doesn't understand or doesn't really care, you can install the latest solar panels and waterless toilets, but you won't be effective," says Grieve. "Now I understand that educating people is the most important step."

Meanwhile, Mr. Gyllo points to the project as a prime example of "leading practices" in China. He stresses that CSR in China is not only matching global standards but actually setting new standards. Then too, the success of the CSR Audit project is an endorsement of the worthwhile networking that takes place at CEIBS' annual Being Globally Responsible Conference. **TheLINK**

水共享：自 1994 年起，阿特拉斯·科普柯公司给全球缺水水源的 100 万人提供了清洁的饮用水。始于瑞典的 "Vatten at Alla" 项目于今年夏季开始在中国实施。

WATER FOR ALL-- Atlas Copco has provided clean drinking water to 1 million persons previously lacking access around the world since 1994. Beginning in Sweden as "Vatten at Alla," the now-global campaign starts this summer in China.



## COMPANY PROFILE

**Business focus:** Atlas Copco is a leading provider of industrial productivity solutions. Key products and services include compressed air and gas equipment, generators, construction and mining equipment, industrial tools and assembly systems, aftermarket and rental services.

**Global business performance:** In 2007, Atlas Copco achieved total global revenue of €6.7 billion. With operations in over 160 markets and 33,000 employees worldwide, the 135-year-old Swedish company saw strong demand in all geographical regions, with 25 percent growth or more in all continents last year.

**China operations:** Atlas Copco products were sold in China for the first time during the 1920s. In early 1980s, Atlas Copco established a company in Hong Kong with representative offices in Beijing, Shanghai and Guangzhou. Launching joint ventures in China since 1993, the company now operates 16 companies (including 11 factories) manned by around 4,000 employees in 120 field offices nationwide. At present, China accounts for almost 10 percent of Atlas Copco's global business, and growing.

**Primary goals in China:** The company is currently focused on four dimensions of sustainability: Profit (economic sustainability), Planet (environmental sustainability), People (social sustainability) and Pride (supporting the Group's values).

# 致师生员工和校友的信

## Message From CEIBS President Zhu Xiaoming

中欧国际工商学院全体师生员工和校友们：

将近两个月前在我国四川省汶川地区发生的 8.0 级强烈地震，给我国西部地区造成了极大灾难。这场建国以来最为严重的地震灾难，夺去了 8 万多人的宝贵生命，造成近 38 万人受伤，并使数百万人失去了昔日美好的家园。地震发生以后，举世震惊，沉痛哀悼；全国上下，众志成城，奋力抗震救灾，积极重建家园，充分显示了中华民族不屈不挠、自强不息的伟大精神。

这场地震也牵动着每一个中欧人的心。在灾难发生的第一时间，我院全体师生员工积极响应党中央、国务院号召，迅速行动起来，通过捐款、捐赠灾区急需物资、组织献血、帮助灾区重建希望小学和领养灾区孤儿等各种方式，支援灾区救援和重建工作。目前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。如果计上中欧人及校友所在企业通过其他各种途径捐献的善款，其数额已过 20 亿元。

回顾过去的 8 周，我的脑海中不断浮现出一个个中欧人积极自愿、无私救助、勇于奉献的感人事例。

5 月 14 日，中欧 EMBA06 级 5 班任涛和汪灵江两位同学，从上海乘坐飞机直奔四川抗震救灾第一线。他们与来自全国各地的其他志愿者一起，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，他们返回上海，在学院的会议室里用图片向我和我的同事们详细叙述了四川灾情。

中欧医院管理班的 12 位学员第一时间带着医疗救援队，赶往灾区第一线，其中包括重庆某医院的副院长张玲和青岛某医院的副院长孙运波。他们和时间赛跑，与死神拼搏，日以继夜，救死扶伤，给灾区人民带来生命的希望。这群可爱可敬的白衣天使在开展救援的同时，也写下了一线日记，与我们分享最真实的感受。

在中欧 AMP6 班全体同学、中欧校友企业以及中欧校友会的组织下，中欧校友还举办了携手重建灾区希望小学暨六一慈善义卖义拍活动。我本人也应邀出席了此次活动。此次活动共吸引 300 多名参与者，持续近 3 个小时，总计拍得 130 万余元，所募全部善款委托上海市儿童健康基金会专项管理（基金会特别批准该款项不收取任何管理费），用于日后为地震重灾区建立中欧爱心希望小学。在此我院也向上海市儿童健康基金会表示衷心的感谢。

现在中欧广大师生员工和校友们已经将抗震救灾活动融入到日常工作和学习生活中。例如，5 月 31 日到 6 月 1 日，中欧校友会在河南洛阳成功举办了 2008 中欧校友流动课堂。其间，中欧校友及所在公司共向四川灾区捐赠了 4100 余万元款物。

最有创意的捐助义举当属中欧校友剧社自编自演的剧目“C380”，不仅获得了观众的一致好评，还帮助灾区筹集善款近 1 万 9 千元。

我想，中欧的学生和校友不仅应该成为业绩非凡的商界领袖，更应该成为极富社会责任心的企业家。而中欧人在这次大灾中所展示的大爱，令我深信：我们的期望已经并正在继续得到实践，这将令我们自豪。展望未来，让我们齐心协力，竭尽全力，继续投身于抗震救灾及灾后重建等意义重大的各项社会事业中，为构建和谐社会，为我国社会的发展和进步、人民的利益和幸福，担负起更多更重的责任。



**Dear CEIBS Community:**

Two months have passed since the 8.0 earthquake rocked Sichuan province, causing serious damage throughout Western China. In the weeks since, the entire nation, and indeed the world, has mourned deeply for the over 80,000 killed, almost 380,000 injured, and millions made homeless by China's most serious quake in almost 30 years. After the earthquake, the entire nation stood united to fight against the disaster and rebuild the homeland, representing the unyielding and indomitable spirit of the Chinese nation.

The feelings of shock and grief were felt deeply throughout the CEIBS community. Immediately after the disastrous earthquake, those in the extended school network took action to help with disaster relief in the quake-hit areas. To date, over ¥1.5 million has been collected on campus and contributed to the Shanghai Red Cross for the Relief of Earthquake Victims. All told, the combined donations from alumni, students, faculty and staff within the CEIBS community - including the companies of CEIBS alumni - totals ¥2 billion.

Looking back on the past eight weeks, many glowing examples of active volunteerism, selfless assistance, and brave contribution shine in my mind. Let me share just a few stellar examples of how CEIBS has embraced and supported earthquake relief:

Many of our alumni and students traveled to the quake-hit areas in person to participate in the rescue efforts as volunteers. On May 14, EMBA 2006 classmates Ren Tao and Wang Lingjiang flew from Shanghai to Sichuan to spend one week delivering medicine and offering assistance to the rescue teams. After returning to Shanghai on May 20, they briefed me on the disastrous situation through the photos they took in the quake-struck zone.

Altogether 12 alumni from the Diploma in Hospital Management Programme donated their expertise and time to perform emergency medical services. Among them, alumni Zhang Ling and Sun Yunbo, both vice presidents of their respective hospitals in Chongqing and Qingdao, led teams of medics directly to earthquake-impacted zones. They raced against time, day and night, to save lives following the disaster. These conscientious professionals have shared their diary accounts of their work in this edition of The LINK.

Those in the extended CEIBS family organized hundreds of other efforts as well. I myself was proud to participate in a June 1 Children's Day Special Auction for the quake victims, organized by CEIBS alumni companies, the Alumni Relations Office and all participants in the CEIBS' AMP6 class. More than 300 participants gathered for a creative mix of auctions and performances which raised a highly impressive ¥1.3 million within just three hours. The funds will be used to construct a new CEIBS Hope Primary School in the disaster area. We are also grateful to the Shanghai Children's Health Foundation who will manage the funds collected without charging an administration fee.

I am also proud that the CEIBS community has incorporated earthquake relief into its normal planned activities, making our social responsibilities truly part of our daily work. For example, at the CEIBS Alumni Association's 2008 Mobile Classroom event, the school presented three days of lectures and events for alumni and students in Henan from May 31 to June 1. The event culminated with a fundraising drive in which CEIBS alumni and their companies donated ¥41 million to victims of the Sichuan Earthquake.

One of the most creative assistance efforts was the CEIBS Alumni Drama Club's staging of the original drama "C380," which left the audience demanding a repeat showing, it also raised ¥19,000 for the quake assistance.

I believe CEIBS students and graduates must not focus only on being leaders in business but also on being excellent leaders in social responsibility. The deep love demonstrated by the CEIBS community in their rescue efforts has convinced me that we at CEIBS should be proud of our heart-felt, active, and innovative efforts to assist the earthquake victims.

Going forward, let us resolve to continue developing and delivering effective and innovative solutions for the earthquake recovery, and other worthy social causes. By shouldering more social responsibilities, we can help to build a harmonious society, to promote China's social development and progress, and to improve the welfare of the Chinese people.



朱晓明教授  
中欧国际工商学院院长

Zhu Xiaoming  
CEIBS President

# 直挂云帆济沧海

## ——2006 级 MBA 毕业典礼

One door closes,  
another opens

— MBA 2006 Graduation

文 / Charmaine N. Clarke

### 鼓

点骤响，掌声四起，“砰”的一声，五色彩纸从礼堂上空飘洒下来，黑色方帽攒动，中欧 2006 级 MBA 毕业生满怀热情地迎来了人生中的新篇章。4 月 19 日在上海校园石化演讲厅举行毕业典礼之后，他们加入了拥有 7000 多人的校友队伍。

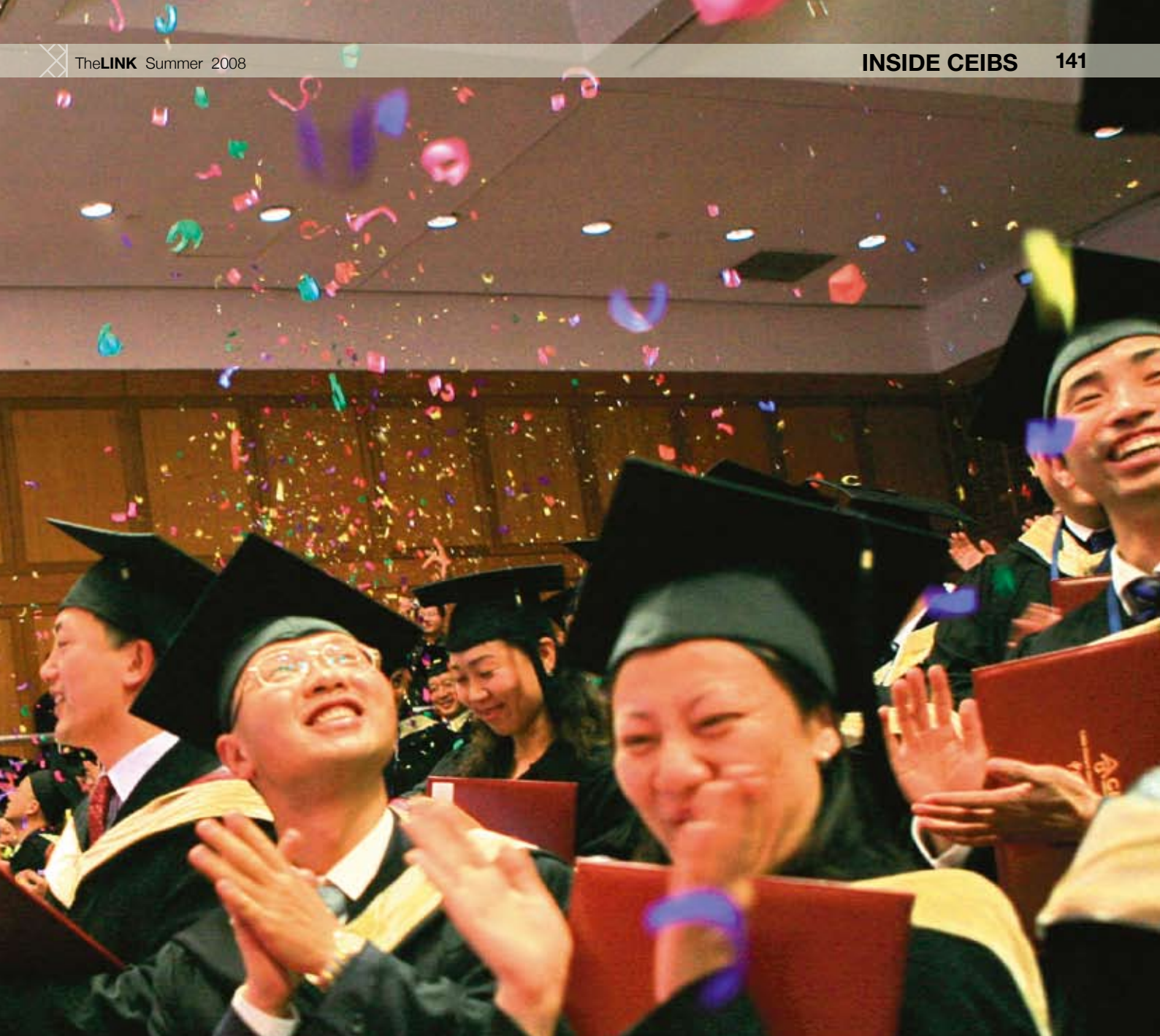
对第 11 届共 158 位 MBA 学生来说，毕业典礼是为期 18 个月学习生活的巅峰，这期间时而欣喜，时而沮丧，五味杂陈，百般滋味。这是聆听学院领导和主题演讲者——LVMH 集团中国区总监吴越——金玉良言和衷心祝贺的绝好机会。同时学院也向新一届毕业生发出了邀请——与母校继续保持联系，无论将

来身在何方，飘扬的校旗都将为他们感到骄傲。

### 未来的开拓者

从这届毕业生在中欧取得的成绩来看，他们今后也将在社会舞台上大显身手。2006 级 MBA 学生极富开拓性地推动了学院与外界建立起更为广泛而深入的联系，他们的职业导向、社会良知和文化融合观念获得了广泛认可。

他们不仅有承继前辈的责任感，而且满怀开拓未来的创新性。2006 级 MBA 学生不仅接替 2005



By Charmaine N. Clarke

**A** dramatic drum roll, the sound of clashing cymbals and suddenly the air was filled with colourful confetti and black graduation caps as the CEIBS MBA Class of 2006 embraced a new chapter in their lives. The April 19 graduation ceremony in the Shanghai campus' Petrochemical Auditorium had transformed them into members of the school's 7,000-plus alumni network.

It was the culmination of the last 18 months of student life for the 158 members of CEIBS' 11th MBA class. It was a chance for last words of sage ad-

vice and congratulations from school officials and the keynote speaker, LVMH Group Director for China Mr. Andrew Wu. It was also an invitation to the fresh grads to begin a new relationship with CEIBS — now their alma mater — and to fly the school flag proudly wherever their careers take them.

## TRAILBLAZERS

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If their performance while at CEIBS is anything to go by, the new alumni will likely do very well in the corporate



“世界属于你们!”：在毕业典礼主题演讲中，路威酩轩 (LVMH) 集团中国区总监吴越先生鞭策中欧 2006 级 MBA 毕业生充分利用他们的所学去推动中国社会的进步。

"THE WORLD BELONGS TO YOU" -- In his Graduation Day address, LVMH Group Director for China Andrew Wu urged the CEIBS MBA 2006 class to use their education to "contribute positive changes" and to "help China."

级学生成功举办了第二届“企业社会责任全球论坛”(BGRC2007)，而且勇于创新，发起了“绿色校园行动”，让能源节约和环境保护融入中欧的日常生活中。在过去的两年里，他们发起的“上海之夜”联谊会已经成为中欧学生每年必过的节日，并吸引了上海各院校 MBA 学生的积极参与，加强了与世界各地商学院的广泛联系。

这一由 158 名学生组成的精英团队亦广泛扬名于国际竞赛中。2007 年 4 月，2006 级 MBA 学生在麻省理工学院 (MIT) 斯隆管理学院公司运作模拟竞赛中给大家留下了深刻印象。与来自 MIT、范德堡大学、INCAE 商学院、加州大学柏克利分校、芝加哥大学、耶鲁大学、威斯康星大学、普渡大学、巴布森商学院、曼尼托巴大学的参赛队伍展开角逐，最后有 3 支队伍跻身前十名，另有 7 支队伍入围前 25 名。

2006 级 MBA 学生还在“中欧商业计划竞赛”中取得了第一和第二的好成绩，这也是 CNN 校园录制“董事会大师班”节目的一个序曲，而这一期的嘉宾正是星巴克 CEO 霍华德·舒尔茨。MBA 学生

在中欧 18 个月中所取得的成绩主要取决于同学之间的牢固友谊，以及在中欧课堂上学到的：什么时候领导、如何领导，如何包容文化差异从而共同为团队利益努力，如何给予并接受帮助。

中欧执行院长佩德罗·雷诺教授在毕业典礼上向这届做好充分准备的毕业生表示了衷心祝贺及热切期望。他寄语毕业生：“你们是中欧的形象大使，希望你们带着好点子常回来看看，不要一去不返。”院长朱晓明教授转达了学院管理委员会对毕业生及其家人的祝贺，并激励 2006 级 MBA 同学，珍惜中欧的品牌，努力实践中欧“认真，创新，追求卓越”的校训，并实现其隐含的深刻价值。朱院长表示：“你们每一个人都是中欧这个大家庭中的重要一员，我们密切关注你们在中欧所取得的成绩和将来的职业发展。我们将竭尽所能在你们事业发展上助一臂之力。”雷诺教授和朱晓明教授都是学院校友会的联席会长。

## “世界属于你们”

主题演讲人吴越先生在演讲中分享了在迅速变革的中国环境中对于领导力的思考，主要探讨了时代转变对经济的影响，以及这一大背景对中欧毕业生的意义。他解释说，中国有着复杂的人口结构，他们分别经历了不同的时代。其中，有的经历过新中国时代，有的见证了改革开放的最初阶段，有的亲身经历了经济改革的三十年，还有像姚明这样的国际篮球明星和刚刚“出炉”的中欧毕业生，只看到了当前中国经济处于快速发展的阶段。

吴越先生表示：“毫无疑问，中国的年青人必须



world. The MBA Class of 2006 blazed a trail during their stint at CEIBS, earning a reputation as a group of career-oriented, socially conscious, and culturally integrated students who helped build bridges between the school and the wider community.

They successfully combined innovation with continuity. For example, they carried on the work of MBA 2005 by effectively staging BGRC 2007. They also launched their own projects: the MBA 2006 class was the driving force behind the Green Campus Initiative that made energy conservation and environmental protection an integral part of CEIBS life. They also forged greater links with other b-school students who have turned out for “Shanghai Nights” over the past two years. The fun-filled December party is well on its way to becoming a CEIBS tradition.

The group of 158 students also made a name for itself in competitions with peers from across the globe. In April 2007, for example, members of the MBA Class of 2006 turned in an impressive performance in the MIT Sloan 2007 Littlefield Manufacturing competition. Three teams finished in the Top 10 and seven were in the Top 25, holding their own against teams from MIT, Vanderbilt, INCAE, UC Berkeley, Chicago, Yale, Wisconsin, Purdue, Babson, and Manitoba.

MBA 2006 members also took 1<sup>st</sup> and 2<sup>nd</sup> place during a CEIBS MBA Business Plan Competition, which was part of the on-campus filming of the inaugural episode of CNN’s *The Boardroom Master Class* with Starbucks CEO Howard Schultz. The successes they racked up during their 18 months on campus owe a great deal to the friendships built and strengthened, the lessons learned about when and how to lead, how to embrace cultural differences and make them work for — not against — the team effort, as well as vital lessons in how to offer, and accept, a helping hand.

In congratulating the graduating class, CEIBS Executive President Pedro Nueno spoke of his expectations for the group which, he said, had been well prepared for success. “Do not leave completely, come back with your ideas, be good am-

bassadors of CEIBS,” he urged. CEIBS President Zhu Xiaoming, who conveyed the congratulations of the CEIBS Management Committee to the graduates and their families, urged the MBA Class of 2006 to cherish the CEIBS brand and — by living up to the school motto of Conscientiousness, Innovation and Excellence — add even more value to it. “Each of you is an important part of the CEIBS family,” Prof. Zhu said. “We care deeply about your achievements and career advance-



ment at, and beyond, CEIBS. We will do all that is possible to help you become more successful.” Professors Nueno and Zhu serve jointly as Chairmen of the CEIBS Alumni Association.

In his address, keynote speaker and LVMH Group Director for China Andrew Wu, who shared his thoughts on the issue of leadership within a rapidly evolving China, focused on the generational transformations sweeping the economy, and the implications for CEIBS grads and their peers. China’s multi-generational landscape, he explained, included people who had experienced Mao Zedong’s Cultural Revolution, those who had witnessed the initial stages of Deng Xiaoping’s opening up, and others who — like the day’s graduates — had only seen China during periods of economic growth.

“It is inevitable that youth will have to push for even more progress,” Wu said as he outlined

努力争取更多的进步。”这是他给中欧毕业生所做的一场题为“新一代领导责任”演讲的主旨。这位路威酩轩(LVMH)集团中国区的总监指出，在一个30岁以下人口占42%的国家中，年轻一代将扮演主要角色。“中国正在变得越来越年轻化，在这场重要的变革过程中你们需要做的还有很多。”“一个全新的世界有很多新的责任，今天我们坐在这里（在这个典礼上）是因为中国需要你们的帮助。世界是属于你们的。”这是吴越先生第一次在中国给毕业生作演讲。

中欧副教务长兼MBA学术主任白诗莉教授同样对2006级MBA学生的未来寄予厚望，她还是亲眼目睹这届MBA学生从入校到毕业的教授。“你们在我们所看到的学院变化中发挥了重要作用。”她称赞2006级MBA学生已经将触角伸出了学院这个小社区，加强了中欧与外界社会联系的桥梁，并积极拓展新的外在联系。白诗莉教授表示：“感谢你们对中欧的贡献，我们希望这仅仅是一个开始。我相信我们将会看到你们成为未来的领导人。”

毕业典礼上，雷诺教授和朱晓明教授为九位优秀毕业生颁奖，以表彰他们在中欧一年半的时间里在学术和社团活动中取得的优异成绩。他们是：Jurn Terpstra（荷兰）、Arjan Petten（荷兰）、Sheridan Ware（澳大利亚）、

Karl Leung（菲律宾）、吕文博（中国）、朱践知（中国）、宋晓俊（中国）、Cristina Castillo（西班牙）、何伊娜（Ena Marie Hewitt）（南非）。毕业生代表何伊娜和白小军代表全体毕业生在毕业典礼上发言，动情地回忆了过去18个月学校生活中的点点滴滴。对他们来说，这是一个成长的过程，其中有艰苦的努力和成功的喜悦，还有同学之间的深情厚谊和相互扶持。

中欧副院长兼中方教务长张维炯教授主持了毕业典礼的高潮——拨穗仪式。他表示，“拨穗仪式不仅代表着学生学业的顺利完成，更代表着每位毕业生职业生涯的新起点，当然也意味着身上肩负了更多的社会责任。”

其他参加毕业典礼的教授还有：副教务长兼市场营销学教授周东生、副教务长兼案例中心主任及经济学教授王建翎、运营管理学教授柯雷孟、决策科学教授威廉·帕尔、经济学教授芮博澜、创业学副教授方睿哲、金融学副教授赵欣舸、管理学访问教授蓝威廉。学院各部门的负责人也出席了典礼。

2006级MBA学生度过了在中欧的最后一晚，他们在鸡尾酒会上恋恋不舍地惜别，为庆祝活动划上了完美句号。这届新毕业生和同学、教授以及家人一道庆祝他们人生中一个阶段的结束，另一个崭新的篇章的开始——乘风破浪会有时，直挂云帆济沧海…… **TheLINK**





his own expectations for the grads in a speech entitled “Leadership Responsibility of a New Generation.” He pointed out that in a country where 42 percent of the population is less than 30-years-old, the younger generation has a major role to play. “China is getting younger every year. You have a lot to do to contribute to positive changes,” said Wu, in what he said was his first-ever address to a graduating class in China. “These are new responsibilities in a very new world. We are all here [at this ceremony] because you are going to help China. The world belongs to you.”

Like Wu, CEIBS Associate Dean and MBA Academic Director Professor Lydia Price — who has seen the Class of 2006 through intake to graduation — was also confident of the positive role that the graduates will play in China’s development because of the positive impact they have had on CEIBS. “We see the changes in the school, you played a role,” Prof. Price said. She commended the Class of 2006 for reaching out to the corporate community and, as a result, helping CEIBS strengthen existing bridges with the wider society, while building new ones. “Thanks for your contributions; we hope this is only the beginning. I’m sure we will see you in the future in the world headlines,” Prof. Price said.

The graduation ceremony was also an opportunity for the school to recognize nine outstanding members of the class of 2006 for their excellence in scholastic and community oriented activities during their year-and-a-half at CEIBS. The students, who received awards handed out

by professors Zhu and Nueno, were: Jurn Terpstra (the Netherlands), Arjan Petten (the Netherlands), Sheridan Ware (Australia), Karl Leung (Philippines), Katrina Lv (China), Richard Zhu (China), Vicky Song (China), Cristina Castillo (Spain) and Ena Marie Hewitt (South Africa). Ena Marie Hewitt was also one of two students chosen to speak on behalf of the student body during the graduation ceremony; the other was Bai Xiaojun. Together, they both painted a picture of their 18 months of campus life. For them, it was a period of growing up, shaped by the thrill of meeting goals as well as the bitter taste when they fell short, the kindness and support of classmates, the building and strengthening of friendships.

In addition to professors Zhu, Nueno and Price, other CEIBS faculty who participated in the graduation ceremony included: Associate Dean Wang Jianmao who is also Professor of Economics and Director of the Case Development Centre; Professor of Operations Management Thomas Callerman; Professor of Decision Sciences William Parr; Professor of Economics Bala Ramasamy; Associate Professor of Entrepreneurship Ramakrishna Velamuri; Associate Professor of Finance Zhao Xinge; Visiting Professor of Management William Reinfeld and Professor of Marketing and Associate Dean Zhou Dongsheng as well as various departmental directors.

CEIBS Vice President Professor Zhang Weijiong was the master of ceremony for the historic switching of the tassel that hangs from the tops of the graduation caps. “The tassel switching does not only mean the accomplishment of study, but also signifies the new start of personal career path, and also represents the social responsibility everyone shoulders,” he said.

The members of the MBA Class of 2006 held on to the last moments of CEIBS life late into the evening, reluctant to leave the cocktail reception that marked the close of Graduation Day. With former classmates, professors and family members they relived their memorable moments at CEIBS; but the night finally ended, bringing down the curtain on one chapter of their lives while raising it for another. **TheLINK**

# 铭记过去，放眼未来

## ——2006 级 MBA 学生访谈录

### Trailblazers of MBA 2006 Remember the Past, Eye the Future



文 / Charmaine N. Clarke

**2**006 级 MBA 毕业典礼是这届毕业生人生新篇章的开端。典礼前三小时，《The LINK》杂志采访了 2006 级 MBA 学生会财政部长何伊娜（Ena Hewitt）和副主席梁志诚（Karl Leung），他们一起回忆了过去的美好时光，并积极地畅想未来。

**TheLINK：身着方帽和黑袍坐在这里，此刻对你们来说是否苦乐参半？**

**梁志诚 (KL)：**我非常高兴，因为我最终得到了摩根士丹利私人财富管理香港办事处的工作机会，但是也有点伤感，因为以后不能经常见到在中欧结识的

众多好友了。

**何伊娜 (EH)：**对我来说，中欧是一个精彩的准备过程，也是从南非到中国生活的转变过程。中欧让我结识了众多好友。现在我已经是在汇丰银行上班了，任财务部资产负债管理总经理。因为有幸一直呆在上海，我很快就会建立起自己的人脉关系，不需要再重新开始，所以从这一点来说我非常高兴。但是我仍会想念每天在课堂上与同学们交流互动。

**TheLINK：从学业、职业以及个人角度，谈谈你们在中欧学到的最重要的一课好吗？**

**KL：**从学业上来说，最重要的一点是我学会了中文，这在我与同学的交流中起了很重要的作用。另外，在进中欧前，我没有学过金融方面的知识，我只有一个经济学的学位，在中欧学到的金融知识给了我更多的选择机会。另外，MBA 课程中经常涉及时间管理、处理众多事情和多项任务，这对我今后担任管理职位很有帮助。

就个人而言，中欧使我对文化问题更加敏感，因为我此前从未关注过不同民族之间的差异。在中欧，你会遇见许多来自世界各地的同学，就像伊娜来自南非，我来自菲律宾，我们习惯于西方文化，对中国文化比较陌生。但在中欧的 18 个月使我对中国文化有了更多的了解。

**EH：**我非常喜欢案例学习法。MBA 课程把中国式案例和国际化案例巧妙地结合起来，你可以清楚地发现不同国度和文化之间的差异，我的同学解决问题的方式也是非常有意思的。这对我来说是一种非常有价值的体验。

除了学业方面外，我想我得益最多的应该来自学生会。这是一个与学校互动的良机，可以了解到校方和学生所面临的共同挑战。学生会的机制让我在

## By Charmaine N. Clarke

**T**hree hours before the graduation ceremony that would raise the curtain on a new chapter of their lives, MBA 2006 Student Committee Treasurer Ena Hewitt and Vice President Karl Leung sat down with *The LINK* to talk about their memories of the past as they looked ahead to the future.

**TheLINK : You're sitting here in your graduation caps and robes; is it a bittersweet moment for you?**

**KARL LEUNG (KL):** I'm very happy because finally I can start work (in Morgan Stanley Hong Kong's Private Wealth Management Division); but I'm also sad because I've made a lot of good friends here at CEIBS and I won't see them as often as I used to.

**ENA HEWITT (EH):** For me, CEIBS was such a wonderful preparation, a sort of transition from living in South Africa to life in China; it's helped me make good friends here. Luckily I am staying in Shanghai and now that I've started work (as Head of Asset Liability Management in HSBC's Finance Department) I immediately have a network of people I can draw upon that I wouldn't otherwise have had, so for that part I'm very happy. But I think I'll miss that regular interaction that came with seeing people at class every day.

**TheLINK : What were the most important lessons you learned at CEIBS academically, professionally and personally?**

**KL:** Academically, one of the most important things I've learned is the Chinese language. It helped a lot in bonding with my classmates. Also, I never had a background in finance before I came here, I only had an economics degree, and the finance part of what I learned has opened up more doors for me. Plus, an MBA programme is more about time management, putting things together, multi-tasking and that really helped me a lot in preparing for a management role.

Personally, I would say I learned to be more sensitive to cultural issues because I never got to focus

on different nationalities before. At CEIBS, you meet a lot of people from other countries, like Ena is from South Africa. In my case, I'm from the Philippines so we are used to Western culture and not so exposed to Chinese culture. My time at CEIBS allowed me to get a better understanding of that.

**EH:** I really enjoyed the case method of learning. The MBA programme was a good mix of both China-focused and international-focused cases; so you got to really see the difference in countries and cultures, and my classmates' different approaches was very interesting. It was a valuable experience for me.

Other than the academic side, I think some of my most valuable lessons came from the Student Committee. It was a great way to interact with the school, understand some of the mutual challenges faced by the administration and the students. The dynamics within the Committee taught me a lot about group work, about delegation, about meeting deadlines, the pressures of trying to do something extra on top of all your other commitments.

And personally, I made some great friends.

**TheLINK : What surprised you the most during your time at CEIBS?**

**KL:** I was expecting to learn more about China and the Asian culture in general and I surpassed those expectations at CEIBS. I'm part Chinese but don't know much about that part of my heritage, so this allowed me to explore my roots, learn how to do business in China, how to make friends here, how to strengthen bonds.

I was initially very scared of interacting with the mainland Chinese; I had no idea about their way of thinking. I didn't know how they perceived foreigners. But as I got to meet them, I realized that they are ready to embrace internationalization, ready to lead, take charge of world affairs and a lot of them have very high aspirations. I admire a lot of my classmates: they work very hard and are very thrifty. These are values which I, as a Chinese in the Philippines, was taught. But here it's stronger, these guys work harder than we do, save more. They're my idols.



Make friends with people who are different from you, really use this opportunity to fully learn from the different cultures and people that are around; don't stick to your comfort zone. Be open-minded.



团队合作、授权代表、赶在截止日期前完成工作以及洞悉追求完美的压力等许多方面让我受益匪浅。

就个人而言，我结识了很多好朋友。

**TheLINK：最让你们吃惊的事情有哪些？与你们的期待最契合的事情又是什么？**

**KL：**总的来说，我曾经希望更多地了解有关中国和亚洲的文化知识。事实上我有部分的中国血统，这让我能够探寻我的远祖，学习如何在中国做生意，如何与中国人交朋友，并如何加强这种文化与文化之间的联结。

刚开始我非常害怕和大陆学生交往，因为我不知道他们的思维方式，我也不知道他们如何看待外国人。但是当我见到他们时，我才意识到他们已经为国际化以及领导并承担世界事务做好了准备，他们中的许多人都雄心万丈。我很羡慕这些同学：他们工作非常努力，而且也很节俭。作为一个生在菲律宾的华裔，这些都是我从小被教导的价值观。但在中国，这些价值观念更加强大，他们比我们更加努力，更为节俭。他们是我的偶像。

**EH：**即便我已经获悉中欧的世界排名成绩非常骄人，但是这里的课程质量和教授水平还是令我喜出望外。我曾经去世界排名第一的沃顿商学院交流学习，我在那里遇到的很多教授和中欧的教授非常相似。就教学质量而言，我觉得中欧的更好。这是让我大喜过望的一点。

我以前猜想在中国生活最困难的是最初的语言学习。虽然时不时会遇到困难，但是周围的人都在帮助你，这使得困难减轻不少。

**TheLINK：中欧如何改变了你们的同学？**

**KL：**随着中国学生英语水平的提高和外国学生中文水平的提高，一旦打破了语言障碍，每个人都变得更加热情。他们与有着不同文化背景的同学相处得更

加融洽。很多人在申请职位和面试时变得更加自信。还有很多人对其他观念和文化有了更宽容的心态。

**TheLINK：你们对新同学的忠告是什么？**

**EH：**给西方同学：尽可能快地学会中文。给一般的同学：与各种各样的同学交朋友，利用这个好机会向你身边的同学学习，学习不同的文化。抛弃惰性，放开心胸。

还有，去冒险吧！当你身处某个工作岗位时，有时候冒险变得更为困难。但中欧有一个良好的氛围，让你去尝试你平常不太可能做的事情。而对于什么有效、什么行不通，你要把它们视为一个实验案例，这样你才会学到东西。如果你不能突破自身的条条框框，那就永远学不到东西。去参加俱乐部和体育活动，任何你想做的事情，只管去做。

**KL：**努力学习之余也要劳逸结合，别忘了参加各种活动。如果你与某些外国学生相处不来，试着花点时间和他们相处，因为不走寻常路，这也是一种学习方式。

**TheLINK：对于那些想在学生会发挥积极作用的同學，你有什么好建议呢？**

**EH：**担任领导责任，特别是和一群有着不同领导风格的人，其中非常重要的一点是在你说话和行动之前，要花时间去思考。无论对你的上司还是其他团队成员都要非常尊敬。

（在工作中你可能已经习惯了领导角色）但是，当你作为一名MBA学生时，我们都是学校的新人。认为自己无所不知是非常容易的，但真的需要彼此倾听。

**KL：**听听教授这些前辈的意见。你可以向他们提出质疑，但要保持尊敬。倾听然后解释你的观点，这样也许能与大家达成一致意见。

**TheLINK：请和读者一起分享一些你们在中欧的难忘经历，特别是一些令你们难以忘怀的事情。**

**EH：**我永远也不会忘记同学们的深情厚谊和慷慨大方。第一学期时，我有一个非常棒的团队。记得刚来的时候，我只会说一点点中文，当时我想去北京度周末。我们小组的一个同学打电话给我，他已经为我买好了火车票，并送我到上海火车站，说服站长让他送我上车（因为他没有车票），直到我钻进被子他才离开。这让我非常难忘。还有很多同学多次热心地帮助我，虽然他们并非必须这样做。

我也不会忘记在跨文化交流以及处理问题中学到的东西。我希望自己不要忘记从人性中学到的那些东西。 **TheLINK**

**EH:** Even though I'd read that the school had a good ranking, I was very pleasantly surprised by the quality of the lectures, the quality of the professors. I went on exchange to Wharton and there I was, at the Number One school, and many of the professors I had there were very similar to the professors I had at CEIBS. In terms of the quality of education, I do feel that I've been getting a superior education here. So I was very pleasantly surprised by that.

I had also expected it to be, in some ways, more difficult than it was to live in China, and initially learning the language. There were challenges at times; but with everyone around you helping, that made it a lot less difficult.

**TheLINK: How has CEIBS changed your classmates?**

**KL:** Everyone became warmer once the language barriers broke down, as the Chinese students' English improved and the foreign students' Chinese picked up. They became more comfortable with different people from different backgrounds. A lot became more confident in terms of job searches and conducting interviews. Many people became more open to others' ideas and cultures.

**TheLINK: What advice can you offer new students?**

**EH:** For Western students: learn Chinese as much and as fast as possible. As a general comment for everyone: make friends with people who are different from you, really use this opportunity to fully learn from the different cultures and people that are around; don't stick to your comfort zone. Be open-minded.

Also, take risks. When you're in a work situation, it's sometimes a lot more difficult to take risks. But CEIBS is a good environment in which to learn by doing things maybe differently from how you're used to doing them. See what works, what doesn't work, use it like a laboratory case so that you can learn lessons. You're never going to learn without pushing your boundaries. Get involved with clubs, sporting activities, whatever you want, just get involved!

**KL:** Study hard but don't forget to have fun with your classmates, don't forget to take part in events, reach

out. If you're uncomfortable dealing with people from a particular country, try to spend time with them because that's one way you can learn – by doing unconventional things.

**TheLINK : What advice do you have for students who want to play an active role on the Student Committee?**

**EH:** Being in a leadership role, especially with a team of people who may have very different leadership styles, it's very important to spend a lot of time thinking before you talk and act. You've got to be very respectful, not only to your superiors but also to other members within your team.

You may be used to a leadership role in your career but when you come here as a new MBA student, we're all new to the school. It's very easy to think you know it all but you need to really listen to each other.

**KL:** Listen to your elders' advice, for example from professors. You can challenge them but don't be disrespectful. Listen, and then explain your views and maybe you can reach a consensus which you can implement.

**TheLINK : Share with our readers a few memorable things about your CEIBS experience, something you won't forget.**

**EH:** I will never forget people's enormous kindness and generosity. I had a fantastic group in the first semester. I remember when I first arrived, I didn't speak much Mandarin and I wanted to go to Beijing for the weekend. One of my group mates called up, booked me a train ticket, went with me to Shanghai Railway Station, convinced the station master that he had to escort me onto the train (even though he had no ticket) and then only left me once I was tucked into my bunk bed on the way to Beijing. It was a tremendous act of kindness and he really went out of his way to do that for me. That was something I won't forget and there were so many incidents of people just showing such kindness and really spending long hours helping you with things that they didn't need to do.

I also won't forget some of the lessons I learned in terms of cross-cultural communication, in terms of how to approach problems. I hope I won't forget those lessons in human nature. **TheLINK**

## 新加盟教授

今年夏季，中欧国际工商学院将热情欢迎五位新教授加盟中欧，他们的到来不仅会增强学院教授队伍的国际化、多元化色彩，而且会进一步加强学院的教学和科研能力，目前中欧的全职教授人数已经超过 50 位。



### 陈杰平博士 会计学教授

陈杰平博士是中欧国际工商学院会计学教授。1995 年他在美国休斯顿大学获得了工商管理博士学位，主修会计学，辅修金融。加入中欧之前，他在香港城市大学拥有长达十三年的执教经验，是该校会计学系终身教授兼系主任。

陈博士目前负责教授财务报表分析及公司治理，他还针对不同水平的学生，讲授财务会计和管理会计等课程。不仅如此，他还受邀去国内多所知名大学发表演讲，包括：清华大学，南京大学和中国人民大学等。

陈博士的研究领域侧重于中国及国际会计行业的会计及审计问题。他著述颇丰，由他撰写的文章发表在众多一流学术期刊上，如：《当代会计研究》，《国际商业研究学刊》，《审计：实践与理论》，《会计学与公共政策杂志》，《企业财务与会计杂志》，《会计新视野》，《国际会计研究》，《国际会计，审计与税务》以及《国际审计》。目前，他还在《会计学与经济学杂志》，《审计：实践与理论》和《亚太会计学及经济学杂志》等多家杂志社担任编委。2007 年至 2008 年期间，他被选为香港会计学会会长。

### DR. JIEPING CHEN, PROFESSOR OF ACCOUNTING

Dr. Jieping Chen, an incoming Professor of Accounting at the China European International Business School, earned his Ph.D in Business Administration with a major in accounting and minor in finance at University of Houston in 1995. Prior to joining CEIBS, he was a tenured faculty member and Head of the Department of Accountancy at City University of Hong Kong, where he served for 13 years.

Prof. Chen currently teaches Financial Statement Analysis and Corporate Governance. He has taught financial and managerial accounting courses at various levels. He has been invited to give talks at leading universities such as Peking University, Tsinghua University, Nanjing University and Remin University.

Prof. Chen's research interests are centered on accounting and auditing in China and internationally. His writings have appeared in leading journals such as *Contemporary Accounting Research*, *Journal of International Business Studies*, *Auditing: A Journal of Practice and Theory*, *Journal of Accounting and Public Policy*, *Journal of Business, Finance and Accounting*, *Accounting Horizons*, *Journal of International Accounting Research*, *Journal of International Accounting, Auditing and Taxation*, and *International Journal of Auditing*. He currently serves on the editorial boards of *Journal of Accounting and Economics*, *Auditing, A Journal of Practice and Theory* and *Asia-Pacific Journal of Accounting and Economics*. He was elected as president of Hong Kong Academic Accounting Association between 2007 and 2008.

# Welcome to CEIBS: New Faculty on Board

This summer, CEIBS is pleased to welcome five new faculty members who will enhance the school's international diversity and further strengthen its teaching and research capabilities. With these additions, the school now boasts a team of more than 50 full-time faculty.



## 陈世敏博士 会计学教授

陈世敏教授是中欧国际工商学院会计学教授。此前，他担任香港理工大学会计及金融学院的副院长及副教授。他获得了乔治亚大学博士学位，之后便执教于宾州克莱瑞恩大学、香港岭南大学及路易斯安那大学拉斐特分校。

陈博士有着丰富的教学经验。除了在大学授课之外，他还教授博士研讨课程、MBA 课程以及高层经理培训课程。在过去的十年中，他获得六次教学研究奖和十项研究课题资助并担任课题组主要调研人员。他在学术期刊及会议上发表了多篇论文，如：《会计新视野》、《审计：实践与理论》、《会计学行为研究》、《国际审计》、《国际金融管理和会计杂志》、《国际会计杂志》、《会计和金融研究杂志》、《国际会计研究杂志》、《管理问题杂志》、《中国会计与财务研究》等等。他也参与《亚洲会计手册》和《中华人民共和国会计与审计》的编著工作。从 2005 年起，陈博士一直担任《中国会计与财务研究》的责任编辑。

## DR. SHIMIN CHEN, PROFESSOR OF ACCOUNTING

Professor of Accounting Dr. Shimin Chen previously held the position of Associate Head and Associate Professor of Accounting at School of Accounting and Finance, Hong Kong Polytechnic University. Before that and after completing his Ph.D. at the University of Georgia, Prof. Chen taught at the Clarion University of Pennsylvania, Lingnan University in Hong Kong and the University of Louisiana at Lafayette.

In addition to teaching regular courses in universities, Prof. Chen has also taught for Ph.D Seminar, MBA and Executive Education. During the past 10 years, he has received 6 teaching and research awards and 10 research grants as principal investigator. He has published numerous articles in refereed journals and proceedings including *Accounting Horizons*, *Auditing: A Journal of Practice & Theory*, *Behavioral Research in Accounting*, *International Journal of Auditing*, *Journal of International Financial Management and Accounting*, *The International Journal of Accounting*, *The Journal of Accounting and Finance Research*, *Journal of International Accounting Research*, *Journal of Managerial Issues* and *China Accounting and Finance Review*. He is also a contributing author in *Asian Accounting Handbook* and *Accounting and Auditing in the People's Republic of China*. Since 2005, Prof. Chen has been an executive editor of *China Accounting and Finance Review*.



### 罗娜·杜塞特博士 管理学副教授

杜塞特博士将于今年8月1日起正式担任中欧国际工商学院管理学副教授。杜塞特教授在宾西法尼亚大学沃顿商学院获得管理学的硕士学位及博士学位，目前她还担任沃顿商学院的管理学访问助理教授。此前，她在伊利诺斯大学厄巴纳-尚佩恩分校任管理学助理教授，讲授MBA课程、博士课程和高层经理培训课程。

杜塞特教授的研究方向主要是组织情绪、服务质量、绩效目标及跨文化互动。她的研究成果发表于《组织行为杂志》、《管理学会期刊》、《劳资关系评论》、《文化人类学方法》等期刊上。杜塞特教授还是美国管理学会、国际冲突管理协会、国际商业协会和美国心理协会的成员。她也是《质量管理期刊》的编委会成员。

#### DR. LORNA DOUCET, ASSOCIATE PROFESSOR OF MANAGEMENT

On August 1, Dr. Lorna Doucet will officially begin as CEIBS Associate Professor of Management. Prof. Doucet received her Ph.D. and M.A. degree in management from Wharton School, University of Pennsylvania, where she remains as a Visiting Assistant Professor of Management. Prior to her current postings, she served at the University of Illinois at Urbana-Champaign as Assistant Professor of Management, where she taught MBA, Ph.D., and Executive Education courses.

Prof. Doucet's research interests focus on Emotions in Organizations, Service Quality, Performance and Cross-Culture Interactions. Her scholarly works have appeared in *Journal of Organizational Behaviour*, *Academy of Management Journal*, *Industrial and Labour Relations Review*, and *Cultural Anthropology Methods*. Prof. Doucet is a member of the Academy of Management, International Association for Conflict Management, Association for International Business, and American Psychological Association. She is also a member of the editorial board of *Quality Management Journal*.



### 韩践博士 管理学助理教授

韩践博士是中欧国际工商学院管理学助理教授，此前她曾任北京大学光华管理学院组织管理系助理教授、博士生导师。她在美国康奈尔大学获得博士学位，主修人力资源管理。

韩博士的研究兴趣主要是如何将人力资源管理特点和个体、团队以及公司各个层面的特点结合以提高组织管理绩效。她是中国国家自然科学基金项目“员工多元化管理与组织创新”的课题主持人。韩博士的研究成果发表在《人事管理心理学》、《人力资源管理》、《应用心理学学刊》、《组织研究方法》、《美国管理学年会最佳论文集》、《管理世界》和《经济科学》等中英文管理学刊上。她的专栏文章和管理随笔发表在《首席人才官》、《北大商业评论》、《管理@人》等管理杂志上。韩博士还就中国大学生就业、女性领导力发展等问题接受中央电视台、《首席人才官》等媒体采访。

韩博士曾为中国移动、韩国SK集团、中国卫星通讯集团、广东发展银行等企业提供人力资源管理培训；在美期间曾参与美国Rohm & Haas、Novell等公司人力资源管理方面的咨询。

## DR. JIAN HAN, ASSISTANT PROFESSOR OF MANAGEMENT

Professor Jian Han was appointed Assistant Professor of Management at CEIBS on March 1, 2008.

Prior to joining CEIBS, she was Doctoral Tutor and Assistant Professor of Organization Management at Guanghua School of Management, Peking University. Prof. Han's research interest mainly focuses on how to integrate HR management at different levels (individual, team and corporate) in an effort to improve organizational performance. She is also the principal investigator on the Chinese NSF project "Managing Workforce Diversity and Innovation".

Prof. Han's research has been accepted for publication in international journals including *Personnel Psychology*, *Human Resource Management*, *Journal of Applied Psychology*, *Organizational Research Methods*, and *Academy of Management Best Paper Proceedings*. She also published in Chinese management journals *Management World*, *Economic Science*, and *PKU Business Review* and she is a columnist for *Chief HR Officer*.

Prof. Han has provided HR management training for organizations including China Mobile, SK Group (South Korea), China Satellite Telecommunication Group and Guangdong Development Bank. She has also been actively involved in HR management consulting services for US-based companies Rohm & Haas, and Novell.



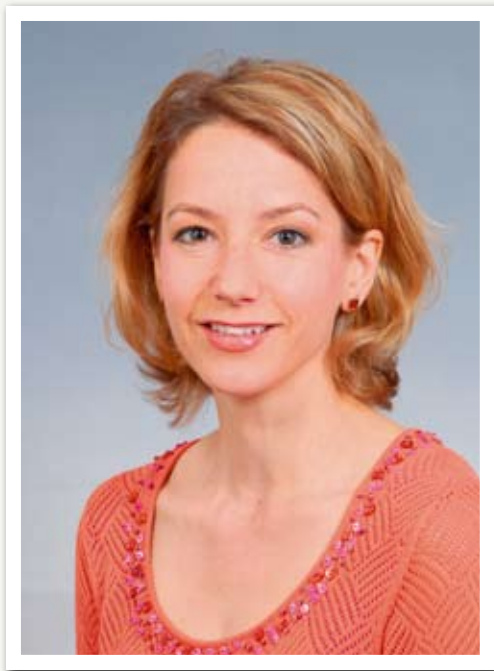
## 张炜博士 管理学助理教授

张炜博士将于今年9月1日来中欧担任管理学助理教授。张教授在哈佛大学文理学院获得博士学位，并曾任哈佛大学肯尼迪政府学院助教。目前，他在北京大学任卫生政策与管理学助理教授。

张教授在北大亲自指导了9名MBA学生和2名EMBA学生的毕业论文。他在卫生领域的研究论文和著作发表于《美国国家癌症研究所杂志》、《国际保健质量杂志》上。在过去的两年中，他曾获得四项研究资助。另外，张教授是美国健康政策学会、中国医疗保险研究会、中国医院协会学术指导委员会成员，同时他也是斯隆产业研究项目的相关成员。

## DR. WEI ZHANG, ASSISTANT PROFESSOR OF MANAGEMENT

CEIBS will welcome Professor Wei Zhang as Assistant Professor of Management on September 1. Prof. Zhang received his Ph.D. degree from Graduate School of Arts and Sciences, Harvard University, where he served as teaching fellow of the J.F. Kennedy School of Government. Currently, he is an Assistant Professor of Health Policy and Management at Peking University, where he has directly supervised nine MBA and two EMBA students on their thesis. He has written extensively in the area of health care and his works appear in *Journal of the National Cancer Institute*, and the *International Journal of Quality in Health Care*. He has been awarded four research grants in the past two years and is a member of Academy Health, Chinese Medical Insurance Association, Academic Advisory Board of Chinese Hospital Association, and the Sloan Industry Studies Programme.



## 重要任命：中欧企业关系主任兼对外关系主任

从 2008 年 5 月开始，中欧国际工商学院对外关系主任安若丽 (Laurie Underwood) 女士将承担起更多责任。在过去的一年里，她及其团队在提升国内外媒体报道的质量、改善中欧网站以及推广校友杂志《The LINK》(双语版) 等方面取得了可喜的成绩。安若丽女士的新职位是企业关系部主任，负责保持并拓展中欧与合作伙伴之间的关系。安若丽女士是中欧 2002 级 MBA 校友，在 2007 年 4 月加入中欧市场及公共关系部之前，她在位于上海的美国商会工作了三年。2006 年，她与范悦安教授 (Juan Antonio Fernandez) 合著了《中国 CEO》一书，目前他们正在撰写续篇《中国企业家》，本书将于 2009 年出版。

前企业关系部主任康晓莉 (Seanie Comerford) 女士已经调任欧洲，担任位于巴塞罗那的中欧国际联络办公室主任。(参见“海外中欧”，获取有关国际联络办公室在欧洲的活动事宜。)

## NEW APPOINTMENT: CEIBS DIRECTOR OF DEVELOPMENT & EXTERNAL COMMUNICATIONS

As of May 2008, CEIBS Director of External Communications Laurie Underwood has been charged with a wider range of responsibilities. During her past year at CEIBS, she and her team have made significant progress in increasing high quality international and domestic media coverage, improving the CEIBS website, and expanding the *The LINK* magazine. In her new role, Ms. Underwood will also serve as Director of Development, overseeing CEIBS' work to develop and maintain corporate partnerships. Ms. Underwood is an MBA 2002 alumna who spent three years working for the American Chamber of Commerce in Shanghai before joining CEIBS Marcom Department in April 2007. In 2006, she co-authored *CHINA CEO* with Prof. Juan Antonio Fernandez; the pair are now completing a sequel entitled *CHINA ENTREPRENEUR*, to be published in 2009.

CEIBS' former Development Director Seanie Comerford has relocated to Europe, and is now the Director of CEIBS International Relations Office located in Barcelona. (See "CEIBS Overseas," for details on IRO-organized happenings in Europe.)



# 中欧“良师益友”项目导师招募中

您是否感慨多年来自己在商场、职场上的坎坎坷坷，风风雨雨？

您是否愿意将自己的成功分享给在校MBA学生？

您是否希望看到在自己的指引下，更多有理想的后生成功立足于社会？

请参加即将在今秋启动的中欧“良师益友”项目吧！

详情请登陆 [http://www.ceibs.edu/mba\\_c/mentor/](http://www.ceibs.edu/mba_c/mentor/)

或咨询mentoringprogram@ceibs.edu，021-28905249 索取报名表。



中欧国际工商学院  
CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

# 2007~2008 “良师益友” 日志

## Diaries from the CEIBS Mentor Programme

中欧的良师益友项目开展四年来，已经成为沟通 MBA 学生和 EMBA 学生、校友的绝妙平台，在知识分享、经验传承和友谊建立的过程中，双方均获益匪浅。以下是来自参与者的现身说法。

LINKING CURRENT MBA STUDENTS WITH A SEASONED EMBA OR ALUMNI MENTOR, THE CEIBS MENTOR PROGRAMME ALLOWS BOTH SIDES TO BENEFIT FROM KNOWLEDGE SHARING AND FRIENDSHIP. WITH THIS YEAR'S PROGRAMME WELL UNDER WAY, PARTICIPANTS SHARE THEIR FIRST-HAND IMPRESSIONS.

**最** 新一期“良师益友”项目正式启动于 2007 年 10 月。共有 63 位 EMBA 学员和校友担当导师，与 130 多位 2007 级 MBA 同学结对（包括 40 名海外同学），建立了良师益友关系。如今，项目已经进行了大半年，进展情况如何呢？下面我们来听听导师和学友各自对参与该项目的心得体会吧！

### 香奈儿高管指导人力资源管理

**导师：**焦佩俊，香奈儿（中国）贸易有限公司人力资源部总监

**学友：**宝黎、童逸雯、王静、Mulazzani Paolo

**学友童逸雯：**焦佩俊导师在制造业、时尚业等许多行业的 HR 领域都有着非常丰富的经验。他同我们分享了他对不同行业管理独到而深入的见解。他认为 HR 的角色是企业内部的“客户”关系管理者。导师教导

我们应该如何艺术化地处理人际关系，特别是面对常常制造麻烦的人，要分析并找出这些人真正的需求和问题所在，然后再制定对策，不能直接和他们发生冲突。他还同我们分享了他对生活的认识并且对我们的职业规划、MBA 课程学习的重点进行指导。

另外，导师送给我们一个非常棒的礼物就是把我们介绍给他的 EMBA 同学，这有助于我们拓展人脉，十分难得。

### 从中国导师开始了解中国

**导师：**马勇，扬特品牌（中国）执行董事

**学友：**Gulnara Abdullina、Jeff Pi、Maria Fleuren、Victor Lim

**学友：**我们的导师不仅对上海的商业有着充分了解，而且非常了解这个城市的文化。丰富的国际旅行经验，使他能够清楚洞悉外国人在中国所面临的困难。作



**N**ow in its fourth year, the CEIBS Mentoring Programme was initiated to enhance the network between students and alumni and to assist MBA students in making a smooth re-entry to the business world after graduation. Since 2004, dozens of CEIBS MBA students have benefited from this programme not only in terms of receiving career guidance from mentors, but also through forming deep and lasting friendships. On the other hand, mentors have also gained valuable professional and personal connections to the younger generation of business executives.

The latest CEIBS Mentoring Programme officially kicked off in October 2007, linking 130 MBA 2007 students with 63 mentors, mainly EMBA students and MBA alumni. After 10 months, let's

see how the participants are getting on. Below are personal accounts of the programme from current mentees and mentors. (For full accounts, please see the CEIBS website at [www.ceibs.edu/mba/mentor](http://www.ceibs.edu/mba/mentor).)

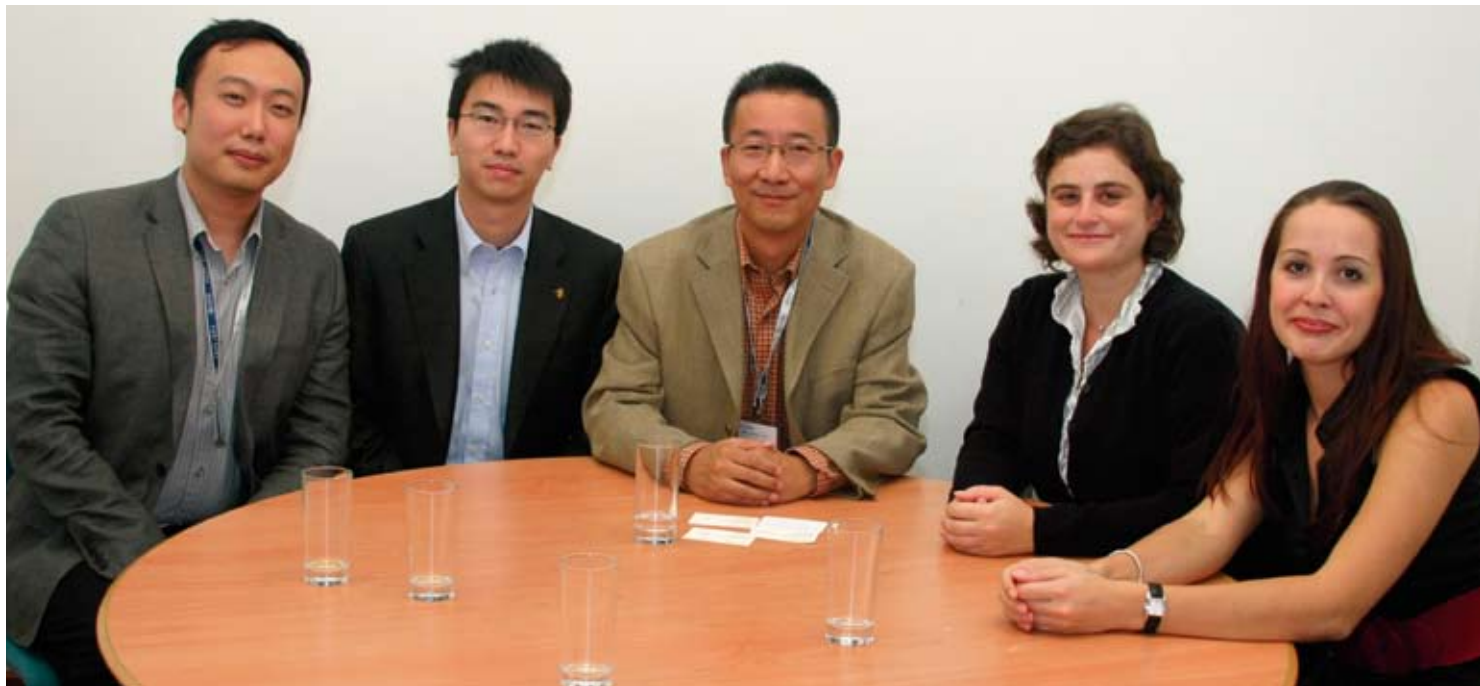
## HR EXPERTISE

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**MENTOR:** Willis Jiao, General Manager-Human Resources, Chanel (China) Co.

**MENTEES:** Katherine Wang, Li Bao, Mulazzani Paolo, Yvonne Tong

**YVONNE TONG:** "The Mentor Programme is a valuable and fun interaction process for me. Mr. Jiao has rich experience in HR from several industries including manufacturing and fashion. During our meetings, he shared his insight into different industries and people management. He explained the HR role as internal customer relationship man-



为一个成功的企业家，他视野广阔，思维开阔，他对事物的深刻见解对我们在中欧的 MBA 教育也非常有帮助。通过与他多次交流，我们对中国商业中的实际问题以及市场中挑战和机遇并存的现实有了更深刻的认识。

导师总是鼓励我们不要停留在已有成绩上，要有更高的目标。另外，他把自己广泛的人际关系网介绍给我们，方便我们寻找实习机会或进行商业往来。

## 益事，乐事

**导师：**杨金同，呼和浩特投资有限责任公司总经理

**学友：**巩昕、巫德安、Bryan Wong

**学友巫德安：**对杨金同导师的第一印象是沉稳和务实。随后的交往中，我们由衷地感受到他不仅是一位具有丰富实战经验的投资经理人，更是一位热忱、善于言传身教的良师益友。

他向我们清晰阐释了投资职业经理人的职业发展路径以及优秀的投资职业经理人应该具备的素质。“一个合格的投资人首先要做到的就是独立思考，要有自己的分析框架！”“不要轻易相信你看到的任何数据，除非你亲自对它进行了验证。”

他还强调要想成为优秀的投资职业经理人，除了要有扎实的财务法律等专业知识外，更需要不断积累，长期积极关注需要投资的行业，深刻领会预

测资本市场的发展方向，勇于承担责任。

## 现身说法，MBA 让职业转型成为可能

**导师：**许东辉，花旗银行（中国）有限公司杭州分行副总裁、企业银行部主管

**学友：**胡妍婷、王靖、张黎

**学友王靖：**我们非常幸运，许东辉导师在业内的丰富经验对有兴趣的同学来说受益匪浅。同时他还以个人经历鼓励大家，说明通过 MBA 课程学习，我们也可以完成职业发展的成功转换。

有一次我们同导师讨论职业发展，他没有直接回答，而是花了两小时，从企业文化、发展前景、业绩评价、运作方式等方面来比较国内外商业银行的区别，从而让我们全面了解了各自的优缺点。例如，从业绩考核方式看，国内银行，尤其是股份制商业银行，比较重视个人业绩，员工收入与个人业绩直接挂钩，短期来看激励效果较好；而外资银行则更注重团队考核。

对于希望通过中欧 MBA 课程学习实现职业转型的学生，他更是给予很大关注。他从亲身经历过的转行经验出发，要求我们在中欧学习期间不仅要特别重视所转行业相关课程的学习，如企业财务、国际金融等，更应积极利用中欧校友平台汲取行业经

agement, and he told us that dealing with people is a kind of art; especially when facing difficult people, you should first figure out what they really want and what the problems are, then form a strategy. He also shared his life values with us and gave me suggestions on my career plan and my study focus during my MBA.”

## KNOWING CHINA FROM A CHINESE MENTOR

**MENTOR:** Edwin Ma, Managing Director, The Brand Union

**MENTEES:** Jeff Pi, Gulnara Abdullina, Victor Lim, Maria Fleuren

**[MARIA FLEUREN]:** “Once I met my mentor, I realized how lucky I was. He is putting in a real effort to help us with his experience and contacts, and I really value the opportunities he’s offering! Our mentor has extensive knowledge about business in Shanghai and is a great cultural host to the city. Well-traveled internationally, Edwin can perfectly relate to the problems foreigners face in China. As a successful entrepreneur, he sees a broad picture and thinks outside the box. The insight that Edwin has shared has been extremely valuable and a natural extension to our MBA education at CEIBS. Through many conversations with him, we gained a better insight into the practical aspects of doing business in China and the challenges and opportunities in the market.”

## INVESTMENT INSIGHT

**MENTOR:** Jintong Yang, General Manager, Huhhot Investment Co.

**MENTEE:** Annie Wu, Xin Gong, Bryan Wong

**ANNIE WU:** “Our mentor has presented to us the career development path for an investment manager and outlined the necessary qualities for an outstanding investment manager. His words of wisdom include: “A qualified investor should first display independent thinking and his own analytical framework” and “Verify any data you rely

upon.” What has impressed and influenced me the most is his enthusiasm for continuous learning, his active and independent thinking, and his insistence on objectivity and watertight logic in investment analysis and valuation. Besides investment, GM Yang has also shared his ideas on other topics such as music, reading, news, and sports. Communication with a successful professional manager such as GM Yang is both inspiring and enjoyable.”

## SUCCESSFUL CAREER SWITCHING

**MENTOR:** Daniel Xu, Vice President, Hangzhou Branch, Citibank (China)

**MENTEES:** Selina Hu, Samuel Wang, Lea Zhang

**SAMUEL WANG:** “We are very lucky to be mentees of Daniel Xu. He has abundant experience as well as deep insight into the banking industry. His career-chasing story encourages us, showing that even a layman can make a successful career switch through hard work during the MBA journey.”

When we asked for his advice on our career





亦师亦友：导师史杰君说，感谢他的学友们带给他年轻一代的思维视角，同时他也帮助他们纠正对现实世界的误解。上图为他的2007级MBA学友。ELDER BROTHER – Meeting with his mentees brings him friendship and a view into the thoughts of the younger generation, while he helps correct misconceptions of the working world, says mentor Shi Jiejun.

验。即使在成功实现转行后，也要注意持续学习，随时更新知识。

## 师者，传道授业解惑也

**导师：**史杰君，中山环威实业发展有限公司董事总经理

**学友：**董伟涛、屠佳运

**导师史杰君：**“良师益友”的创意，好，不错的项目！师者，传道授业解惑也，我个人认为在整个参与过程中，更多的是在于解惑。作为就读中欧的MBA学生，应该都已是优秀职业经理人了，只是希望进一步提高自己或转换更合适的行业或岗位，他们心中充满激情和愿望，积极向上，跃跃欲试，有时因为太多希望而显得过于浮躁。而对我们这些EMBA的大哥大姐而言，丰富的阅历成就了良好的心态，我们之间的交流可以帮助他们调整心态，解除一些困惑。同时，我们都是很好的朋友，在平等的沟通中，互相交流在中欧学到的商业管理知识。在这繁忙的商业社会，因为良师益友项目我们多了一些可以共同交流的朋友，确实不错，我想这就是益友的定义吧。

整个项目的参与过程中，只是遗憾因为时间有限，不能做得更多更好，但我衷心希望中欧的良师益友项目能越办越好，吸引更多的人参与。因为良师益友项目，我相信“中欧人”可以比别人做得更好，走得更远！

## 搭建MBA理论学习与管理实践的桥梁

**导师：**蔡杰，上海鑫地投资管理有限公司总经理

**学友：**曹亚萌、陈震东、张海

**导师蔡杰：**“良师益友”项目让EMBA学员有机会接触到一批思维活跃、勇于进取的年轻人，MBA学生可以从EMBA学员身上得到市场、领导力乃至职业发展等方方面面的启示和指导。更为重要的是，以EMBA为代表的高层经理人的参与，为MBA学员搭建了课堂理论学习和管理实践之间的桥梁。

在我的EMBA学习过程当中，我深切感受到，从象牙塔走向管理实践，适应公司的实际情况还需要走很长的路。当时，我们鑫地投资公司成立时间不长，有很多地方需要完善和改进，同时我们也需要有扎实的理论知识和一定工作经验的新鲜血液加盟我们公司，这些都促使我加入了“良师益友”项目。

在和MBA的交往过程当中，我们深切地感受到课堂学习和管理实践相结合的重要性。我们为MBA学员提供了多个实习机会，效果良好，最后有两名MBA学员加入了我们公司。

“良师益友”项目既可以用我们多年的管理经验对MBA学员在行业的认识和职业发展上作指导，又可以通过和MBA学员的交往，找到企业发展所需要的人才。**TheLINK**

(本文由陆筠整理)

走进现实：导师蔡杰说，良师益友项目给中欧学生有关课堂理论与真实的商业运作相结合的指导。  
KEEPING IT REAL – Mentor Cai Jie says the Mentorship Programme gives CEIBS students advice on applying classroom theories in real life business operations.



plans, he did not answer immediately but spent nearly two hours making a comparison for us of the domestic commercial banks and foreign banks in terms of corporate culture, development potential, performance evaluation system, and operation models. Then he helped us determine the real strength and weakness from the employer's angle.

Daniel is very busy, but he is very willing to communicate with us, sharing industry information with us as well as his own viewpoint. The CEIBS Mentor Programme gives us students valuable advice as well as strong friendship with mentors."

## TWO-WAY DIALOGUE

**MENTOR:** Shi Jiejun, Managing Director, Zhongshan Wellway Industry Development Co.

**MENTEES:** Joey Dong, Walker Tu

**[MENTOR SHI JIUJUN]:** "The CEIBS Mentoring Programme is a creative idea! ... Full of passion, ambition and optimism, MBA students typically are eager to experience new things; however, too many wishes can lead to impatience and flippancy. As their older sisters and brothers, with more than 10 years of work experience, we mentors can use our backgrounds to correct any miscon-

ceptions and help prepare them for the realities of the working world. their worries and doubts. Meanwhile, as good friends, we can share what CEIBS has taught us, exchange business knowledge, and both benefit from two-way communication. The programme is a brilliant idea!"

## BRIDGING THE GAP

**MENTOR:** Cai Jie (EMBA 2006), General Manager, Shanghai Cyndi Investment Management Co.

**MENTEES:** Megan Cao, Andy Chen, Zhang Hai

**[MENTOR CAI JIE]:** "As a mentor, I keenly feel the need to combine classroom learning with management practice. An MBA student will meet with many troubles in real business situations if he or she merely applies the theoretical knowledge learned in class. The CEIBS Mentoring Programme is an effective bridge between MBA and EMBA students: we are able to help guide MBA mentees using our years of experience in management, enrich them with real management experience while they are still on campus. Meanwhile, we mentors are also able to find the talent we need to develop our business through mentoring them." **TheLINK**

## 中欧教育发展基金会 - 企业赞助伙伴

中欧教育发展基金会旨在与企业赞助伙伴共同努力, 积极为学院提供支持, 以实现学院短期和长期发展目标:

- 吸引最优秀的师资
- 推进世界水准的研究
- 提供最佳学习环境
- 确保持续发展
- 吸引最优秀的学生

## CEIBS FOUNDATION - CORPORATE SPONSOR PARTNERS

Together with our Partners, the goal of the CEIBS Foundation is to ensure continuous investment in the school for short and long-term growth:

- To attract world-class faculty
- To provide an inspiring environment
- To attract the best students
- To innovate world-class research
- To ensure continuous improvement

For Further Information on CEIBS Corporate Sponsorship Projects and Programmes, please contact: Ms. Laurie Underwood, Director of External Communications & Development: Tel: +86-21-2890-5505/ Email: [development@ceibs.edu](mailto:development@ceibs.edu)/ Fax: +86-21-2890-5126



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秘密武器：MIT 运营模拟竞赛中夺冠的中欧代表队透露，柯雷孟教授的“现实生活”战略让他们在全球 85 所顶尖商学院中脱颖而出。图为代表队员（左起）：尹仕耀、端木妮娜、Matthias Heubi、Helmut Kristensen 和 Siva Guduru。SECRET WEAPON -- CEIBS' winning team in MIT's annual OpSimCom competition, says the 'real life' strategies learnt from CEIBS Prof. Thomas Callarman helped them beat a field of 85 top b-schools worldwide. Here, the team (from left): Terence Yiin, Nina Duanmu, Matthias Heubi, Helmut Kristensen and Siva Guduru.

## 大赛赢家

### 中欧MBA 代表队分享2008 年度MIT 运营模拟竞赛成功之道

## Masters of the Game:

### CEIBS MBA Team Shares Secrets Behind MIT OpSimCom 2008 Win

**进**入本年度 MIT 国际运营模拟竞赛 (OpSimCom) 的第 12 个小时后，由端木妮娜、Siva Guduru、Matthias Heubi、Helmut Kraft Kristensen 和尹仕耀五名成员组成的中欧国际工商学院 MBA 代表队就知道自己已经稳操胜券。最终，在 72 小时激烈的网络竞赛角逐中，中欧 MBA 代表队以 88 美元的微弱优势战胜了

加州大学洛杉矶分校代表队。

同样可喜的是：另外两支中欧代表队也在全球 85 所商学院的激烈竞争中脱颖而出，分别位列第三和第六。

对于中欧代表队来说，技能和运气的结合让他们摘得桂冠。队员 Heubi 和 Kristensen 做客《The LINK》杂志，分享了他们的体会和感悟。

队员们认为，取得成功的一个关键因素是拥有“秘密武器”。他们说，中欧柯雷孟(Thomas Callarman)教授的“真实生活”教学风格降低了模拟竞赛的挑战性。Heubi说道：“柯雷孟教授在教学过程中给了我们很大启发，他给我们提供了很多运营管理方面的实践经验”。自2006年以来，MIT十强中总有3支来自中欧的代表队。在2007年MIT斯隆管理学院公司运作模拟竞赛中，有七支中欧国际工商学院的代表队跻身前25强。

重视团队合作也是中欧代表队问鼎此次大赛的重要因素。在成员频繁轮换的团队中，团队可以快速辨识每位成员的优势领域和专长所在，并且有效地运作起来。

代表队认为另外一个成功因素在于，他们将团队利益置于首位。Heubi说：“获胜是我们的共同目标，它比个人更重要”。在进行有关竞争策略的讨论中，在队员互相核查工作时，根本就没有时间在乎个人“面子”。Heubi补充道：“我们相信彼此的实力，但同时我们会相互监督以确保不出任何差错。”

或许冠军代表队所使用的最高明的策略就是独具特色的“心理战术”。当胜利在望时，这支代表队玩了一个“花招”，他们把一部分盈利储存起来以迷惑对手，这使得竞赛在猜测中进行了60个小时。Heubi笑着说：“我们参加比赛是为了取胜，同时也是为了娱乐。疑兵之计的策略为我们增添了许多乐趣。”

娱乐的力量也帮助了中欧团队，使他们在竞赛的高压环境中胜出。一开始他们就计算出各项工作都做得很好的团队能够获得多少收入。然后他们巧妙地规划了资金和投资所得收益的使用，以追求赢利的最大化。Kristensen说道：“我们决策的时机非常重要。对买进原材料而言，我们的决策时间必须精确到分钟”。竞赛过程中每八小时都相当于虚拟工厂里一个月的时间，这放大了每个决策的重要性。

冠军队成员来自五个不同国家，他们认为，“思维模式和沟通方式的趋同”使他们受益。他们不用大费周章地压制反对者，就能快速制定策略。然而，两人都说，虽然这种团队内部一致化的策略在运营模拟

竞赛中能够发挥作用，但是在强调创造性和多样性的竞赛中，这一策略可能会失效。

未来的运营模拟竞赛的参加者应该意识到，比赛过程是紧张而疲倦的。代表队成员说，凌晨两点钟值班是最辛苦的。竞赛中纯粹的快乐以及必胜的期待让他们坚持下来。(文/Charmaine N. Clarke)

**Twelve** hours into this year's staging of MIT's annual international operations simulation competition, OpSimCom, the CEIBS MBA team of Nina Duanmu, Siva Guduru, Matthias Heubi, Helmut Kristensen, and Terence Yiin knew they would win. Their hunch was correct: in a heated race to finish the web-based competition by making the most money for their virtual factory in a 72-hour period, the CEIBS team edged out the 2nd place team from UCLA by a mere \$88.

Even more impressive: The winning team was joined by two other CEIBS teams which finished third and sixth during a fiercely fought contest among students from 85 b-schools worldwide.

For the winning CEIBS team, it was a combination of skill and luck that placed them in the top position. Team members Heubi and Kristensen shared their impressions and learnings with *The LINK*.

One factor in the win was their “secret weapon”. The ‘real life’ teaching style of CEIBS Professor Thomas Callarman made the simulation less of a challenge, team members said. “Prof. Callarman did a great job of giving us more of the practical side of operations management, and the simulation environment is close to the real world,” explains Heubi.

Prof. Callarman's courses have been a common factor, over the last three years, during which CEIBS has been a formidable competitor in the MIT competitions. Since 2006, three CEIBS teams have consistently finished in the Top 10. In fact, seven CEIBS teams finished in the Top 25 during the MIT Sloan 2007 Littlefield Manufacturing Competition.

The top-finishing OpSimCom team also

benefited from CEIBS' focus on group work. The team, whose members had not previously worked together, quickly banded together and identified each member's areas of strength in order to operate efficiently.

Not letting individual egos obstruct progress was another success factor, the team said. “Our common goal of winning was bigger than our egos,” Heubi says. “We had mutual trust in each others' abilities but at the same time, we all watched over each other to make sure no mistakes were made. We knew the smallest mistake would cost us the game, so we accepted oversights without offence.”

Perhaps the cleverest strategy employed by the winners was the team's own brand of “psychological warfare” unleashed upon their unsuspecting 2nd place opponents. After it became clear to the top CEIBS team that victory was within their grasp, they used the trick of squirreling away some of their profits. That kept the competition guessing for 60 hours. “We were playing to win, but also to have fun,” says Heubi with a grin. The strategy of confusing the competition “added a lot to our fun factor,” he says.

The power of fun also helped the team survive the competition's high-pressure environment. They figured out, early on, how much revenue would be generated by teams that had done everything perfectly. Then they skilfully timed their use of capital and interest earned on investment to maximize earnings. “We had to time purchasing decisions to the exact minute,” says Kristensen. Each real-life eight-hour shift equated to a month of factory time, exaggerating the importance of each decision.

For future CEIBS teams hoping to continue the school's winning streak, members of this year's team also offered philosophical advice. “There's nothing wrong with being wrong, as long as you don't insist that you're right,” Heubi says with a smile. Nodding in agreement, Kristensen added: “Realize it's a team effort, not an individual effort. That's the only way you will win.”

Future OpSimCom participants should also be warned that the game is gruelling. The CEIBS team members took shifts to keep their factory

running night and day. What kept them going? The sheer fun of the competition -- and knowing they were masters of the game.

## 论坛与会议

### FORUM & CONFERENCES

#### 中欧首届私募基金投资峰会成功举办

2008年5月24日,备受期待的“中欧首届私募基金投资峰会”在中欧国际工商学院上海校园石化演讲厅成功举办。中欧私募基金协会会员、EMBA、MBA学生及各界人士共三百人参加了此次活动。

会议由“第一财经”著名主持人崔艳主持。中欧名誉院长刘吉教授首先致开幕辞,之后中欧私募基金协会会长贾雪塘为本届峰会致辞发言。

本届峰会分为下午私募证券投资分会场和晚上私募股权分会场。本届峰会对私募基金国际发展经验借鉴、中国私募基金的发展及相关法律问题、中国私募基金风险管理及面临的机遇和挑战、私募基金投资策略和机会、中国本土企业成长与发展、本土企业选择私募融资策略和途径、如何实现私募基金与本土企业合作与共赢等问题进行了深入探讨。

#### 1ST PRIVATE EQUITY FUND INVESTMENT SUMMIT

CEIBS' 1st Private Equity Fund Investment Summit,

held on May 24, focused on the development of China's PE fund sector and the growth and development of local Chinese firms, especially their strategies when choosing private equity financing mechanisms. The summit participants discussed how to achieve "win-win" results through collaborations between PE funds and domestic Chinese companies.

CEIBS Honorary President Professor Liu Ji opened the event with welcome remarks, and was then followed by an address by President of the CEIBS Private Equity Fund Club Jia Xue Tang. The moderator was well-known CBN host Cui Yan. The summit attracted an audience of 300, including members from the CEIBS Private Equity Fund Club, CEIBS EMBA and MBA students and staff.

#### B2B 市场中超越产品的创新

“只要开发出产品,顾客就会购买”,20年前,像道康宁这样的B2B企业以此为宗旨,而不巧的是,这也恰恰是当时的市场现实。然而,德布林分析认为,过去10年来B2B公司在产品研发上不遗余力,但相形之下,投入仅占2%的市场营销创新(包括商务模型和销售网络等创新)却产生了90%以上的效益。因而,道康宁的全球行业市场总监德贝克先生(Geert De Backer)在5月22日的中欧高层管理论坛上指出,“是时候开始聪明的创新了”。

德贝克先生与中欧的学生和教授们分享了道康宁公司目前如何着手超越产品的创新:基于客户的需求开拓创新视野;基于这些需求进行市场细分;采取创新为客户创造最佳体验从而为公司创造最大价值。总而言之,从以技术研发为中心转向以市场和客户需求为中心为道康宁公司带来了巨大成功。从2002年至2007年,道康宁的销售收入从25亿美元增至49.4亿美元,其净收入更是激增了将近14倍。

德贝克高兴地向大家透露了道康宁取得这一骄人业绩的主要原因:2002年道康宁在全球50个国家同时推出了Xiameter这一新品牌。越来越多的B2B公司目前开始通过诸如互联网等方式寻求扩张。而Xiameter是化工行业内首例网络销售商务模型。

德贝克的演讲由中欧国际工商学院市场营销学教授弗沃德(Waldemar Pfoertsch)担任主持。演讲结束后德贝克还与现场观众进行了活泼生动的交流。(文/周杨)

#### INNOVATION IN B2B MARKETS

"Invent it and they will buy it." This was the thinking within B2B business arena 20 years ago, but is no longer relevant today according to Dow Corning Global Industry Marketing Director Geert De Backer in a speech to CEIBS on May 22.

Research has shown that in the past 10 years, companies have spent significantly more on product development; however less than 2% of projects account for more than 90% of revenue.

Declaring that, "it time for smart innovation," Mr. De Backer shared with CEIBS the strategies used now at Dow Corning to foster a culture of innovation. First, he recommended taking a broad view of innovation based on customers' needs. Second, segment the market based on these needs. Third, innovate to create the optimal customer experience and the greatest value customers and the company.

Focusing on segmented customer needs has resulted in significant successes for Dow Corning. From 2002 to 2007, the company's sales increased from US\$2.5 billion to US\$4.94 billion while net income soared by 14 times. Mr. De





德贝克 Mr. Geert De Backer

Backer's speech, which was hosted by CEIBS Marketing Professor Waldemar Pfoertsch, was followed by a lively Q&A session with the audience.

### 中欧高层管理论坛无锡行

5月8日下午, 中欧国际工商学院无锡滨湖发展高层管理论坛——《公司治理和董事会建设》在太湖之滨成功举行。本次活动由中欧主办、无锡市滨湖区人民政府承办并且得到了共青团无锡市委、无锡市工商业联合会的和中欧校友会无锡分会的大力支持。

中欧副教务长兼EMBA课程主任梁能教授说, 从根本上来看, 任何一个企业的管理问题, 都与其治理结构有关。在中国企业

走向世界的进程中所面临的重大难题, 不是商品市场的竞争, 而是企业制度的竞争。制度决定人才的流向, 决定组织的效率。这席话引起了参会企业家的认真回味和思考。

本次论坛也引起了当地政府的高度重视, 无锡市市委常委、宣传部部长王立人同志, 市政协副主席孙志亮同志, 无锡团市委书记蒋蕴洁同志、副书记周子川同志, 以及滨湖区委书记朱渭平同志, 滨湖区委常委、常务副区长陈锡明同志等领导都参与了此次论坛并饶有兴味地聆听了梁教授对于公司治理的讲解。

### CEIBS EXECUTIVE FORUM HELD IN WUXI

The biggest obstacle for Chinese entrepreneurs and top executives is not fierce competition for market share, but rather an internal struggle among corporate systems. This was the message delivered by CEIBS Associate Dean and Director of the Executive MBA Programme Neng Liang to more than 50 executives at a May 8 CEIBS Wuxi Binhu Development Executive Forum.

Entitled "Corporate Governance and Board Establishment", the CEIBS-sponsored forum was organized by the government of Wuxi Binhu District with support from the Communist Youth League, Wuxi Party Committee, Wuxi Federation of Industry and Commerce, and CEIBS Alumni Association Wuxi Chapter. The event attracted media coverage

from Wuxi TV News, Wuxi TV Economics, Wuxi Daily, and Jiangnan Evening.

Prof. Liang and other participants engaged in a lively discussion covering hot topics such as corporate governance and touching on the real-life cases such as Lenovo's acquisition of IBM PC. The forum was particularly timely for the city's local entrepreneurs as Wuxi is currently transforming from the "Made in China" stage to "Created in China".

### 中欧高层管理论坛在南昌成功举办

2008年4月10日, 中欧高层管理论坛——“如何打造强势品牌”在江西南昌成功举办。本次论坛引起了当地政府的高度重视, 江西省副省长洪礼和同志、江西省政府副秘书长徐毅同志和张桃生同志、江西省国资委主任李天鸥同志和南昌市常务副市长王咏同志热情接见了中欧国际工商学院副院长兼中方教务长张维炯教授一行。籍此论坛活动之际, 中欧校友会江西分会也正式成立。

当天的论坛活动吸引了400多位参会者, 其中大多数都是江西当地的企业家和高层管理人员。张维炯教授结合品牌的挑战和品牌的实质, 解读了打造强势品牌的新规则。

洪礼和副省长在会见中表示, 中欧此行为江西送来了知识和营养, 真诚欢迎中欧和江西开展更多的合作。张维炯副院长



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中欧国际工商学院

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Pedro Nuño 教授 中欧国际工商学院执行院长, 国际管理学会副会长

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梁能教授出席中欧国际工商学院无锡滨湖发展高层管理论坛。

Prof. Liang Neng at the CEIBS Wuxi Binhu Development Executive Forum.

感谢洪礼和副省长的关注和鼓励，并表示中欧将同江西保持良好往来，也希望能为江西发展多培养人才。

### CEIBS HOSTS EXECUTIVE FORUM IN NANCHANG

An April 10 Executive Forum telling "How to Forge a Powerful Brand" attracted more than 400 business and media participants in Nanchang. The event host, CEIBS Vice President and Co-Dean Zhang Weijiong, was warmly greeted by local officials including the Vice Governor of Jiangxi Province Hong Lihe. During the event, Vice Governor Hong thanked CEIBS for the knowledge and expertise the school has brought to Jiangxi.

### 世界知名商学院院长圆桌会议在中欧召开

6月11日，世界六所知名商学院院长齐聚中欧国际工商学院，就“关于工商管理教育在中国和全球的未来”展开讨论。参加此次圆桌会议的有中欧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、美国达特茅

斯大学塔克商学院的 Paul Danos 教授、香港科技大学的郑国汉教授、西班牙 IE 商学院的 Santiago Iñiguez 教授、长江商学院的郑渝生教授、复旦大学的陆雄文教授。

在此次非正式会谈中，与会者讨论了如下议题：

- 长效资源以及在博士生数目不足的情况下，如何开展培训
- 如何更好地满足客户需求
- 中国对于高素质管理者的迫切需求
- 未来发展中商学院的合作

### CEIBS HOSTS DEANS' ROUNDTABLE

Six deans from top international business schools gathered at the CEIBS Shanghai campus on June 11 for a Deans' Roundtable on "The Future of Business Management Education in China and Around the World." Issues under discussion included China's pressing need for highly trained managers, decreasing numbers of PhD graduates, and future avenues of collaboration among the schools present.

CEIBS participants during the three hours of frank discussion were Dean and Vice President Rolf D. Cremer, and Vice President and Co-

Dean Zhang Weijiong. Other panelists included Tuck School of Business at Dartmouth Dean Paul Danos, Instituto de Empresa Business School Dean Santiago Iniguez, Fudan University Dean Lu Xiongwen, HKUST Business School Dean Leonard K. Cheng, and CKGSB Dean Yu-Sheng Zheng.

## 课程及研究

### PROGRAMMES

#### 纵揽英才——中欧 2008MBA 招生小结

2008年5月31日，中欧国际工商学院2008年的MBA课程招生工作已接近尾声。统计数据显示，今年的申请人数量再创新高，在教育背景、职业背景、综合素质及生源多元化等方面也较去年有了进一步飞跃。

今年招生的突出特点是申请人数增幅显著。其中国际申请人比例从去年的36%增至41%，平均年龄29.2岁，分别来自四大洲50余个国家和地区。

令人欣喜的是申请人的教育背景更加优秀，大多毕业于国内外知名学府。申请人的职业和行业背景方面也更加多元化。曾经就职的公司包括麦肯锡、摩根士丹利、

强势品牌：中欧副院长兼中方教务长张维炯教授在南昌的中欧高层管理论坛上向400多位高管讲解如何打造强势品牌。

POWER BRANDING -- CEIBS Vice President and Co-Dean Zhang Weijiong addresses 400 businesspeople at the Executive Forum in Nanchang on "How to Forge a Powerful Brand."





院长会晤：6月11日在中欧举行的世界知名商学院院长圆桌会议讨论了工商管理教育的未来。中欧教务长兼副院长郭理默教授（中）、中欧副院长兼中方教务长张维炯教授（左一）主持了这一会议。

DEAN-TO-DEAN -- The future of business management education was the topic under discussion at the June 11 Dean's Roundtable at CEIBS. CEIBS Dean Rolf D. Cremer (center) and Co-Dean Zhang Weijiong (far left) hosted.

美林证券、路威酩轩等知名外企，此外来自政府机构、民营、私营、国企的申请人数量也大幅增长，还有相当一部分人已拥有自己的企业。

在过去十余年的教学过程中，中欧提供了良好的资源和平台，帮助学生实现职业的快速提升和发展，他们在各行各业的杰出工作表现也为学校赢得了更好的声誉和名望。

2008年MBA申请的良好态势也对中欧课程运作提出了更高要求。作为迄今为止唯一一个进入全球榜单第一梯队的

亚太地区商学院，中欧在今后的教学中将更好的为未来的商界精英们提供全真的商业环境，帮助他们在职业道路上走得更高更远。

#### MORE TOP-CALIBRE STUDENTS FOR CEIBS MBA 2008 PROGRAMME

The number of applicants to the CEIBS MBA programme rose significantly this year over last year. The increase was especially dramatic among international applicants, who accounted for 41 percent of those vying for a chance to study at Asia's #1

business school. Last year, international students made up 38 percent of the MBA class.

This year's applicants hail from more than 50 countries and regions. In addition to those from the US, Canada, India, Spain and Korea there are also first-time applicants from Ethiopia, Kuwait, Latvia, Panama, and Moldova. The average age of accepted students for the incoming class is 29.

For the past several years, CEIBS has seen a steady increase in the credentials of applicants, both in academic and professional backgrounds. The Financial Times has ranked the CEIBS MBA

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重返校园：3月20日，250名商界精英汇聚中欧上海校园，参加了2008级EMBA春季班的开学典礼。  
BACK TO SCHOOL -- The 250 members of the CEIBS Spring 2008 EMBA Class began their programme on March 20, joining the largest EMBA programme in the world.

Programme #1 in Asia since 2004 and #11 globally for the last two years. The incoming 2008 MBA class will begin in August.

### 中欧2008级EMBA春季班开学典礼

3月20日，连续7年跻身世界50强的中欧国际工商学院EMBA课程迎来了2008级春季班的新学员。来自世界各地的250名商界精英汇聚中欧上海校园，共同参加了隆重的开学典礼。

朱晓明院长指出，中欧的校训“认真、创新、追求卓越”是对中欧精神的最佳概括。正是因为认真，中欧才可以在每个细节上赢得学员和客户的赞赏；正是因为不断创新，中欧才可以不断提升其社会影响力；正是因为志在追求卓越，中欧才可以引领中国的商学院不断进步。

郭理默教授则强调在当前的全球经济背景下，中欧可以为中国培养具有国际视野的杰出经理人。

翟博思教授在致辞中表示，EMBA教育对于所有学员而言都是一次人生的蜕变之旅，在拓宽视野，提升管理能力的同时，还将改变领导者对于社会责任的认识。

梁能教授重申了中欧EMBA严谨的教学管理，强调中欧学员应该在学术道德和社会责任两方面约束自己的行为。梁能教授指出，中欧国际工商学院EMBA不仅是

商界精英的思想健身房，还是学员全面发展的精神乐园。

### WELCOME: CEIBS 2008 EMBA SPRING CLASS ARRIVES

More than 200 representatives from the global business world gathered on the CEIBS Shanghai campus on March 20 to mark the opening ceremony for the EMBA Programme's 2008 Spring Class.

CEIBS' offers the largest EMBA programme in the world, with some 700 enrollees in Shanghai, Beijing and Shenzhen offered in separate Spring and Fall enrolments. The March 20 opening ceremony marked the start of the Spring intake for the Shanghai and Shenzhen classes; Fall classes begin in early August at the Shanghai and Beijing campuses.

The 2008 Spring intake for Shanghai and Shenzhen includes 20-plus international participants from 10 countries. Chinese participants represent more than 20 provinces and regions, with 52 percent originating outside Shanghai.

### 中欧与ICDP共建研究机构

“国际汽车销售规划组织”（ICDP）今年春季在中欧国际工商学院上海校园内设立了研究点。

ICDP主要研究汽车产业并进而提供战略性建议。该组织于1994年在欧洲成立，并在法国、德国、意大利、西班牙、英国和澳大利亚建立了运营团队。此外，它与美国的汽车研究中心也签订了合作协议。

“ICDP中国”将由中欧运营管理学教授柯雷孟（Tom Callarman）领导。该组织的中国研究项目将由中欧的中国籍毕业生来执行。

“无论对中欧还是ICDP而言，这都是一个令人激动的发展机遇。该项目多年来对研究方法论的大量积累和对欧洲与澳洲汽车工业的深入了解，将被运用于快速发展的中国汽车市场之中”，卡拉曼教授说。他还补充道，中国的研究成果将有助于ICDP欧洲区和澳洲区的伙伴理解大中华区市场的复杂性。

有志于加盟“ICDP中国”的组织可以同柯雷孟教授联系（[tecallarman@ceibs.edu](mailto:tecallarman@ceibs.edu)）；也可以联系ICDP欧洲区董事、ICDP澳洲区常务董事Graeme Addison先生（[graeme@icdp.net](mailto:graeme@icdp.net)）。

### CEIBS FORMS RESEARCH UNIT WITH ICDP

The International Car Distribution Programme (ICDP) has established an operation in China this spring as a research unit within the China

Europe International Business School (CEIBS) in Shanghai.

ICDP researches and provides strategic advice specialising in the automotive sector. The programme was founded in 1994 in Europe, and has teams operating in France, Germany, Italy, Spain, the UK, and Australia. In addition ICDP has a collaboration agreement with the Centre for Automotive Research in the USA.

ICDP China will be headed by CEIBS Professor of Operations Management Tom Callarman. The programme's China research projects will be undertaken by Chinese graduates from CEIBS.

"This is an exciting development for CEIBS and ICDP. The programme's extensive research methodology and understanding of the automotive industry developed over many years in Europe and Australia will be used in the rapidly growing Chinese automotive market," said Prof. Callarman. He added that research findings from China will be used to assist ICDP members in Europe and Australia to understand the complexities of the greater China market.

Organisations wishing to join ICDP China should contact Prof. Tom Callarman at

tecallarman@ceibs.edu; or Graeme Addison, Director ICDP Europe & Managing Director ICDP Australia, at graeme@icdp.net



喜迎圣火：5月23日，中欧国际工商学院院长朱晓明教授参加了北京奥运圣火上海站的传递活动。

TORCH BEARER -- CEIBS President Zhu Xiaoming proudly carried the Olympic torch on May 23.

## 大事记

### SCHOOL EVENTS

#### 朱晓明院长传递奥运火炬

5月23日，中欧国际工商学院院长朱晓明教授作为火炬手参加了北京奥运圣火上海站的传递活动。朱晓明院长跑完火炬接力之后表示：“2008北京奥运会是中国的盛会，中欧的校友作为商界的领军人物，

富有强烈的社会责任感和使命感，一直在为奥运贡献自己的力量。”

此外，包括奥运形象大使、阳光文化影视公司董事局主席杨澜 (CEO Programme 2004) 和上海移动总经理郑杰 (EMBA 1996) 等在内的数十位中欧校友也参加了奥运火炬的传递，其足迹遍布全国十几个省市，续写了中欧与奥运的新篇章。中欧人心系奥运，北京奥组委志愿者



CEIBS  
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## 商界精英的思想健身房

在我的情感深处，中欧就和我家乡的草原一样，尽管不能时常回去，但那些丝丝缕缕的影响，已经渗透到了个人的精神气质当中！

潘南 中欧EMBA2002级学员 内蒙古伊利实业集团股份有限公司董事长、总裁

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部部长刘剑、“水立方”中方总设计师赵小钧和为奥运设计火炬的运动员大使姚映佳都是中欧的校友。

奥运圣火上海站传递活动是在汶川大地震全国哀悼日后，奥运火炬接力恢复传递的第二天举行的。5月23日上午8时，北京奥运会圣火正式开始在上海传递，其线路是从人民广场到滨江公园。在火炬传递起跑仪式举行前，所有现场人员都向在四川地震灾害中遇难的同胞默哀一分钟。火炬传递沿途进行爱心募捐，让火炬传递真正成为了传递真情的爱心之旅。为了表示对北京奥运的美好祝福以及对地震灾区人民的牵挂，中欧2007级的部分MBA同学也来到了圣火传递现场，挥动手中的小国旗，高呼“中国加油，四川加油，奥运加油”。

### CEIBS PRESIDENTS, ALUMNI

#### PARTICIPATE IN OLYMPIC TORCH RELAY

Three CEIBS presidents were among those given the honour of participating in the torch relay which carried the Olympic flame across China during May and June. CEIBS President Zhu Xiaoming carried the torch during the Shanghai leg on May 23,

while Vice President and Dean Rolf D. Cremer and Vice President and Co-Dean Zhang Weijiong acted as torch bearers in Kunming on June 9.

After handing over the torch to the next bearer, President Zhu shared his thoughts on the significance of China's first-ever staging of the Games and the role the school's alumni have played in ensuring that the event is successful: "The Beijing 2008 Olympic Games is a grand event for the Chinese people. CEIBS alumni, driven by their strong sense of social responsibility and sense of mission as business leaders, have been making many contributions to the Olympic Games."

By the time the torch has arrived in Beijing on August 8, many CEIBS alumni will also have participated in the relay including Olympics Goodwill Ambassador and Chairman of the Board of Directors of Sun Media Corp. Yang Lan (CEO Programme 2004) and General Manager of China Mobile Zheng Jie (EMBA 1996).

CEIBS alumni have also played other major roles during China's historic staging of the Games. For example, CEIBS EMBA 2002 Liu Jian is the Coordinator of the Beijing Olympics Volunteer

Programme; Zhao Xiaojun (EMBA 2005) is the designer of the National Aquatic Centre (aka Water Cube); and Yao Yingjia (EMBA 2004) is the Athlete Ambassador who designed the 2008 Beijing Olympic Torch. CEIBS MBA 2007 students have also been supportive of the games, with a number of them turning out for the May 23 torch relay in Pudong's Century Park.

### 中欧北京校园主体结构封顶仪式在京举行

5月7日，中欧国际工商学院北京校园主体结构封顶仪式在中关村软件园圆圆满满落幕，这标志着中欧北京校园建设工程又向前迈进了一大步。

中欧院长朱晓明教授、助理院长马遇生先生、北京中关村软件园发展有限责任公司董事长周放女士、香港嘉华集团顾问张杉先生、李利君女士，施工单位、监理单位和管理单位负责人及中欧北京代表处全体员工参加了仪式。中欧北京校园工程自2007年10月27日开工，至主体结构封顶历时仅7个月，圆满地完成了阶段性任务。

朱晓明院长在封顶仪式上发表了讲话，他指出中欧北京校园建设凝聚了中欧人的

封顶仪式：中欧院长朱晓明教授出席了北京校园主体结构的封顶仪式。中欧北京校园预计2009年上半年可交付使用。

FINAL TOUCH -- The "roof-sealing" ceremony for the Beijing campus main building, attended by CEIBS President Zhu Xiaoming, marked a significant step toward the completion of the new campus. The campus is to open in March 2009.



心血，以及设计单位、施工单位、项目管理单位、监理单位的智慧和努力，并代表学院管理委员会感谢中欧北京全体员工长期以来辛勤工作。

随着北京校园的落成，中欧在北京的硬件设施将得到全面提升，对于加强中欧与政府宏观经济主管部门之间的联系和交流、扩大中欧在北方地区的影响具有积极而深远的意义。

## ROOF-SEALING CEREMONY FOR BEIJING CAMPUS

As the last dollops of cement fell from the red-ribbon-clad mixer, the sound of spades hitting wet cement competed with the popping of firecrackers that added an air of festivity to the ceremonial roof sealing of the CEIBS Beijing campus' main building. Participants included CEIBS President Zhu Xiaoming, Assistant President Ma Yusheng, CEIBS staff representatives from Shanghai and Shenzhen, VIP guests and all staff members of the CEIBS Beijing Representative Office.

The May 7 ceremony was a significant milestone in the construction of the CEIBS Beijing campus. The 13-metre-high buildings will be ready

for use in March 2009.

CEIBS President Zhu credited the successful and speedy completion of the project, which began in October 2007, to the hard work of CEIBS' staff and the construction team and expressed his gratitude, on behalf of the Management Committee, to the CEIBS Beijing Representative Office.

## 中欧 CEO 项目五周年庆之美国游学记

2008 年，中欧 CEO 课程已经进入了第五个年头。为此，中欧围绕 CEO 校友们特别推出了系列活动以示庆贺。4 月 23 日至 5 月 4 日，众多对投资、金融话题感兴趣的 CEO 校友们在美国经历了一段难忘的游学时光。

CEO 美国之行始于在全球以金融、投资学著称的美国沃顿商学院。除了课堂学习，校友还走访了纽约华尔街众多知名金融机构，与他们的最高决策层就当前热点、敏感话题进行了坦诚的高端对话。

在这些商业气氛浓厚的学习和访问之外，大家在纽约有幸走入了著名的西点军校，一睹“美国将军摇篮”的风采。

5 月 2 日，CEO 一行来到了美国内布拉斯加州奥马哈市。并于第二天亲历了万

众瞩目的巴菲特股东大会，与股神巴菲特进行面对面的交流，这是他们此次美国之行的终点站，也是最高潮。

CEO 校友们对这次游学活动给予了高度评价。虽然绝大多数校友都不止一次地来过美国，但同学们都认为此行不仅增长了知识、开阔了眼见，还增进了彼此的友谊感情，并对下一次重逢充满了期待。

## U.S. STUDY TOUR MARKS CEIBS CEO PROGRAMME'S FIFTH ANNIVERSARY

An informal meeting with Warren Buffet after sitting in on an annual Microsoft shareholders' meeting in Nebraska; an exchange of ideas with some of the U.S.' top business minds; a tour of Wall Street and a three-day course at Wharton's Aresty Institute of Executive Education. There were just some of the activities that marked the fifth anniversary of the CEIBS CEO Programme this spring.

The celebrations, which ran from March 31 to early May, began with a CEO Alumni Reunion Day. From April 23 to May 4, CEIBS hosted a CEO Programme alums on a study tour of the U.S. The trip attracted entrepreneurs from among China's leading enterprises and attracted the attention of Omaha's local TV station KPTM, which interviewed CEIBS alumni following their meeting with Warren Buffet.

五周年庆 中欧 CEO 项目五周年庆之美国游学记。图为中国新光控股集团董事长兼创始人周晓光(中)(CEO2006)被沃顿商学院授予“金融战略与私募股权投资”课程证书，右一为中欧副院长兼中方教务长张维炯教授，左一为沃顿商学院教授迈克尔·尤希姆。

FIVE YEARS STRONG -- The CEIBS CEO Programme celebrated its fifth birthday this spring with a series of events around the world from late March to early May. Here, during a CEO Programme Alumni visit to Wharton, Zhou Xiaoguang (CEO 2006), founder and chair of Neoglorry Holdings poses with CEIBS Co-Dean Zhang Weijiong and Wharton Business School Professor Michael Useem(left).



## 学生活动 ON CAMPUS

### 《什么?》掀起校园之浪 —— 第一本中欧学生刊物诞生

“为什么像中欧这样的学院却没有一份报道学生日常生活的报纸呢?”这是 Steven Khoo, Jimmy Grossmann 和 Jordana Blanchet 初到中欧就感到困惑的一个问题。毋庸置疑，一家没有学生杂志的顶尖商学院是不完整的，所以这个“三剑客”组合开始探索将梦想变成现实的可能。

“我们把这本杂志设想成一个平台，同学们可以表达他们关于任何主题的想法，并且帮助彼此发现新事物。”Blanchet 回忆说。这三位同学开始着手制作杂志的外观、设计和版式。下一步是向学生约稿。

为了让同学们相信给杂志写稿是一件值得的事情，他们不得不四处求助兼“威逼利诱”。给杂志命名同样是一个极富挑战的任务，经过深思熟虑后，小组最终决定将新杂志命名为《什么？》。

创刊小组成员的目的是想向所有同学免费发放。然而，资金来源困难，而最具挑战性的问题就是如何寻找广告商来提供印刷成本。“不过接下来的事情真的很难，因为我们不知道报纸究竟会是什么样的？也不知道多长时间出一期？也不知道它究竟会取得怎样的成绩？”Grossmann回忆说。一旦意识到如果有合适的产品展示给潜在投资者的话，创意将更容易兜售出去，小组成员作好了第一期亏损的准备。2008年1月31日，中欧最终见证了一本双月刊学生杂志的诞生。

新杂志在同学中产生了强烈反响。更令创刊小组惊讶的是，院方对这本新杂志兴趣浓厚，并向他们订购。增加的印数降低了印刷成本。《什么？》团队正设法让更多的公司给杂志投广告。

《什么？》的编委会成员非常高兴为出版杂志付出的努力。创刊小组成员希望未来的MBA学生能接过火炬，将《什么？》杂志一直办下去。

### **SHENME? STUDENT-LAUNCHED MAGAZINE MAKES WAVES**

“How is it that an established school such as CEIBS has no newspaper reporting on its students' daily life?” This was a question that prompted Steven Khoo, Jimmy Grossmann and Jordana Blanchet to put their dreams into print.

“We envisioned the magazine becoming a platform through which students can express their thoughts about any topic, and help each other to discover new things,” reflects Blanchet. After much deliberation, the team named the new magazine *Shenme?* (“What?”)

To make the magazine free to all students, the team worked to find advertisers. This proved the most challenging aspect of launching *Shenme?* “It was really hard to get going without knowing what the newspaper would look like, and how frequent it would be published, or how suc-

cessful it would be,” recalls Grossmann. To get off the ground, the team members decided to operate at a loss for the first printing.

On January 31, 2008, CEIBS saw the birth of its first student-run magazine, featuring all student-written content. The new publication created a lot of buzz among the student population and was snapped up by school administrators to give to prospective applicants. Advertisers also warmed to the magazine; since Issue #2, *Shenme?* has operated in the black.

Starting from the inaugural copy, *Shenme?* has covered the pulse of student life at CEIBS. Many students have stepped forward to contribute articles or share their opinions. For example, the third issue, published in June, included travel-focused articles to prepare students for internships and exchange semesters abroad, as well as an account of classmate Vince Ghoussoub's volunteer work in the Sichuan Earthquake disaster zone.

The third edition will be the last created by the current MBA class. The next edition will need to be carried on by the incoming 2008 class. The founding members hope that future MBA students will take the torch and sustain the publication for many years to come. - Steven Khoo, Jimmy Grossmann and Jordana Blanchet

### **07MBA 学生电影制作之旅**

3月28日，中欧2007MBA的55名学生聚集在老上海石库门—上海车墩影视基地，仔细聆听导演JEFFERY PI有关拍摄下一幕集体舞的指导。对于他们中的大多数人而言，这是他们第一次在真正的电影外景地参与电影拍摄。

中欧媒体俱乐部发起组织了这项活动，在一个月以前就将电影制作中所有的角色向2007级学生公布，并征集候选人。包括导演、男女主角、男女配角、摄像、服装、化妆、艺术指导等众多热门职位在几天内便一抢而空。胡伟和JEFFERY PI还为电影拍摄准备了剧本。

此次媒体俱乐部选择了最著名的电影外景基地——上海车墩影视基地，作为电影的拍摄场地。该基地已经承接了几百部电影和电视剧的拍摄，包括电影《色·戒》和《功夫》。



除此以外，媒体俱乐部还租借了摄像机、服装和道具，使得电影拍摄模拟更加真实。

五个小时的电影拍摄模拟非常成功。尽管所有参与者都筋疲力尽，且饥寒交迫，大家还是非常享受整个拍摄过程，也亲身感受了聚光灯下的艰辛与不易。

### **MBA 2007 CLASS FILMS 7-MINUTE PARODY**

With the words 'Lights, camera, action!' director Jeffery Pi and 54 of his MBA 2007 classmates transformed the Shanghai Chedun Film Studio's back lot into a 1930s-style Shanghai Shi Kou Men in order to film a dance scene for the CEIBS Media Club movie, *China Europe Syndicate*.

The seven-minute film, a parody of the decadent 1930s Shanghai, was inspired by a combination of well-known films mixed with MBA life. All roles in the film – acting and technical – were performed by members of the MBA 2007 class.

Exhibiting typical CEIBS professionalism, the Media Club rented cameras, costumes and props for the filming, the booked time in Chedun Film Studio, the filming site for hundreds of movies and TV series including *Lust*, *Caution* the spy thriller by Academy Award winning director Ang Lee.



轻舞飞扬：2007级MBA学生自己参与剧本、演出、拍摄、制作的电影《中欧滩》顺利杀青。  
SMOOTH MOVERS -- The MBA 2007 students lit up the screen with their 7-minute parody China Europe Syndicate. Students performed all acting, filming, producing, and dancing roles.

After five hours of hard work filming "China Europe Syndicate", the CEIBS team was exhausted, hungry, cold and full of a newfound appreciation of how painful it can be to stand -- or hold -- the spotlight.

## 合作伙伴 SPONSOR NEWS

### 助力中欧 MBA 学子 吴敬琏学术基金助学金设立

经过一年多的酝酿和准备，吴敬琏学术基金助学金于2008年6月正式启动。此项助学金由吴敬琏学术基金发起并设立，每年将从本年度中欧MBA录取的中国学生中选拔2名，分别获得总额高达8万元的助学金。此项奖学金的设立旨在帮助优秀的中欧MBA学生顺利完成学业。

吴敬琏学术基金助学金由中欧国际工商学院招生委员会进行选拔。此委员会是由多位教务长、一名长期教授、MBA主任、职业发展中心主任、MBA招生和课程部门负责人组成。委员会成员将根据候选人教育背景、工作背景、入学成绩以及之前获得的奖项等各方面进行综合审核，以保证

公平地选出有潜力的申请人。

2008年的选拔结果将于近日公布，有关此项奖学金的具体信息，欢迎登陆中欧网站查询实时信息，网址：[http://www.ceibs.edu/mba\\_c/admissions/expenses/index.shtml](http://www.ceibs.edu/mba_c/admissions/expenses/index.shtml)。

### WU JINGLIAN EDUCATION FUND LAUNCHED

The Wu Jinglian Education Fund was officially launched in June. Two CEIBS MBA students will be selected as 2008 laureates of scholarships totalling ¥80,000 and given out based on a combination of need and merit.

Applications will be assessed by a committee of school deans and faculty. Assessment criteria include applicants' academic and professional backgrounds, admission test scores, as well as honours and awards.

Aimed at facilitating the studies of outstanding MBA students, the scholarship is being offered with the assistance of Professor Wu Jinglian. Prof. Wu, who serves as Bao Steel Chair Professor of Economics, has been a member of the CEIBS Academic Council since the school was founded and a faculty member since 1996. (For more infor-

mation on the Wu Jinglian Education Fund, please visit <http://www.ceibs.edu/mba/admissions/expenses/index.shtml>.)

### 中欧与意中基金会签署合作协议



4月18日，作为中欧首届奢侈品论坛最后一天的最后一项活动，中欧国际工商学院主持了与合作伙伴意中基金会的签署仪式。意中基金会代表包括Salvatore Ferragamo、Missoni和Versace在内的200家著名意大利公司。

在签字仪式上，中欧执行院长佩德罗·雷诺(Pedro Nueno)教授告诉意中基金会的代表们，把中欧当成他们的“家”！他补充道：“我们非常荣幸能成为你们在中国的合作伙伴。”

意中基金会主席凯撒·罗米蒂(Cesare Romiti)先生告诉观众：“我们要签署的协议将给我们和中欧双方带来新的益处。”他解释道，自中欧的教授在意大利授课以及意大利的学生参加中欧的CEO课程起，基金会与商学院的合作已经开始。他说：“对我们来说，我们认为中欧是我们在中国最好的合作伙伴，我们期盼将达成卓有成效的合作。”

### CEIBS SIGNS AGREEMENT WITH FONDAZIONE ITALIA CINA

As a grand finale to Day One of the 1st Annual Luxury Brand Forum, CEIBS hosted a signing ceremony on April 18 to form a cooperative partnership with the Fondazione Italia Cina. The foundation represents 200 famous Italian companies including Salvatore Ferragamo, Missoni, and Versace.

At the ceremony, CEIBS Executive President Pedro Nueno told the foundation representatives to consider CEIBS as their "home." He added, "We are very proud to serve as your partner in China."

Fondazione Italia Cina President Cesare Romiti told the gathering: "The agreement we are going to sign will bring many new benefits for us and for CEIBS." He explained that the foundation

# 第四届国际化工和医药行业优秀技术和工程实践年会

4<sup>th</sup> International Technology Excellence Congress in Chemical and Pharmaceutical Industries



INNOVATION

ENGINEERING

OPTIMIZATION



Date: Sept. 12-13, 2008

时间: 2008年9月12-13日

Organizer: Bayer Technology & Engineering (Shanghai) Co., Ltd.

主办: 拜耳技术工程(上海)有限公司

Co-organizer: China Europe International Business School

联合主办: 中欧国际工商学院

Media Support: CEIBS Business Review

媒体支持: 《中欧商业评论》杂志



Congress Theme 会议主题:

Focusing on 'Achieving Sustainability in Asia' for the chemical and life science industries, this two-day congress delivers a full roster of expert speeches by industry leaders, opinion leaders, and academics from top business-schools and famous R & D institutes throughout Asia.

During the 2008 Technology Excellence Congress in Chemical and Pharmaceutical Industries, business leaders and industry experts give insight into achieving sustainability in Asia. The event will cover such hot topics as: investment project management, operational efficiency, and process innovation, with the ultimate goal of showing how new technology is changing the chemical and life science industries.

本次年会围绕化工和医药保健行业在亚洲的可持续发展这一主题, 汇聚多方专家、行业先驱, 知名商学院教授, 以及著名研发机构科学家等多个视角, 与行业高级管理层和技术及工厂负责人一起, 深度研究和探讨如何在亚洲实现可持续发展的课题。

本次年会着眼于整个工厂的生命周期, 从投资项目开始, 话题延伸至技术优化和工艺创新, 通过翔实的案例展示新技术如何改变商业的未来。



Event Participants 观众构成:

Top-level managers, chief engineers, plant managers, potential investors, R & D directors, and procurement directors in the chemical and pharmaceutical industries;

化工及医药行业高级经理人、主管工程师、工厂厂长、研发机构负责人、技术采购负责人;



Bayer Technology Services  
Asia



Details 报名费用:

Venue: China Europe International Business School,  
699 Hongfeng Road, Pudong Jinqiao, Shanghai, China

地点: 中欧国际工商学院 中国上海浦东金桥红枫路699号

Registration before Aug. 10 (2008年8月10日前报名)

CEIBS Alumni	40% off	3000 RMB
中欧校友	6折	3000元
Others	20% off	4000 RMB
其他人员	8折	4000元

Registration after Aug. 10 (2008年8月10日后报名)

CEIBS Alumni	20% off	4000 RMB
中欧校友	8折	4000元
Others	No Discount	5000 RMB
其他人员	无折扣	5000元



For Inquiries, please contact 参会请联系:

CEIBS Business Review 《中欧商业评论》杂志

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Remittance Information 汇款信息:

Account Name: Shanghai Feng He Media Co., Ltd.

帐户名称: 上海峰禾文化传播有限公司

Bank: China Merchants Bank Shanghai Jin Qiao Branch

开户银行: 招商银行上海金桥支行

Account Number: 65812164001

帐号: 65812164001

网站报名请登陆: www.ceibs.edu/bayer\_c

Internet Registration: www.ceibs.edu/bayer



CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

中欧国际工商学院

CEIBS Business Review  
中欧商业评论

and the business school have already begun cooperating, through bringing CEIBS professors to Italy to teach and by participating in CEIBS' CEO Programme. "We believe CEIBS is the best partner for us in China and we look forward to a productive cooperation," he said.

### 米其林继续赞助中欧 李秀娟教授新任教席教授



4月17日, 米其林再续其与中欧国际工商学院长达十年之久的伙伴关系, 继续支持其在领导力和人力资源管理学科的教席。中欧国际工商学院领导行为实验中心主任李秀娟教授将取代即将离任的教席教授忻榕。

中欧副院长兼中方教务长张维炯教授和米其林中国区副总裁王兆华共同签署了协议, 并致欢迎辞。张维炯教授非常感谢

米其林对中欧的大力支持, 他说: “中欧国际工商学院与米其林之间有着长期友好的合作关系, 我们希望, 米其林与领导行为实验中心主任李秀娟教授的合作将为米其林在中国和亚太地区的进一步的成功和成长作出更加深远的贡献。”

米其林中国区副总裁王兆华表示, 他十分高兴能够再次来到中欧国际工商学院, 对与中欧的进一步合作感到欣喜。

李秀娟教授和米其林已经着手准备针对亚洲和东西方不同风格的领导力研究计划, 针对在亚太地区工作的25位米其林经理人进行研究。她说: “我对这种跨文化的研究感到非常兴奋, 通过这种研究, 我们能够观察到在一个多元文化的工作环境下, 是否会存在文化矛盾或者相互融合。”

### MICHELIN RENEWS SPONSORSHIP OF CEIBS' CHAIR IN LEADERSHIP AND HUMAN RESOURCES MANAGEMENT

Michelin renewed its decade-long partnership with

CEIBS on April 17 by inking an agreement to continue sponsoring the Michelin Chair in Leadership and Human Resources Management.

The new partnership was signed by CEIBS Co-Dean and Vice President Zhang Weijiong and Michelin China Vice President Wang Zhaohan. Prof. Lee and Michelin will jointly research the differences in leadership styles across Asia, and between East and West, based on a study of 25 Michelin managers working throughout the Asia Pacific region.

In his speech, Michelin's Wang Zhaohua noted the growth of both Michelin and CEIBS since they began their mutually beneficial cooperation several years back. "At that time, Michelin had just one factory in China and less than 2,000 employees. Today, we have four factories and more than 5,500 domestic employees," Wang said. "CEIBS, too, has experienced tremendous growth. We congratulate the school and are very pleased to continue our relationship."

再度合作: 米其林再续其与中欧长达十年之久的伙伴关系。李秀娟教授(前排左二)新任米其林教席教授。

NEW PARTNERSHIP -- Michelin signed on to sponsor the CEIBS' Chair in Leadership and Human Resources Management, continuing a 10 year cooperation with the school. Prof. Jean Lee (second from left, front) will serve as Chair Professor.



# 51job.com 可以如何改进？

## Blueprint for a Better 51job.com.

文 / 谢震

作为在线招聘的领导者，51job.com 网站的体验与其市场地位并不相称。在批评 51job.com 之余，不妨换个角度来看：如果我是 51job.com 的产品经理，下一步可以如何改进？

凡是在 51job.com 招聘过的公司都知道，一贴广告，收到上百份简历是很正常的事情，可能其中 95% 的简历根本就没有面试的价值。我曾在 51job.com 招聘过客户经理 (Account Manager)，收到的简历里面有一半以上是找会计职位的，估计求职者根本没看职位描述，或者不知道 account 和 accounting 的区别，轻击一下鼠标就投过来了。类似的例子比比皆是：注明要三年工作经验的，收到一大堆应届毕业生的简历；注明要计算机专业的，收到一大堆文科简历……人事部筛简历筛得头晕脑涨，最后能够推荐面试的比例不足 10%。

针对网上招聘的弊病，我做了个实验，让人事部在报纸上登广告，不留招聘邮箱，只留邮寄地址。最后收到 20 余份简历，从中挑出 10 个人面试，最后录用了 2 名。为什么招聘效果相差这么大？无它，邮寄简历所花费的成本（包括时间、精力）要比在网上投递简历大很多。这自然形成了一个筛选机制，求职者会对自己和职位做一个初步的估计再做出是否申请的决定，相当于求职者先给自己做了一轮面试。

从这个例子可以看出，有效的筛选机制对公司和求职者都有益。51job.com 目前缺乏的不是求职者，也不是招聘公司，而是把求职者和公司招聘需求进行匹配的机制，尤其缺乏帮助公司筛选求职者的机制。借鉴我的母校中欧国际工商学院职业发展中心的一套求职面试筛选机制，对 51job.com 会有一定的借鉴作用。

到中欧来招聘的公司，必须留出一定的面试名额供公开申请。假如公司打算面试 10 个人，其中 7 个人是公司自行筛选学生简历册后确定的，另外 3 个面试名额由学生公开竞争；每个中欧求职学生有一定的初始积分（比方说 20 分），对公开的面试机会学生可以用积分竞价的方式申请。你可以用这 20 分来竞价一个公司的面试机会，也可以拆分积分以申请多个面试机会。如果竞价获得面试机会，积分相应扣除；如果竞价没有得到面试机会，积分不扣除。这样的机制好处在于：1、给改行的学生一个机会。公司自行筛选简历的话，往往只会留意那些有相关行业经验的学生。积分竞价的机制，让改行的学生也能得到面试机会。2、防止出现“面霸”。条件比较好的学生可能会得到多家公司的面试机会。如果他总是参加很多面试但最终却不去就职，一方面伤害了中欧在招聘公司心目中的形象，另一方面也不公平地抢夺了其他同学的机会。3、提高了面试质量。减少了不必要的面试，公司和学生都能得益。

借鉴中欧经验，我觉得 51job.com 至少有几件事情可以立刻去做：

1、建立自动筛选系统。对企业招聘的一些硬性条件（如学历、工作年限等）做到结构化。这样，一个应届毕业生想去申请一个需要三年工作经历的职位，系统会自动拒绝他的申请。

2、建立一些帮助区分求职者的小工具。例如一些职位对英文水平有要求



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职位 / TITLE: 现任艺龙旅行网业务拓展副总裁，在加入艺龙旅行网前曾在宝洁公司、花旗银行、联邦快递等知名公司从事营销管理工作。

Sales & Business Development VP for Elong.com.

博客名 / BLOG NAME: 谢震 Xie Zhen

博客网址 / URL: zhenxie.javaeye.com

家庭 / FAMILY: 在中欧读书时通过互联网喜结连理，现在有一个 5 岁的儿子。

Met his wife through the Internet when he studied at CEIBS. They now have a five year-old son.

的，完全可以要求求职者在提交申请之前在线做几道英文听力题。国外有公司要求求职者在线填写公司指定模板的简历甚至要求在提交简历前先在线完成相关的性格测试，我觉得这也是可以借鉴的做法。性格测试的结果可能只起到参考作用，但你是否愿意花费 20 分钟时间用于测试本身已经说明了你对这份工作的渴望程度。

3、建立一些用户行为的反馈机制。如果一名求职者总是申请却始终得不到面试机会；如果一名求职者得到了录用通知却拒绝就职；如果一家公司总是在贴招聘广告却长期没有安排面试和录用，这样的行为应当可以通过某种类似于 Ebay/Taobao 买家评分的机制反映出来。 **TheLINK**

### By Jason Xie

Though a leader in online recruiting, 51job.com fails to offer a user experience equal to its market status. Instead of just joining the critics, here's a new approach: If I were a product manager at 51job.com, what improvements would I make?

Many firms, having published advertisements on 51job.com, have learned that it is quite common to receive hundreds of resumés for a single notice – 95 percent of which may not even be worthy of an interview. I once advertised for an account manager, only to find that more than half of the resumés coming in were for the position of an accountant. Either the applicants did not even take a cursory glance at the job description, or they did not know the difference between “account” and “accounting.” They just clicked the mouse and their resumé got sent. There are many similar situations: a job opportunity that requires three years' work experience attracting a bundle of CVs from fresh graduates; another for a computer science major drawing a flood of applications from humanities majors... The result: the HR department is overwhelmed with screening the resumés, only to find that fewer than 10 percent are suitable for an interview.

To avoid the disadvantages of online recruiting, I did an experiment by having the HR department place an ad in a newspaper, leaving only a postal mailing ad-

dress – no e-mail. I received 20-plus resumés, out of which 10 were chosen for an interview and 2 were finally employed. Why was there such a big difference in the efficiency of the two recruitment attempts? The reason is simple: the cost of mailing a resumé (the time and energy spent), is much higher than that of sending an e-mail. This serves as a natural screening mechanism of sifting – job seekers will make a rough estimate before making their decision whether to apply. This is the equivalent of a job seeker's self-interview.

It is clear from the experiment that an effective system of screening benefits both recruiters and applicants. 51job.com lacks neither job seekers nor talent hunters; what is missing is a mechanism that matches demand and supply of job opportunities, particularly one that helps companies to screen applicants. The Career Development Centre at CEIBS, my alma mater, has established an effective screening system which can serve as an example for 51job.com.

At CEIBS, companies that come talent hunting are required to reserve certain opportunities for public applications. If a company intends to interview ten applicants, seven of whom are picked by the company out of the cluster of resumés, the remaining three spots will be set aside for open competition. Every CEIBS student is given a certain sum of initial points (e.g. 20), and they can apply for the public interviews by means of point bidding. You can bid for a single interview with all 20 of your points, or you can “spend” your points, bit by bit, on multiple interviews. If a bid is successful, points will be deducted accordingly. If the bid is unsuccessful, no points will be removed.

This system has several important merits. Firstly, students seeking a career transfer may be given new opportunities. When they do their own resumé sifting, companies usually prefer students with relevant work experience. This system of point bidding allows transfer-seeking students chances to receive interviews. Secondly, “interview busters” can be effectively prevented from abusing interviews. Excellent students may obtain interview opportunities from multiple companies. If they participate in many interviews but do not take the jobs in the end

[interview busting], CEIBS' image – as perceived by recruiting companies – would be damaged. In addition, other students would be deprived of a chance to be interviewed, which is clearly unfair. The CEIBS method ensures that there are fewer unnecessary interviews, while companies and students both benefit.

Based on the CEIBS experience, 51job.com can address several issues immediately:

1. Establish an automatic screening system. Some of the hard-and-fast requirements such as education and relevant work experience should be made structural so that a fresh graduate applying for a position requiring three years of work experience will be rejected automatically.

2. Offer tools of assistance in the categorization of job hunters. For example, for some jobs requiring a good command of the English language, recruiters may very well demand job hunters' finishing a couple of questions that test their English listening skills before the submission of their application. Some foreign companies ask job seekers to fill in online resumés based on employer-customized templates, or even to complete related character tests before submitting resumés online. These are effective measures that can be duplicated. The results of character tests may only serve as a reference, but the test itself screens out those not interested enough to invest 20 minutes on the test.

3. Establish feedback systems tracking user behavior. If a job seeker always applies but cannot land an interview, if one receives a job offer but refuses it, if a company is always posting recruiting advertisements but rarely gives job offers, all these factors should be clearly indicated by some means similar to the seller-rating system by users at e-Bay and Taobao.com.

51job.com, the ball's in your court! **TheLINK**

全新栏目闪亮登场,“校友博客”征稿进行中:无论是工作日记、时事评论,还是旅游杂记、生活感悟,欢迎广大校友踊跃投稿至 yhelen@ceibs.edu, 选中的文章将被刊登在《The LINK》杂志上。

YOUR WORDS IN PRINT! – All CEIBS alumni are invited to submit articles at ALUMNI BLOG. Send your original writings on business management or life skills to Helen Yuan at yhelen@ceibs.edu. Selected articles will be printed in The LINK.

## 佛祖的慈悲 Buddha's Mercy

文 / 王军

一日,无常不期而至,不由分说,带你去见判官。

“这辈子就结束了?我的财产,我的事业,我,我还没有真正静下心来体会人生的乐趣呢!我不是瞎忙乎乎的吗?!”一路上,你死磨烂缠,就是不想走。

“呵呵,人生七十古来稀,你已六十好几,无疾而终,此乃天大的福份,还有什么不满足的呢?”一个和蔼的声音出现了,抬头一看,原来今天是佛祖当值。

“佛祖啊!我辛苦了大半辈子,还没来得及享受一下,心有不甘呐!能不能多给我一点阳寿?要我做什么都行!”佛祖慈悲,斗胆相求吧!

“你想多活几年?”佛祖问。

“太想了!哪怕多活一年,我愿把所有的财产都捐出去!”

“不用不用,只要你有心,你可以多活十年、二十年甚至更长。”佛祖笑眯眯地说。

“啊?!真的?怎么做?太谢谢您了!”

“你在世的时候,食不厌精,脍不厌细,如果你多吃一些五谷杂粮、蔬菜水果,你的阳寿可以多五年。”

这么简单?哎呀,浪费钱还不得好,后悔哟!

“你在世的时候,往往午夜过后才入睡,如果你每天提前一个小时睡觉,你的阳寿又可以多五年,提前两个小时的话,你可以多活十年。”

悔,悔,悔!简直悔断肠!

“你在世的时候,不知与多少人斗气,弄得自己和别人都不快乐,如果你心胸开阔,笑口常开,你可以多活十五年……”

“可这些都已经过去了!我现在后悔也来不及了啊!”你忽然想起来,这些都已是历史了。

“假如你能回到年轻的时候,你会做到这些吗?”

有希望!佛祖法力无边,说不定可以帮我。

“如果我重新活过,我一定做得到,否则让我……”

“嘘!别发誓。在佛祖面前不要轻易发誓。你生前我曾经通过电视、报纸、杂志、邮件还有中微子的博客告诉你这些,可你并没有做到。”

“啊?!那时我不知道是您呐!这次我一定做到,做不到就——嗯,我不说了,您就发发慈悲送我回去吧!”

“好吧!”佛祖果然慈悲心肠。

一阵香风拂过,你迷糊了……

你还盯着屏幕看什么?!佛祖的话你忘记啦? **TheLINK**



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Vice General Manager, Zhejiang Super Lighting Electric Appliance Co.**

博客名 /Blog Name: **千江有水千江月  
Qian Jiang You Shui Qian Jiang Yue**

博客网址 /URL:  
<http://blog.sina.com.cn/zhongweizi>

## By Jun Wang

Imagine that Wuchang (the Chinese Grim Reaper) suddenly paid you a visit and dragged you off your feet to face a judge in the Afterlife.

“It’s the end of my life, NOW? What about my fortune, my career? I, I haven’t been able to relax and enjoy life! Have I worked in vain all those years?” you cry, wrangling bitterly with the Ghost.

An amiable voice answers back. It is the Buddha speaking to you: “From ancient times until today, it has been rare for humans to live past 70. You’re almost 70 now and you’ll soon die a natural death, which is heavenly grace upon you. So what are you upset about?”

“Buddha! I’ve worked hard throughout my life, and I had no time to enjoy myself, which I feel is most unfair! Can you allow me a bit more time on the mortal plane? Whatever it takes!” you plead. (Buddha has mercy, so feel free to ask!)

“How long would you want?” Buddha asked.

“I would give all my fortune even for a single year!” you answer.

“No need for that. If you had been mindful during your life, you could live 20, 30 more years or even longer,” Buddha smiled.

“Aw?! Really? How?” you ask.

“When you were living, you savoured all kinds of processed and refined food. However, if you had eaten more cereals, vegetables and fruit, you would have had five more years of life.”

(Luxury did me no good, what a shame!)

“Often you did not sleep until af-

ter midnight. If you had slept one hour earlier, you could have lived another five years. If you had slept two hours earlier, your life could have been extended by ten years.”

(Such regret!)

“During your lifetime you were angry with others countless times, which only left both sides unhappy. If you had had a broader mind and a broader smile, you would have had fifteen more years of life...”

“But all that is in the past! Now I’ve seen the light!” you promise fervently.

“If you could be young again, would you be able to do what I said?”

(A slice of hope! Buddha the Almighty might help.)

“If I could live again, I would definitely do all that, I swear to you ...,” you vow.

“Shhh...! No promises. Don’t swear so easily before the Buddha. Throughout your life, I tried to give you this advice – on TV, in newspapers, magazines, through mail, and in Zhongweizi’s (the author’s) blog – but you failed to listen.”

“Ah? But I didn’t know it was you then! This time I will certainly do it, I swear upon my... – well, let me save that promise. Have mercy on me!”

“All right, all right!” (Buddha does have mercy!)

A fragrant breeze blew and you became dizzy...

Why are you still staring at this page?! Forgotten what Buddha said? **TheLINK**

# 欢迎来湘赣! Welcome to the Network!



## 中欧校友会湖南分会隆重成立

在筹备组成员的倾力合作和精心筹备下，中欧校友会湖南分会于2008年5月3日在长沙运达喜来登大酒店召开了隆重而热烈的成立大会。中欧副院长兼中方教务长张维炯教授率周东生教授、张春教授和许定波教授应邀出席了分会成立大会和校友晚宴，这无疑是在迄今为止中欧校友活动中最隆重的教授阵容。80多位来自湖南本土及专程从外地赶来道贺的校友济济一堂，在欢声笑语和八方祝福中共同见证了中欧校友会第26个分会——湖南分会的诞生。

成立仪式上，校友事务副教务长周东生教授首先发表了热情洋溢的欢迎辞，并一如既往地强调：校友是学院最宝贵的财富。今后学院将全力支持湖南校友分会的各项活动，尽其所能，为校友的事业成功助一臂之力。

随后，张维炯教授代表学院管委会热烈祝贺湖南校友分会的成立，湖南校友从此拥有了自己的组织和平台，通过这个平台，大家今后的事业和生活将会更加精彩。张维炯教授愉快地宣读了第一届湖南分会理事会名单，第一届理事会是经筹备小组认真推荐、通过全体湖南校友认可产生的，他们是中欧

在湖南政商界的形象大使。

向文波会长接下来代表第一届理事会成员衷心感谢学院对湖南校友的关爱，诚挚地表达了对中欧的深厚感情，强调这份感情将是每位校友维系终生的宝贵精神财富。他承诺，在任期内将带领理事会成员倾力为湖南校友提供最贴心的服务，为母校各方面建设提供资源和支持。

仪式上，三位来自深圳、苏州和福建（筹办）校友分会的理事代表，传达了各分会的祝福和期望，表达了加强交流与互动的强烈愿望。另外，主持人还现场宣读了几封兄弟分会发来的贺电，让在座的湖南校友深切感受到了中欧大家庭的温暖和力量。

## HUNAN ALUMNI CHAPTER LAUNCHED

Months of preparation and hard work from the CEIBS Alumni Association paid off well on May 3 when CEIBS officially launched its Hunan Chapter.

The red carpet event, which attracted more than 80 alumni, marked the birth of the 26th chapter of CEIBS' Alumni Association. The ceremony

## 中欧校友会湖南分会第一届理事会成员

## Executive Directors of the CEIBS Hunan Alumni Chapter

会长 Chairman 向文波 Xiang Wenbo EMBA 2002 三一重工股份有限公司 总裁 President, Sany Heavy Industry Co.	副会长 Vice Chairman 王填 Wang Tian CEO 2007 步步高商业连锁股份有 限公司董事长 Chairman, BuBuGao Trade Chain Share Co.	秘书长 Secretary General 汪峥嵘 Wang Zhengrong AMP 2006 湖南好食上餐饮管 理有限公司总经理 General Manager, Hunan Haoshishang Food & Management Co.	理事 Executive Director 朱玉国 Zhu Yuguo EMBA 2006 长沙市商业银行行长 Governor, Changsha City Commercial Bank	理事 Executive Director 石俊 Shi Jun EMBA 2004 湖南亚华乳业总经理 General Manager, Hunan Yahua Dairy Co.
副会长 Vice Chairman 鲁贵卿 Lu Guiqing CEO 2007 中国建筑第五工程局董 事长 Chairman, China Construction Fifth Engineering Bureau	副会长 Vice Chairman 罗劲军 Luo Jinjun EMBA 2004 湖南联创投资有限公司 董事长 Chairman, Hunan Lianchuang Investment Co.		理事 Executive Director 熊艳艳 Xiong Yanyan AMP 2006 湖南新五丰股份有限公 司董事、常务副总 Director & Executive Vice President, Hunan New Wellful Co.	理事 Executive Director 梁林河 Liang Linhe EMBA 2005 三一集团有限公司副总 裁 Vice President, Sany Group Co.

<< 隆重登场：新成立的中欧校友会湖南分会会员齐聚成立大会。中欧目前已经在海内外成立了 26 家校友分会。  
<< GRAND DEBUT – Members of the newly formed CEIBS Hunan Alumni Chapter gather at the opening ceremony. CEIBS now boasts 26 Alumni Chapters in China and abroad.

was attended by CEIBS Vice President and Co-Dean Zhang Weijiong, Associate Dean of Alumni Affairs Zhou Dongsheng, Associate Dean and Professor of Finance Chang Chun, and Professor of Accounting Xu Dingbo.

Speaking from the grand ballroom of the Yunda-Sheraton in Changsha, Prof. Zhou opened the event with a welcome speech stressing the value of CEIBS alumni. He also pledged the active support of the school's administration for the new chapter and its members.

Speaking on behalf of the CEIBS Management Committee and Alumni Association, Prof. Zhang then congratulated Hunan alumni for establishing the chapter. He voiced confidence that the Hunan Chapter will provide an effective platform for CEIBS alumni, bolstering their professional and personal lives. Prof. Zhang then announced the Hunan Chapter's first council members. Recommended by members of the chapter'

s preparation team and approved by all Hunan members, these high-profile council members will serve as CEIBS goodwill ambassadors in Hunan. (See box above)

During the launch, Chairman Xiang – speaking on behalf of the entire council – lauded CEIBS for the assistance it has provided to alumni in Hunan. Drawing on his own personal affection for his alma mater as an example of the feelings of most alumni, Xiang promised to provide the best possible service for all CEIBS Hunan alumni, using their own professional resources to support the school.

At the ceremony, representatives from Shenzhen, Suzhou and the newly forming Fujian alumni chapters congratulated the Hunan Chapter on its launch and expressed interest in future collaboration. The power of the 7,000-plus CEIBS alumni community was also evident; other alumni chapters sent in a flood of congratulatory letters.



欢迎来江西: 在江西访问或工作的中欧校友现在能够与今年 4 月份成立的江西校友分会取得联系。图中新校友分会选出了第一届理事会成员。

JUMPING TO JIANGXI – CEIBS alumni visiting or working in Jiangxi can now call upon the new Jiangxi Alumni Chapter established in April. Here, the new chapter elects its first council.

## 祝贺中欧校友会江西分会正式成立

在江西校友的鼎力支持、江西分会筹备小组的精心准备以及学院各部门的关心配合下, 中欧校友会江西分会于 2008 年 4 月 10 日在南昌嘉莱特和平国际酒店正式成立。40 余位中欧校友、同学和老师齐聚江西南昌, 共同庆祝中欧校友会第二十五个分会的顺利成立。

中欧国际工商学院副院长兼中方教务长张维炯教授当天应邀出席了校友晚宴和分会成立仪式, 并代表学院管委会和校友会发表了热情洋溢的演讲, 对江西分会的成立表示热烈的祝贺和良好的祝愿。成立仪式上, 上海分会、南京分会、无锡分会、广州分会、深圳分会以及正在筹办中的福建分会等兄弟分会也纷纷表达了对新成员的欢迎与祝福。令人惊喜的是, 中欧名誉院长、中欧基金会理事长刘吉教授也派专人到会转达祝福, 希望校友们在成功之后, 能主动承担社会责任, 以实际行动与母校同舟共济。

于果会长在仪式上代表理事会发言, 他诚挚表示: 今后将在中欧江西校友分会的平台上, 为江西校友和母校中欧提供资源和热心服务。

校友晚宴上, 江西校友和各地前来道贺的校友们欢聚一堂, 共叙校友情谊, 并祝愿江西分会不仅能够帮助会员们开拓职业生涯, 缔结友谊, 共同发展, 更能成为中欧及其校友在江西的精神家园和联系枢纽, 协助学院在江西进行品牌建设和招生推广, 进一步扩大母校的知名度和影响力。

更多有关江西分会成立的花絮, 请浏览中欧校友 BBS。

### JIANGXI ALUMNI CHAPTER MAKES #25!

The Jiangxi Chapter became CEIBS' 25th alumni group with an April 10 launch. In addition to the 40 alumni who helped get the chapter off the ground, the ceremony was also attended by current CEIBS students and teachers.

CEIBS Vice President and Co-Dean Zhang Weijiong was also among the guests at the Jia Lai Te International Peace Hotel in Nanchang. Speaking on behalf of the CEIBS Management Committee and Alumni Association, he offered his congratulations to the new chapter. Prof. Zhang also brought greetings from alumni chapters in Shanghai, Nanjing, Wuxi, Guangzhou, Shenzhen and Fujian. The school's Honorary President Professor Liu Ji, who also serves as Chairman of the CEIBS Foundation, sent his best wishes for the future success of the Jiangxi Chapter.

In delivering his first speech as chapter president, Mr. Yu Guo (CEO 2006) promised that "the new chapter council will commit to serving all alumni and share resources on the CEIBS platform." (See column to view the elected members).

For more information and pictures, please visit the Jiangxi Chapter's alumni BBS.

### 中欧校友会江西分会第一届理事会成员 CEIBS Jiangxi Alumni Chapter

会长 Chairman:  
于果 Yu Guo  
CEO 2006  
江西蓝天学院董事长  
Chairman, Jiangxi BlueSky University

副会长 Vice Chairman:  
李华 Li Hua  
EMBA 2004  
泰豪集团有限公司总裁  
President, Tellhow Sci-tech Co.

副会长 Vice Chairman:  
邓从国 Deng Congguo  
EMBA 2007  
上海浦东发展银行南昌分行行长  
Governor, Nanchang Branch of SPD BANK

副会长 Vice Chairman:  
孙兵 Sun Bing  
EMBA 2001  
江西联通副总经理  
Vice General Manager, Jiangxi Branch of China Unicom

秘书长 Secretary General:  
吴志远 Wu Zhiyuan  
EMBA 1996  
泰康养老江西省年金中心总经理  
General Manager, Jiangxi Annuity Centre of Taikang Life Insurance Co.

理事 Executive Director:  
程德生 Cheng Desheng  
EMBA 2005  
香柏树(香港)国际有限公司副总经理  
Deputy General Manager Incense Cypress Co. (Hong Kong)



蓬勃发展：中欧校友会广州分会于今年3月新增八位理事。拥有100余位校友的广州分会是中欧最有活力的分会之一。图为新一届广州分会校友理事于6月19日组织的“中欧校友日”活动。VICTORY SMILES – The CEIBS Guangzhou Alumni Chapter elected eight new Executive Directors in March. With 100 members, the chapter is one of the school's most active and dynamic.

## 广州分会理事增选工作圆满完成

中欧校友会广州分会目前规模已达百人之多，为了让近几年毕业的校友有机会参与到分会管理工作中来，自今年2月以来，广州分会开展了理事会增选工作。经过近一个月的推荐、统计和整理工作，3月中旬，有八位校友在广大校友的推荐下脱颖而出，他们将作为新增理事，参与到广州校友分会的理事会中来，担任副会长、秘书长和理事等重要职位。他们将以饱满的热情和出色的才干为广州地区的校友提供各类资源和服务，协助母校加强在广东地区的品牌推广。

### GUANGZHOU ALUMNI CHAPTER ELECTS LEADERS

The CEIBS Guangzhou Alumni Chapter, which boasts a membership of more than 100 graduates, is proud to announce the results of its recent elections for executive directors. In March, after one month of campaigning, chapter members elected eight alumni as executive directors (see list). All alumni working in or visiting the region are encouraged to contact this active and vibrant chapter.

#### 新当选的广州校友分会的理事会名单

#### Newly Elected: Executive Directors of the CEIBS Guangzhou Alumni Chapter

会长 Chairman:

李雄 Li Xiong

EMBA 2002

广州万桥投资顾问服务有限公司常务副总经理兼执行董事  
Deputy General Manager, Guangzhou Wanqiao Investment Consulting Co.

理事 Executive Director:

张瑛 Zhang Ying

MBA 2001

博思格建筑系统广州人事资源经理  
HR Manager, Blue Scope Steel (Guangzhou)

理事 Executive Director:

贝海燕 Bei Haiyan

EMBA 1996

广州埃特尼特有限公司高级经理 / 财务总监  
Senior Manager/ Financial Director, Guangzhou Eeternit Co.

理事 Executive Director:

邱铜 Qiu Tong

EMBA 2002

广州大衍医疗设备有限公司总经理  
General Manager, Guangzhou Dayan Medical Equipment Co.

理事 Executive Director:

杨杰强 Yang Jieqiang

EMBA 2003

广东融合投资管理有限公司董事长  
Chairman, Guangzhou Ronghe Investment Management Co.

新增 New

秘书长 Secretary General:

罗志勇 Luo Zhiyong

MBA 2002

爱索尔(广州)包装有限公司业务发展副总裁  
Vice President in Business Development, Essel Packaging (Guangzhou)

副秘书长 Deputy Secretary General:

王睿 Wang Rui

EMBA 2005 Shenzhen

太古汇(广州)发展有限公司财务总监  
Financial Director, Taikoo Hui (Guangzhou) Limited

副秘书长 Deputy Secretary General:

孙凯甦 Sun Kaisu

AMP 2005

广州伟浚电子科技有限公司副总经理  
Deputy General Manager, Guangzhou Weijun Electronic Science and Technology Co., Ltd

理事 Executive Director:

邓颖昊 Deng Yinghao

EMBA 2005 Beijing

TCL 广州代表处首席代表  
Chief Representative, TCL Guangzhou Representative Office

理事 Executive Director:

黄明祥 Huang Mingxiang

EMBA 2005 Shenzhen

中国工商银行广东省分行行长  
Governor, ICBC Guangzhou Branch

理事 Executive Director:

罗广宇 Luo Guangyu

CEMI-5

英国 HSC 公司中国业务代表  
China Sales Representative, Britain HSC Co.

理事 Executive Director:

赵悦 Zhao Yue

EMBA 2005

招商银行珠海支行行长  
Governor, China Merchant Bank Zhuhai Branch

理事 Executive Director:

庄迅 Zhuang Xun

EMBA 2004

英孚教育南区总监  
Director in South China, English First

# 将丝绸古国带到时尚之都 Bringing China to Milan



**米**兰也许是欧洲时尚与设计业的中心，然而这个城市却对中国情有独钟。这是今年春季米兰传递给中欧国际工商学院国际联络办公室（IRO）的信息，今年春季米兰举办了两次活动，向米兰的商界大亨们介绍了中意之间的进出口贸易。

4月21日，中欧管理学教授范悦安（Juan Antonio Fernandez）给意大利的经理人和中欧校友们发表了一场题为“在中国经商的挑战”的演讲。此次活动是中欧与意大利的新合作伙伴——意中基金会联合主办的“中国研讨会”系列活动的序曲。

范悦安教授在演讲中简要列举了他的著作《中国CEO》一书中几个有关跨国公司进驻中国市场的案例，这是他于2006年与中欧企业关系部主任兼对外关系主任安若丽（Laurie Underwood）女士合作撰写的研究著作。他对成功进驻中国商界的建议包括：对你的出征战略有一个明晰的定义，坚韧而谨慎，

保护你的知识产权，专注于人力资源管理，并给你的中国公司以自主权。他说：“中国与其说是一个发展中国家，更像是一个正在复兴的超级大国。”

像其他与会者一样，意中基金会常务董事 Alcide Luini 被范悦安教授的演讲深深吸引。“范悦安教授指出了在中国经商的经理人将会面临的真正问题，此外，他在阐述深刻洞见的同时还列举并引用了许多来自顶尖经理人的例子，这使得大家更容易理解。我确信，在范悦安教授的精彩演讲之后，甚至连高级经理们也会更加渴望了解中国。”

演讲结束后，紧接着就是现场的问答互动和晚宴活动，出席晚宴的有意中基金会成员、中欧国际联络办公室主任康晓莉（Seanie Comerford）女士、中欧意大利校友大使 Pier Giraudi 以及其他校友。

5月16日，米兰的工商界在意中基金会再次迎来了中欧的到访。这次，中欧的巴塞罗那港物流学教席教授任杰明（Jaume Ribera）向意大利高管们



**M**ilan may be the heart of Europe's fashion and design industry, but the city has a keen interest in China. This was the message delivered to CEIBS International Relations Office this spring when the city welcomed two events informing Milan-based business executives on the ins and outs of doing business in the Middle Kingdom.

On April 21, CEIBS Management Professor Juan Antonio Fernandez presented a lecture on "Challenges in Doing Business in China" to an audience of Italian executives and CEIBS alumni. The event was the first in a series of China Executive Seminars co-organized by CEIBS' new partner in Italy, Fondazione Italia Cina.

In his lecture, Prof. Fernandez outlined several case studies of multinationals entering the China market based on his successful book *China CEO*, co-authored in 2006

with CEIBS External Communications & Development Director Laurie Underwood. His tips for succeeding in China included: define your entry strategy, be persistent and prudent, protect your IPR, focus on HR, and give autonomy to your China operations. "China is not a developing country," he said, "but a superpower coming back."

Fondazione Italia Cina Managing Director Alcide Luini was among the attendees impressed by the presentation. "Professor Fernandez has pointed out the real problems which a manager faces when doing business in China. Moreover, he provided deep insights and a variety of examples and quotations from top executives which were very easy to grasp by the participants," said Mr. Luini. "I am sure that after the outstanding presentation of Prof. Fernandez, even senior managers were eager to know more about China."

Prof. Fernandez's lecture was followed by a lively Q&A and a dinner with attendees from Fondazione Italia Cina, CEIBS International Relations Office Director Seanie Comerford, CEIBS Italian Alumni Ambassador Pier Giraudi and other alumni.

On May 16, Milan's business community again welcomed CEIBS at the Fondazione Italia Cina. This time, Prof. Jaume Ribera, Port of Barcelona Chair Professor in Logistics, briefed Italian Executives on the subject of logistics and distribution in China. Prof. Ribera reviewed China's current economic trends including the over-capacity in certain sectors as well as the trade imbalance between China and the EU and USA. He also outlined recent changes in legislation in the logistics sector, as well as the new labour regulations and tax reforms.

In keeping with the audience members' interests, Prof. Ribera then presented the primary opportunities for European companies in China's fragmented logistics sector, including acquisition of local companies and knowledge transfer in emerging sectors such as third party logistics, which is still relatively unknown in China. Prof. Ribera also urged European companies to work with Chinese partners who want to internationalise.

Commenting on the establishment of CEIBS International Relations Office (IRO), which opened in Spain in February 2008, Prof. Ribera said, "Being an international business school means more than having international students and faculty – it also means CEIBS must be present and visible in other parts of the world. CEIBS new IRO allows the school to be in closer contact with companies and media outside of China and to grow the CEIBS brand internationally.



巴塞罗那之行：中欧副院长兼中方教务长张维炯教授（中）于5月20日访问了位于巴塞罗那的中欧国际联络办公室。与中欧国际联络办公室主任康晓莉（Seanie Comerford）女士和CEO课程班主任张剑莹合影。  
VISITING THE IRO – CEIBS Vice President Zhang Weijiong (center) called on the school's new International Relations Office in Barcelona on May 20. Here, with IRO Director Seanie Comerford and CEO Programme Coordinator Aileen Zhang.

简要介绍了中国的物流与配送。任杰明教授回顾了当代中国的经济动向，包括某些领域的产能过剩以及中国与欧美之间的贸易不均衡。他还简要介绍了中国的物流立法、新劳动法出台以及税收政策改革等一系列最新动向。

随后，任杰明教授介绍了欧洲公司进入中国物流业的重要机遇，包括收购本土公司以及对包括第三方物流在内的新兴行业的知识传递，而这些在中国是鲜为人知的。任杰明教授也力劝欧洲公司与想走国际化路线的中国公司合作。

对于2008年2月在西班牙成立的中欧国际联络办公室，任杰明教授评论说：“作为一家国际商学院不仅仅意味着拥有更多的国际学生和教授，同时也意味着中欧必须在世界舞台上展现自己。新成立的国际联络办公室能够让学院与海外公司及媒体进行更密切的接触，并且让中欧的品牌逐渐国际化。它也成为海外校友活动的中心并为校友活动提供支持；学院在与校友的合作中逐步成长，重要的一点是，校友规模的扩张与国际化是与学院的发展齐头并进的。”

## 张维炯教授的巴塞罗那之行

5月20日，中欧国际工商学院副院长兼中方教务长张维炯教授以及EDP部门成员，一同访问了位于巴塞罗那IESE商学院校园内的中欧国际联络办公室，其间中欧CEO项目模块也正在IESE校园内进行。

## 中欧校友的德国晚餐

4月16日，部分校友在德国法兰克福举行非正式聚会。Jochen Trommer先生(MBA2005)认为，“这

只是一个开始，中欧在德国大约有40位校友，所以可以期望搞一个更大的聚会。也许这个目标有点高，不管怎么说，这次也是一个不错的开端。”2004、2005级MBA校友就目前的工作展开了交流，并讨论了学院的发展以及中国经济的兴起在世界经济中的角色。

## 伦敦召集令

自3月份的首次聚会后，英国的中欧校友于今年春季在伦敦举办了三次聚会。这些聚会旨在通过非正式晚宴和酒会让大家增进了解并扩展中欧的社会关系网。中欧校友大使（英国）Madhav Timalisina(Exchange 2002)表示，晚会是结交朋友并且讨论当前中国经济问题的好时机，此外其他暑期活动正在筹备中。

## 肖知兴教授作客马德里

6月3日，肖知兴教授作为演讲嘉宾应邀出席了在马德里举行的“2008出口论坛”上的人力资本讨论会。

演讲中，肖教授给西班牙的杰出高管们简要阐述了中国公司管理人力资源的复杂性、挑战、成功以及失败。肖教授首先把这一问题放进历史与中国经济社会发展的大背景中。他特别引用华为、万科和蒙牛的案例来强调中国企业与员工关系中信任的重要性以及股权制、有效的绩效评估以及管理发展项目对这些公司的成功所起到的巨大作用。

肖教授还作为嘉宾参加了6月2日在马德里举行的校友晚宴。

## 中欧校友欧洲活动日程表

9月6日，伦敦：参观访问伦敦以及英中贸易协会，后续校友晚宴，参加者为周东生教授以及“中欧高层经理校友之旅”成员。

9月27日，布鲁塞尔：诚邀中欧校友参加McKinsey MBA2U Workshop 2008协助中欧国际联络办公室和MBA小组开展工作。

10月6日，法兰克福：在中欧EMBA巡回展德国站期间，弗沃德(Waldemar Pfoertsch)教授将出席中欧校友晚宴。

10月7日，巴塞罗那：举行中欧高层管理论坛，柏唯良教授(Willem Burgers)将出席校友晚宴。

**TheLINK**

有关上述活动的更多信息请访问中欧网站。

It also provides a focal point and support for alumni activities outside of China; the school is growing in tandem with our alumni base and it is important that we expand and go international together."

### CEIBS VICE PRESIDENT & CO-DEAN VISITS CEIBS IRO IN BARCELONA.

CEIBS Vice President and Co-Dean Professor Zhang Weijiong, together with members of CEIBS EDP team, visited CEIBS IRO in Barcelona during the week of May 20 during the China CEO Programme module at the IESE campus.

### CEIBS ALUMNI DINNER IN GERMANY

On April 16, a small group of Germany-based alumni gathered for a casual dinner in Frankfurt.

"It's a start," was the thought of Mr. Jochen Trommer, MBA 2005. "With around 40 alumni in Germany, hopes were a little higher for a larger gathering but it was a wonderful kick-off meeting nevertheless." The MBA Alumni from class of 2004 and 2005 discussed current jobs, the development of the school and the global role of China's emerging economy.

### LONDON CALLING

UK-based alumni met in London three times this spring after an inaugural meeting in March. The objective of these initial meetings was to get to know each other better and to develop CEIBS social networks in an informal setting with dinner and drinks. CEIBS UK Ambassador Madhav Timalsina (Exchange 2002) says the evening events offered an ideal chance to socialize as well as to discuss current economic issues in China. Additional events will be planned for the summer period.

### PROF. XIAO ZHIXING SPEAKS AT EXPORTA 2008 IN MADRID

On June 3, Prof. Xiao Zhixing was the invited guest speaker during a session on Human Capital at the 2008 EXPORTA in Madrid.

During his presentation, Prof. Xiao outlined to an audience of prominent Spanish business executives his views on the complexities, challenges, success and failures of Chinese companies managing their human resources. Prof. Xiao first framed



中国特色的人力资源：在马德里举行的“2008 出口论坛”上，肖知兴教授发表了有关中国人力资源挑战的演讲。

HR WITH CHINESE CHARACTERISTICS – At 2008 EXPORTA in Madrid, Prof. Xiao Zhixing spoke on human resource challenges in China.

his comments within the context of the history and development of the Chinese economy and society. He highlighted the cases of Huawei, Vanke and Mengniu Dairies to emphasize the importance of trust in the Chinese employer-employee relationship. He also discussed how share ownership and strong performance appraisal and management development programmes contribute greatly to the success of these Chinese companies.

Prof. Xiao was also guest of honour at a CEIBS alumni dinner in Madrid on June 2.

### CEIBS EUROPEAN ACTIVITIES: DATES FOR THE DIARY

London, Sept 6: Join CEIBS for a visit to London City and the China-Britain Business Council, followed by an alumni dinner with Professor Zhou Dongsheng and CEIBS Senior Executives Alumni Study Tour participants.

Brussels, Sept 27: CEIBS participation at the McKinsey MBA2U Workshop 2008. Alumni are cordially invited to assist the CEIBS IRO and MBA Team.

Frankfurt, Oct 6: CEIBS Alumni Dinner with Prof. Waldemar Pfoertsch during CEIBS EMBA Class Tour to Germany.

Barcelona, Oct 7: CEIBS Executive Forum and Alumni Dinner with Professor Willem Burgers.

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Details of the above events will be available on CEIBS website.

更多有关中欧在海外的活动信息请联系：  
For further information on CEIBS activities overseas please contact:

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CEIBS IRO Director:  
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CEIBS Alumni Ambassadors

德国 Germany  
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MBA 2005  
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# “相约中欧”

## 2003 级 EMBA 校友返校团聚

### EMBA 2003 Alumni Reunion Day

近 200 位中欧 2003 级 EMBA 校友于 5 月 17 日下午欣然出席了毕业三年返校活动。中欧副教授兼 EMBA 课程主任梁能教授、副教授周东生教授和管理学助理教授肖知兴博士作为院方代表出席了活动，此次活动由校友们十分熟悉的 EMBA 课程副主任赖卫东老师主持。

周东生教授首先欢迎大家回家，然后介绍了校友会最近一年的工作重点与今后的努力方向，并表示学院今后将全力支持校友们的各项活动，为校友的事业成功助一臂之力。梁能教授从 EMBA 的课程定位、课程招生与规模、设计与革新等多个方面详细报告了 EMBA 课程三年来的发展，并针对校友的问题进行了细致的解答，使大家对学院未来的发展和 EMBA 的品牌竞争力更加充满信心。

肖知兴教授连同孙昊和王国卫校友为大家献上了三场精彩的演讲。肖教授的演讲主题是“‘报’的哲学与实践”，渊博的国学功底、风趣的语言表达赢得了现场听众持久的掌声。孙昊校友目前就职于全球知名金融机构 PIMCO，他从全球范围从业人员的角度与同学们分享了“美国次贷危机对全球经济的影响”。王国卫校友来自华安基金管理有限公司，他就大家十分感兴趣的 2008 年股市走势进行了合理的“猜想”，就中长期投资理财提供了一些适时的建议。

讲座结束后，校友们以班级为单位召开了班会，相互交流了这三年的工作和生活情况，商讨下一次重聚计划。当天的晚宴由 2003 级 EMBA 的黄金搭档卢文椿和李丹丹两位校友共同担任主持。为了履行“中欧人”理应承担的社会责任，此次宴会上校友们还为“5·12 地震”的受灾同胞筹得善款 43,280 元。TheLINK

An effective donation drive for the victims of the Sichuan Earthquake, coupled with speeches on Chinese sinology, the U.S. sub-prime mortgage crisis, and the Chinese stock market all provided for a highly successful Reunion Day for the EMBA 2003 class. Some 200 classmates participated.

The three-year anniversary reunion began with a welcome address by CEIBS Associate Dean (Alumni Affairs) Prof. Zhou Dongsheng, who emphasized the importance of the school's alumni network. Associate Dean and Director of the EMBA Department Prof. Liang Neng then outlined recent innovations to the EMBA course design, an indication of the programme's continued competitiveness.

The first of the evening's three keynote speakers was CEIBS Professor of Management Dr. Xiao Zhixin, who displayed his wealth of knowledge of Chinese civilization, literature, and language in an address entitled "The implementation and philosophy of Bao." EMBA 2003 alumnus Sun Wu next spoke on "The global effects of the U.S sub-prime mortgage crisis." He was followed by his former classmate Wang Guowei, whose speech on "The suitability of the stock market in the year 2008" offered timely suggestions for long-term investment.

The evening finished with a dinner hosted by EMBA 2003 alumni Mr. Lu Wenchun and Ms. Li Dandan. After a discussion on the fallout from the deadly Sichuan Earthquake, diners agreed that every effort should be made to help in the re-building. Donations collected on the spot amounted to ¥43,280. Members of EMBA 2003 also gave a commitment as CEIBS graduates, to help even more by actively practicing social responsibility. TheLINK

返校活动：在三年后的重聚日里，近 200 名 2003 级 EMBA 校友度过了丰富多彩的一天，不仅组织了演讲（上）和表演（中）活动，还为“5·12 地震”的受灾同胞组织了捐款活动（下），几个小时内共筹得善款 43,280 元。

CLASS ACT – At their three-year reunion, 200 members of the EMBA 2003 class organized a full day of timely lectures (top), performances (center) and a donation drive (bottom) for victims of the Sichuan Earthquake. An impressive ¥43,280 was raised within several hours.





# 推动中原经济 探寻中华文明

## 中欧校友流动课堂于洛阳隆重开课

# Destination: Luoyuanguang

今年的中欧校友流动课堂在位于中原腹地的河南洛阳隆重开课，此次中原行让校友们更全面地了解了中部地区的经济、文化发展状况，还增强了校友们对中原地区投资的关注。

CEIBS ALUMNI MOBILE CLASSROOM 2008 HEADS TO HENAN PROVINCE FOR THREE DAYS OF INVESTMENT BRIEFINGS, SITE VISITS, NETWORKING EVENTS AND TOURS TO SOME OF CHINA'S FINEST HISTORIC SITES.

文 / 宋珊

5月30日至6月1日，应洛阳市副市长、中欧校友杨萍女士之邀，50多位中欧校友共同感受了这一融文化探寻、企业参观、投资考察、高层论坛、校友联谊、文化慈善等活动于一体的“中原行”。

在5月30日的欢迎晚宴上，洛阳市市长郭洪昌致欢迎辞。他介绍说洛阳既是历史文化名城又是工业重镇。作为十三朝古都，它的文明史长达5000多年。洛阳的工业总量在中部地区排名第四位。欢迎大家献计献策，为洛阳的发展做出贡献。

5月31日下午的中欧高层管理论坛上，中欧国际工商学院副教务长、市场营销学教授周东生博士致欢迎辞。周东生教授说“洛阳风景秀美，不仅有着悠久的历史，还是一座现代化的城市。在河南省内，中欧已经有近100位校友。他们活跃在政府机构、制造业、运输物流、文化、餐饮等多个行业。”周东生教授鼓励更多的中欧校友参与洛阳的开发和建设。

洛阳市副市长杨萍(EMBA2001)致辞，发出“中欧人为洛阳发展献计献策”的倡议。“中欧是一个大家庭，校友论坛、校友杂志、校友俱乐部、短信平台把我们始终联系在一起。中欧是让我们时时感到骄傲和自豪



的母校。不仅因为三大课程率先进入世界前列，在企业社会责任的倡导、草原荒漠化治理、水资源保护、捐助贫困学校以及这次四川赈灾捐赠等社会公益活动中，中欧都率先倡导并积极实践。”她希望此次中欧校友流动课堂能为洛阳的经济发展带来新的商机。

在高层管理论坛上，北京大学历史学教授齐东方博士发表了题为“唐代的才子与佳人”的演讲，带领中欧校友探索了中原悠久的历史。中欧经济学与金融学教授许小年博士发表了题为“通胀压力下的经济和企业转型”的演讲。许小年博士认为目前的通胀是一种出口转内销型的通货膨胀，他站在全球化的角度上，通过图表和事例分析了此次通胀的特点和内在原因，并且为如

何改善通胀的压力提出了宝贵的参考建议。

随后，洛阳市政府与中欧校友会合办了有关高新区、经济开发区和洛龙科技园三场投资说明会，取得了很好效果。

河南分会会长朱夏炎校友同部分河南校友出席了5月31日的校友晚宴，欢迎各地校友今后常做客河南。洛阳地区最知名的五位牡丹画家也被邀请到晚宴现场，联手绘出一幅题名“花开富贵·情满中欧”的巨型牡丹图，并当场以洛阳市人民政府的名义赠与中欧。晚宴当中穿插了两场慈善拍卖，总共为“洛阳第七实验小学操场硬化工程”捐款5万元整。

活动期间，中欧国际工商学院河南校友及其所在单位还为“5·12地震”灾区捐助了共计4137.61万元的款物。TheLINK



历史、高科技与援助之手：2008 年中欧校友流动课堂带给参与者一个融参观、演讲、筹款和联谊活动于一体的周末“洛阳行”。图左，许小年教授发表有关通货膨胀对经济影响的演讲。

HISTORY, HIGH-TECH & HELPING HANDS IN HENAN – The 2008 Alumni Mobile Classroom brought participants a weekend packed with tours, lectures, fundraising, and networking in Luoyang. At left, Prof. Xu Xiaonian addresses the impact of inflation on the economy.



By Susan Song

**Emerging** investment opportunities in central China was the focus of a three-day “Alumni Mobile Classroom” trip to Henan Province hosted by CEIBS. At the invitation of Luoyang Deputy Mayor Yang Ping (CEIBS EMBA 2001), more than 50 alumni gathered in the historic city from May 30 to June 1.

The trip’s agenda – which included cultural exploration, high-tech park visits, investment briefings, a CEIBS Senior Executive Forum, alumni networking, and a charity fundraising event – left CEIBS alumni with both a clearer understanding of the economic opportunities of this region and also a richer appreciation of the unique history and culture of the area.

At the May 30 welcome banquet, Luoyang Mayor Guo Hongchang explained that the 5000-year-old city served as an ancient capital for 13 distinct dynasties. Today, this historic site operates as a major commercial center, ranking fourth in central China in

terms of total industrial output. Looking ahead, Mayor Guo encouraged CEIBS to contribute world-class business skills to the city’s continued development.

At the Senior Executive Forum held the following afternoon, CEIBS Associate Dean Zhou Dongsheng outlined the links between CEIBS and Luoyang, emphasizing that the beautiful, dynamic city has attracted 100 CEIBS alumni to the area to contribute to its development through their work in such diverse sectors as government, manufacturing, logistics, culture, and catering.

Echoing the mayor’s comments, Deputy Mayor Yang Ping also proposed that CEIBS alumni serve as a think-tank for the city’s development. “We are tied together by the extended family of CEIBS through many channels: the alumni forums, alumni magazine, and alumni clubs. What makes us proud of CEIBS is not only the three world-class academic programmes, but also the school’s leadership in socially responsible public activities.”

Turning to current business dynamics, CEIBS Economics and Finance Professor Xu Xiaonian addressed “The Effects of Inflationary Pressure on the Economy and Enterprise Development.” Emphasizing the connection between inflation and import levels, Prof. Xu analyzed the characteristics of modern-day inflation through business cases. He also provided advice on relieving the negative impacts of inflation on individual businesses.

For a first-hand look into the development of the region, CEIBS and the Luoyang government led participants on three briefings and tours of investment opportunities in the Luoyang High-Tech Zone, Economic Development Zone, and Luo Long Science and Technology Park.

The event culminated with a fundraising drive in which CEIBS alumni from Henan Province and their companies donated ¥41 million in funding plus supplies to victims of the Sichuan Earthquake. **TheLINK**

# 企业并购， 是翻车还是提速前行？

—— 企业并购与整合课程

2008年8月26日 - 29日 / 8月31日 - 9月3日 上海

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

## 目标

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

## 对象

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

## 受益

参加课程的学员将：

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

## 详情请洽：

上海：021-28905187(章小姐) 北京：010-82862890(管小姐) 深圳：0755-26935750(黄小姐)  
电子邮件：exed@ceibs.edu

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详情请查询网站[www.ceibs.edu/csp](http://www.ceibs.edu/csp)

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高尔夫“院长杯”落下帷幕: 2008年5月9日, 第四届中欧国际工商学院“院长杯”高尔夫大奖赛隆重举行。共有89位校友汇聚一堂, 最终排名前25位的参赛校友成为中欧高尔夫校队队员。来自华北校区的李京哲捧得当日总杆冠军, 冯红健和卢文椿分别获得总杆亚军和总杆季军; 净杆冠、亚、季军分别是廖原、张辉和曹振国。颁奖晚宴上许小年教授同旭宝董事长宋矿满举行了主场签约仪式。上海旭宝高尔夫俱乐部将成为中欧高尔夫校队的主场; 同时还为中欧校友提供每周二的“中欧日”, 中欧校友打球只需支付480元。

WINNERS CIRCLE – Competitive spirit ran strong during the CEIBS “President Cup” Golf Championships on May 9 at the Silport Golf Club in Shanghai. All told, 89 alumni participated while the top 25 made the CEIBS golf team. Alumni Li Jingzhe was named Gross Champion while Feng Hongjian was runner up and Lu Wenchun took third place. Net Champion title went to Liao Yuan, with Zhang Hui as runner-up and Cao Zhenguo netting third place. Good news for all CEIBS alumni golf aficionados: After the competition, CEIBS Prof. Xu Xiaonian and Silport Golf Club President Beta Soong formed an agreement making Silport Golf Club the official home base of the CEIBS Golf Team. CEIBS alumni can now enjoy a special game rate of ¥480 per person on Tuesdays.

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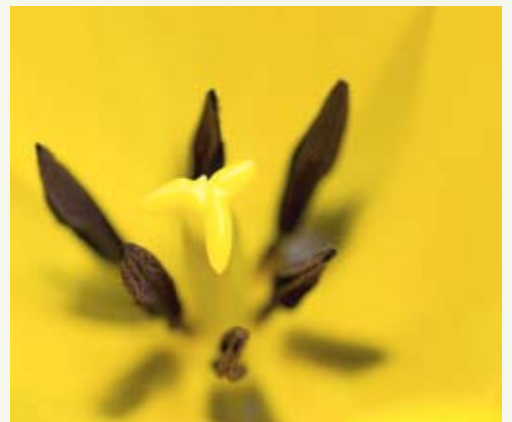
说“茄子”: 为庆祝中欧摄影爱好者俱乐部成立三周年, 俱乐部2008“龙湖杯·家乡一日”摄影年赛于4月27日揭开帷幕, 海内外报名者共29人。目前参展作品已送至由著名摄影家组成的评选小组处, 获奖照片将在《The LINK》秋季刊及中欧网站上揭晓。

SAY “CHIE ZI” – To celebrate its three-year anniversary, the CEIBS Alumni Photography Club launched the 2008 Dragon Lake Cup Photo Competition on April 27. A total of 29 club members participated from China and abroad. Look for the winning photos at [www.ceibs.edu](http://www.ceibs.edu) and in the Fall 2008 edition of *The LINK*.

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佳作赏析: 中欧摄影爱好者俱乐部于4月13日在南汇鲜花港进行了花卉摄影。TOP PICKS – Blossoming talents from the CEIBS Alumni Photography Club took these shots and more on April 13 during the group’s outing to the Nanhui Flower Port.

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# 董 事 长

在 有 道

公司治理之道，  
董事会管理之道，  
收购与兼并之道，  
控制与领导之道，  
欲求其道，  
从中欧-沃顿商学院合作  
公司治理和董事会课程开始

**中欧-沃顿商学院合作  
公司治理和董事会课程**  
2008年8月19日-23日 上海

从根本上来说，任何一个企业的管理问题，都与其治理结构和最高领导层有关。在全球经济一体化的进程中，中国企业所有者和最高领导所面临的重大难题，不是商品市场的竞争，而是企业制度的竞争。西方的治理模式的哪些方面可以为我所用，哪些方面则必须摒弃？中国企业的最高领导应该怎样来设计自己企业的治理结构？两所世界名校的七位专家共同设计了“公司治理和董事会课程”，来帮助你思考、探索上述问题的解决之道。

## 目标

本课程的目标是帮助中国企业的所有者和最高领导人为自己的企业设计有效的公司治理体系，并为董事会所必须回答的若干核心问题提供基本思路。通过讲座、讨论、案例分析、决策模拟，本课程将介绍公司治理的核心理论、基本工具和最新思路，剖析国内外公司治理的经验教训，探讨中国公司治理发展的趋势和问题，从而帮助学员掌握建设有效治理结构的基本框架和主要工具。

## 详情请洽：

上海：021-28905187(章小姐) 北京：010-82862890(管小姐) 深圳：0755-26935750(黄小姐)  
电子邮件：exed@ceibs.edu

中欧同时提供为公司度身定制的公司特设课程。  
详情请查询网站[www.ceibs.edu/csp](http://www.ceibs.edu/csp)

## 对象

本课程招生的对象是企业和企业集团的所有者和最高领导层，包括上市和准备上市企业的首席执行官、董事长，他们的非上市母公司的董事长、总经理、监事、董事、大股东代表，政府相关管理部门的主要官员、机构投资者，以及关心企业制度建设的创业者和高管人员。

## 受益

本课程将帮助学员理解：

- 全球董事会和公司治理模式的演化及现状
- 董事会的战略制订和决策角色
- 中国企业治理结构改革宏观政策和企业实践
- 中国企业治理结构的实务问题和分析工具

## 教授

- 中欧国际工商学院教授：吴敬琏、梁能、丁远、许定波等
- 沃顿商学院教授：Michael Useem、Harbir Singh等

## 校友俱乐部

### CEIBS ALUMNI CLUB HAPPENINGS

#### 校友金融与投资俱乐部：春季讲座系列

中欧国际工商院校友金融与投资俱乐部第一届理事会会议于2008年4月19日在中欧上海校园召开。4~5月，金融与投资俱乐部举办了3场讲座，分别探讨了农产品价格上涨、房价拐点、私人财富管理等一系列时下热点问题。

5月17日下午，在俱乐部理事长杨迈军的盛情邀请下，大连商品交易所副总经理郭晓利博士在中欧陆家嘴国际金融研究院为70多位俱乐部会员作了一场题为“农产品价格上涨对中国经济的影响”的精彩讲座。郭博士认为：(1)目前农产品价格正处于牛市周期，价格波动幅度加大，品种间价格联动性增强。(2)农产品价格主要受到全球粮食总体供求变化、利率及汇率变动、石油价格上涨及生物能源的发展、各国进出口政策变化、基金参与等因素的影响。(3)农产品价格上涨直接导致中国经济通货膨胀，并有导致抢购囤积易储藏农产品的风险。对于资本市场来说，农产品价格的上涨，使农产品期货市场投资功能得到了有效的发挥。

4月26日下午，上海同策房产咨询有限公司董事长孙益功校友在中欧陆家嘴国际金融研究院做了题为“房价是否遭遇拐点？”的讲座。孙益功认为：(1)国家的调控政策只是在市场破坏力发挥或释放之前起到干涉、预警、控制的作用，而真正决定市场的力量是居民收入增幅、货币政策、外汇政策、外来人口导入量、城市发展空间等因素。(2)市场是理性的，能够自我调节。(3)房地产业发展正向着多元化的方向发展。(4)2008年上海住宅市场价格走势将保持平稳上升态势，预计将在2007年均价基础上上涨10%~15%左右。

4月12日夜晚，私募基金东方港湾董事总经理但斌(EMBA2007)在石化厅礼堂为200多位校友和学生做了题为“时间的玫瑰——中国私人财富管理”的讲座。



#### 校友金融与投资俱乐部第一届理事会名单

##### Executive Directors of the CEIBS Alumni Finance & Investment Club

###### 顾问：

吴敬琏

中欧国际工商学院宝钢经济学教席教授

许小年

中欧国际工商学院经济学与金融学教授

张春

中欧国际工商学院副教授、金融学教授

丁远

中欧国际工商学院会计学教授

###### 理事长：

杨迈军 EMBA 2007

上海期货交易所总经理

###### 副理事长：

张耀麟 EMBA 2005

上海浦东发展银行副行长

陈志列 EMBA 2004

深圳同祥智能科技股份有限公司董事长

###### 秘书长：

文武 EMBA 2004

上海高和有色金属发展有限公司董事长

###### 副秘书长：

刘伟志 EMBA 1999

上海垦高贸易有限公司董事

陆风 EMBA 2002

上海万得资讯科技有限公司董事长

孙益功 EMBA 2004

上海同策房产咨询有限公司董事长

连凯 EMBA 2007

国泰君安证券(香港)有限公司市场总监

###### 法律顾问：

严义明 EMBA 2004

上海严义明律师事务所合伙人、律师

###### 理事：

陈文江 MBA 1998

鼎晖投资基金执行董事

李道滨 EMBA 2007

嘉实基金管理有限公司副总经理

徐智麟 EMBA 2005

国泰基金管理有限公司总经理助理

###### Consultants:

Prof. Wu Jinglian

Bao Steel Chair Professor of Economics, CEIBS

Prof. Xu Xiaonian

Professor of Economics and Finance, CEIBS

Prof. Chang Chun

Professor of Finance, Associate Dean, CEIBS

Prof. Ding Yuan

Professor of Accounting, CEIBS

###### Directors:

Yang Majun, EMBA 2007

General Manager, Shanghai Futures Exchange

###### Deputy Directors:

Zhang Yaolin, EMBA 2005

Deputy Governor, Shanghai Pudong Development Bank

Chen Zhilie, EMBA 2004

President, Evoc Intelligent Technology Co.

###### General Secretary:

Wen Wu, EMBA 2004

President, Shanghai Goawoo Nonferrous Metals Co.

###### Deputy General Secretaries:

Liu Weizhi, EMBA 1999

Director, Shanghai Kengao Trading Co.

Lu Feng, EMBA 2002

President, Shanghai Wind Information Co.

Sun Yigong, EMBA 2004

President, Shanghai Tongce Real Estate Consulting Co.

Lian Kai, EMBA 2007

Marketing Director, Guotai Junan (Hong Kong) Securities Co.

###### Executive Directors:

Yan Yiming, EMBA 2004

Co-partner & Lawyer, Shanghai Yan Yiming Law Firm

Chen Wenjiang, MBA 1998

Executive Director, Dinghui Investment Fund

Li Daobin, EMBA 2007

Vice General Manager, Harvest Fund Management Co.

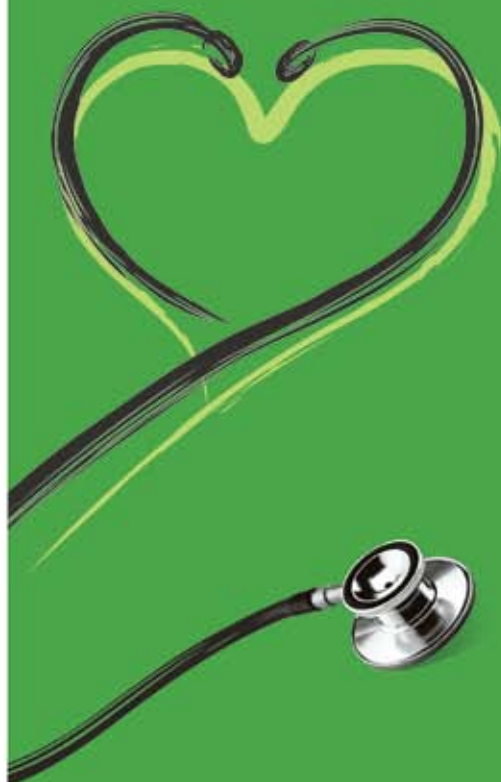
Xu Zhilin, EMBA 2005

Assistant General Manager, Guotai Asset Management Co.

# The 4th Annual China Health Care Development Forum

## China on its Way to Reform – Reaching Health for All

China stepped into the Spring of 2008 with the unveiling of its long-debated health care reform plan, aiming to build a national primary care system for both urban and rural citizens. What does this strategic goal mean for the world's most populous nation? Find out more on Sunday, September 21 when government policy-makers, industry leaders and distinguished scholars from China and abroad gather at the China Europe International Business School (CEIBS) in Shanghai to probe the opportunities and challenges in China's pursuit of its ambitious health care scheme.



### Invited Speakers

- Chen Zhu** Minister of Health of PRC
- Chen Ziquan** Vice Chairman of CPPCC Qinghai Provincial Committee, Director of Public Health Bureau of Qinghai Province
- Wang Dongsheng** Deputy Director General of the Social Development Department, National Development and Reform Commission of PRC
- Xu Jiaqi** Deputy Director General of the Drug Safety & Inspection Department, State Food and Drug Administration of PRC
- Ma Jianguo** Vice Mayor of Wuxi
- Guo Yan** Professor of the School of Public Health, Peking University, Member of WHO Commission on Social Determinants of Health
- Dai Tao** Executive Deputy Director of the Research Center for Health Policy and Management, Chinese Academy of Medical Sciences
- Liu Xingzhu** Senior Health Economist of National Institutes of Health, USA
- Li Shixue** Professor and Doctoral Advisor of Shandong University
- Robert Madelin** Director General for Health and Consumer Protection, European Commission
- Hana Brix** Chief, Social Policy and Economic Analysis Department, United Nations Children's Fund in China
- David Ricks** President of Eli Lilly China
- Ilona Kickbusch** Director of Global Health Programme of the Graduate Institute in Geneva of Switzerland, Senior Advisor to the Swiss Federal Office of Public Health

Venue: China Europe International Business School  
(699 Hongfeng Road, Shanghai)

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Fax: 86-21-28905273

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房价是否遭遇拐点：上海同策房产咨询有限公司董事长孙益功 (EMBA 2004) 在 4 月 26 日与中欧校友金融与投资俱乐部分享了他的专业观点。  
PERPLEXED BY PROPERTY VALUES – Shanghai Tongce Real Estate Consulting Co. President Sun Yigong (EMBA 2004) offered expert advice to the CEIBS Alumni Finance & Investment Club on April 26.

但斌归结出选股的原则：认真筛选公司，做细致的业务与财务分析；审慎评估公司价值，包括内在价值、安全边际；耐心持有，时间是最有价值的资产。

小提醒：自 2008 年 4 月 1 日起校友金融与投资俱乐部（上海）入会终身会费为人民币 500 元/人，欢迎新会员现场入会。俱乐部正在筹划推出《每周投资纵横》，旨在免费向会员定期提供最新和最独特的金融资讯。

### ALUMNI FINANCE & INVESTMENT CLUB: SPRING SPEAKER SERIES

During a series of speeches in April and May, members of the CEIBS Alumni Finance & Investment Club gleaned expert insight into stock-picking, the economic impact of increasingly expensive farm produce, and fluctuating property prices.

Speaking on “The Rose of Time – Chinese Personal Fortune Management” on April 12, Mr. Dan Bin (EMBA 2007) presented his strategies for choosing stocks. His key advice focused on carefully choosing the right company through conducting a detailed business and financial analysis, as well as evaluating business value, internal value and marginal safety – plus timing. “Time is the most valuable capital,” he said.

On May 17, Deputy General Manager of Dalian Commodity Exchange Dr. Guo Xiaoli tackled the issue of “The Impact of Increased Farm Produce Price on Chinese Economic Development.” Dr. Guo supported his points with

an analysis of the current price index and trends.

Then on April 26, Board Chairman of Shanghai Tongce Property Consulting Co, Mr. Sun Yigong was the keynote speaker at the club's first event at the CEIBS Lujiazui International Financial Research Center. In a speech entitled “Are Property Prices Falling?” he analyzed the trends in the Shanghai property market and predicted that prices will generally continue climbing. “It is no doubt that in year 2008, the price of Shanghai property will still increase 10 to 15 percent,” he said.

### NEW COUNCIL ELECTED, E-MAGAZINE PLANNED

Electing a new Council and planning 2008 events were the orders of business for the Alumni Finance & Investment Club on April 19. That day, the club

校园《波士堂》：“2007CCTV 中国经济年度人物”获得者、深圳研祥智能科技股份有限公司董事长陈志列 (EMBA 2004) 获邀参加校友市场营销学会的活动。中欧对陈志列校友于今年 3 月向中欧教育发展基金会捐赠 100 万元的慷慨之举深为感激。

MEDIA MAGNET – Named as one of CCTV's Leading Business Figures for 2007, EVOC Intelligent Technology Co. Chairman Chen Zhilie (EMBA 2004) was guest of honor at the Alumni Marketing Association's March 29 event. CEIBS is grateful to Mr. Chen for his generous donation of Y1 million to the CEIBS Foundation this spring.

electing an eight-member council, modified its constitution and outlined its list of upcoming events.

Upcoming events include speeches in August, September and November on the topics of stock index futures and insurance, investment, and investment during a period of high inflation.

During the meeting, the council also decided to launch an e-magazine for the club. Mr. Lian Kai will act as chief editor; Mr. Lu Feng and Mr. Sun Yigong will manage editorial content.

### 校友市场营销学会：《师兄，陈志列》活动报告

3 月 29 日晚，校友市场营销学会《营一盈一赢在中欧》2008 年度首场活动以专访“2007CCTV 中国经济年度人物”陈志列校友 (EMBA2004) 的方式在上海校园石化厅拉开帷幕。中欧国际工商学院院长朱晓明教授和副教务长周东生教授出席了此次活动。陈志列校友与 150 名校友和学生共同分享其 15 年的商旅生涯和在中欧学习的感悟。

朱院长首先致欢迎辞：中欧正面临来自国内外一流商学院和顶尖大学的激烈竞争，未来几年，我们将通过建立研究中心和出版社、出版《中欧商业评论》以及推出博士课程来搭建中欧的智库。中欧发展战略的实施离不开广大校友的支持。同时，中欧也将尽一切努力帮助校友和校友企业获得更大成功。

随后，中欧校园版的现场《波士堂》



展现在大家面前。在主持人赵雨润同学(EMBA2007、第一财经《上班这点事》嘉宾主持)以及特邀嘉宾:方光(EMBA2003)、文武(EMBA2004)、严义明(EMBA2004)、沈炎(EMBA2006)幽默风趣而又不失犀利的密集发问下,陈志列校友应对自如、侃侃而谈。谈起在中欧的学习、创业的艰辛,言语中饱含感情而又诙谐风趣,全场笑声和掌声不断。陈志列校友表示支持母校是校友应尽的义务,作为中欧国际工商学院教育发展基金会的创始会员之一,他将会持续关注和支持母校的发展。

营销学会《营-盈-赢在中欧》系列活动将继续关注热点校友人物,搭建与广大会员、校友和学生的现场沟通平台。

#### ALUMNI MARKETING ASSOCIATION: “WIN IN CEIBS” EVENT

Named by CCTV as one of the leading business figures of 2007, Mr. Chen Zhilie (EMBA 2004) was the guest of honour at the March 29 staging of the CEIBS Alumni Marketing Association's "Win in CEIBS" event. Some 150 enthusiastic CEIBS alumni and students gathered to hear Chen outline his decade-and-a-half in business as founder of EVOC, and to explain the impact on his career of studying at CEIBS.

The event opened with remarks from event MC Mr. Zhao Yurun (EMBA 2007) and CEIBS President Zhu Xiaoming who congratulated Chen and Mr. Jin Zhiguo (EMBA 2002) for the acclaim they won via CCTV.

In a segment entitled "Boss Town," Chen shared the challenges he has faced as an entrepreneur, his unforgettable CEIBS study period, and his recent move to become founding member of the CEIBS Foundation. He was joined in the discussion by fellow entrepreneurial alumni Fang Guang (EMBA 2003), Wen Wu (EMBA 2004), Yan Yiming (EMBA 2004) and Shen Yan (EMBA 2006).

#### 深圳校友会投资俱乐部:赴越考察投资市场纪实

4月2日至6日,中欧深圳校友会投资俱乐部成员一行16人从深圳经香港出发,赴越南进行为期五天的投资市场考察

活动,整个活动从安排、计划到成行均得到了宋平同学(EMBA2006)的大力支持。

越南有8700万人口,自1986年实行改革开放以来,越南经济快速增长,增长率在东南亚位居榜首,在东亚仅次于中国。市场潜力和较为稳定的政治环境使越南吸引了大量FDI,2007年吸引外资超过178亿美元,越南的人均GDP在2007年达到835美元。越南证券市场也在快速增长中,在胡志明和河内交易所挂牌的上市公司数量达到286家(河内133家,胡志明153家),市值超过600亿人民币。

在越南考察期间,俱乐部成员参观了两家证券公司,越南Alpha证券公司和河内证券交易中心,此外还参观了两家企业,河内牛奶公司和胡志明市的ITA集团。Alpha证券公司是一家由四位私人股东创建的证券公司。在越南个人可以设立证券公司,但证券承销业务门槛较高,一般只有国有证券公司才能开展。

4月4日,俱乐部成员在胡志明市参观了ITA集团,这是一家由姐弟俩控股的私营上市公司,主要经营工业园开发,通过政府资源以低价购得大片土地,开发成工业园,招商引资,然后在工业园内开发商业楼盘和住宅,现在还介入到通信运营、高速公路建设、电厂、港口等基本设施建设领域。张涵校友认为投资这样的公司短期内可能会有不错的回报,但从长远来看存在很大的不确定性,他更看好越南的银行。

通过此次参观访问,俱乐部成员对越南的投资环境、投资政策等有了大致了解,并对具体的行业有了亲身体验,收获颇多。

#### SHENZHEN ALUMNI CHAPTER FINANCE & INVESTMENT CLUB: INVESTING IN VIETNAM

The CEIBS Shenzhen Alumni Chapter's Finance & Investment Club led a five-day trip to Vietnam from April 2 to 6 for a first-hand look at the country's local investment market.

Alumnus Mr. Song Ping (EMBA 2006), who established a textile and clothing company in Vietnam in the 1990s, oversaw planning and execution of the trip. Offering a wealth of knowledge about local business conditions and customs of China's

close neighbour, Song personally accompanied club members on a series of company visits.

At the welcome dinner held on April 2 in the capital city of Hanoi, Song briefed club members on the development of Vietnam-based industries and financial market since its reform in 1986. He also pointed out potential business opportunities.

A visit to Hanoi Securities Trading Centre, followed by a stop at private equity firm Alpha Securities, and listed company Hanoi Milk Co., were the focus of the second day of the Vietnam tour. These visits gave club members a deeper understanding of the fundamentals of the local securities market, as well as the foreign investment process. On April 4, club members travelled to Ho Chi Minh City, Vietnam's largest municipality and industrial centre, where they visited the publicly listed ITA Group.

By the end of the Vietnam visit, the 16 participants said the trip had been an excellent source of information for investment planning, as well as an opportunity to forge greater communication between CEIBS alumni.

#### 中欧校友剧社:《C380》赢来满堂喝彩

5月14日晚,由中欧校友剧社自编、自导、自演的话剧《C380》在上海东方艺术中心首演时赢来满堂喝彩。

这部话剧是中欧校友剧社自2004年11月成立以来推出的第三部大戏,它延续了该社独特的作品风格——最戏谑的对白、最亲近的生活、最专业的演出、最专业的场地。

这个拥有美女、空难、金钱、移民等时尚元素的故事发生在一架从上海飞往温哥华的大飞机上。以世界为舞台的“白骨精”与看好中国崛起的“中国通”,移民加拿大的浙江老板与人到中年从头来过的知性美女,历经宦海沉浮终于选择激流勇退的政府官员与即将赴海外留学的“80后”……这群各有故事的人在有故事的飞机上相遇,并在飞机上一起经历选择与失去、激情与生死。

剧本原创是中欧剧社坚持的亮点。该剧由全体演职人员集体创作,他们将自己熟悉的商界生活及商海感悟写入剧中。剧



戏剧与艺术：中欧校友于5月14日、15日自编自导自演的话剧《C380》赢得满堂喝彩（上图）。今年春季，校友当代艺术俱乐部秘书长黄瑞芳就艺术鉴赏及艺术品投资给大家做了精彩演讲。

DRAMA AND ART – CEIBS alumni took their acting talent to the stage on May 14 and 15 in the highly successful satire "C380" (at top). Earlier this spring, members of the CEIBS Alumni Contemporary Art Club honed their art appreciation, and art valuation skills, thanks to club secretary general Huang Ruifang.

社导演沈迦指出，“剧中这群人的身上其实都有你我的影子，他们和我们一样，在付出常人无法付出的努力后，终于成功地拥有了可以选择更多人生方向的能力。但当他们面对无法选择的机遇时，他们才明白——选择本身就是又一道难题。”

该剧特邀知名实力派话剧女导演雷国华担任艺术指导，雷国华对于这群热爱艺术的企业家褒扬有加：“他们的认真超过了职业演员，他们放弃利益，追求精神的东西，也只有这样注重文化，并把文化融入企业的企业家，事业才能更长久。”

《C380》5月15日晚继续公演一场，全场依旧座无虚席。据悉，为帮助汶川灾区重建，中欧剧社除将话剧剧本销售收入全部捐出，另外还在演出现场发起募捐，共为灾民筹得善款18,936元。

### ALUMNI DRAMA CLUB: RAVE REVIEWS FOR "C380"

Raucous laughter rocked the audience at the May 14 and 15 staging of "C380," written and performed by the Alumni Drama Club.

Tackling the themes of beauty, money and internationalization, "C380" wove an audience-pleasing tale exploring the growing confidence of Chinese business people who are zooming onto the world stage but are often left wondering about the purpose of their journey. The show was the third production since the CEIBS Alumni Drama Club was established in November 2004.

Renowned director Ms. Lei Guohua, who graciously worked with cast members of "C380," said: "They were committed to the show on a surprising level, which made the show very successful."

The show's success was reflected in the packed theatre and a request for an additional performance on the second night. All the funds raised, plus an audience donation of ¥18,936, will be donated to Sichuan Earthquake relief efforts.

### 校友当代艺术俱乐部：当代艺术入门与艺术投资讲座报告

3月30日下午，约30名中欧当代艺术俱乐部会员、中欧校友和来自交大、复旦的台湾同学会成员来到位于浦东的十乐会所，参加了由俱乐部组织的关于当代艺术鉴赏和投资的专题讲座。

俱乐部秘书长黄瑞芳(EMBA2007)欢迎大家的参与并给大家播放了一段华人艺术家蔡国强的爆破艺术录像，展示了当代艺术的独特思维和创新理念，在随后的两个小时的讲座里，黄瑞芳详细阐述了当代艺术的欣赏方法和当代艺企合作的美好前景以及艺术品投资的丰厚回报。目前世界上已有相当多的跨国公司和艺术机构成功合作，华人当代艺术也成为近年国际市场上提升价值最快和最受瞩目的新星，中国企业如何通过和艺术机构合作来提升自己的品牌价值，将是一个值得思考的热门话题。

### ALUMNI CONTEMPORARY ART CLUB: BUSINESS SIDE OF ART

The topic of how to truly appreciate contemporary art – including its business side – attracted 30 members of the CEIBS Alumni Contemporary Art Club, joined by guests from the Alumni Associations of Taiwan's Jiaotong and Fudan Universities, to a March 30 event organized by the CEIBS Alumni Contemporary Art Club.

The evening began with club Secretary General Mr. Huang Ruifang showing a video on the "art of blasting" used by Chinese artist Cai Guoqiang. The presentation was an example of the innovative ideas that often find a voice through contemporary art. Huang then shared insights into appreciating modern art, both aesthetically and financially. His talk included useful tips on art valuation and investing in art.

## MBA1998

## 金进 JIN JIN



在瑞士迅达、德国博世和日本三菱从事近十年的工业品营销后，于2007年创办上海远威营销管理咨询有限公司，为中外电梯企业提供创新并富有实效的营销咨询及培训服务。作为校友会营销俱乐部成员，期待与更多校友分享营销智慧，共创美好明天。

With the solid foundation of 10 years' experience in industrial marketing at Schindler, Bosch & Mitsubishi, I established Shanghai Your-Way Marketing Management Consulting Co. Ltd. in 2007. We provide innovative and practical marketing consulting and training services for elevator companies in China. As a member of the CEIBS Alumni Marketing Club, I look forward to sharing my knowledge of the industry during future collaboration with other CEIBS alumni.

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## MBA2004

## LEONARD ZHANG

This April, I left Spirent Communications where I was Director of Sales Development,

APAC, and took up my new challenging position as Managing Director, APAC, for BreakingPoint Systems. A large part of my job will involve building the business from scratch. It is a demanding job, but I guess we have to deal with the tough challenges while we are young. On a lighter note, best wishes to all CEIBS alumni. CEIBS will always have a warm place in my heart!

## MBA2005

## JULIO HERRERO



There have been some major changes around here...

Last December 31, my wife Jenny gave birth to Julio and Nicolas, our healthy twins, at the maternity hospital next to CEIBS. Shortly afterwards we moved to Ma'anshan, in Anhui Province, where I took up my new appointment as Deputy General Manager of Parque Espana Ma'anshan. It's a Spanish real estate project comprising a 1.3 million square meter industrial park. I encourage you all to visit us in the green city of Ma'anshan; an excellent place to raise the twins.

Jherrero@eurochinainvestment.com

www.parqueespanamaanshan.com

## MBA2006

## 柯琛 ANDREA KE

我是柯琛，CEIBS MBA 2006 的一员。作为女性，工作和家庭我都不愿放弃。承



担起做一个好母亲的责任后，我也将以更成熟更包容的心态再次投入到职场中去。

I began the CEIBS MBA programme in 2006. Living a balanced life has always been my pursuit and I am proud of my current role as a stay-at-home mom. I know that it will help me make the transition back to the business world with a more mature outlook on life.

## EMBA1996

## 胡宇平

北京吉普诺达科技有限公司业务总监

2008年新春成立，目前研发和销售汽车动力提升器和其他汽车节能环保产品。产品显著增强动力、省油、环保，保护电瓶，实用电喷汽油柴油发动机已申请国家专利，通过国家电工电子相关技术认证。希望得到中欧大家庭的支持!

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## EMBA2002

## 赵松青

炎黄健康传媒 董事长兼 CEO

公司地址：北京市东长安街东方广场 E1 座 8 层

公司电话：010-85089998

手机：13901022115

EMAIL: zhaosongqing@yhchm.com

## EMBA2003

## 潘兴莉 CANDY PAN



手机更新: 001-604-339-9016

电邮: candy.pan@ge.com

注: 3月20日到8月底会在北美工作, 小住。如没能及时接您的电话, 请发短消息, 或电邮, 注明中欧校友, 定复。

Here's my new mobile phone number: 001-604-339-9016;

email address: Candy.pan@ge.com

I will be located in North America from Mar 20 to end of Aug this year. If you cannot access me by phone, please drop me a MP message or email, leave your name and CEIBS Alumni info, I will get back to you soon.

## EMBA2003

## 吴自力

我新近加盟国内第一家商业银行控



股的交银国际信托有限公司工作, 任信托业务总监。信托公司是目前中国金融领域最自由和最有创新能力的金融机构, 交银国际信托确定了项目融资、财富管理和受托托管三大业务方向。中欧校友以及你们管理的企业, 如果有投资、融资和资产管理的需求, 请与我联系: wuzl@bocommtrust.com。

## EMBA2004

## 赵仕勤

原任中国最大的邮购公司麦考林的CFO。在成功将麦考林出售给红杉后, 出任阿里巴巴新成立的投资部的董事总经理。该部门主要投资互联网、信息技术和电子商务相关公司。校友有相关项目, 可联系: zshiqin.e044@alumni.ceibs.edu, 或致电: 13801968566。

## EMBA2005

## 樊军

现工作单位: 北京首都国际机场股份有限公司

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## EMBA2005

## 王炯煜

怀着金融梦想进入中欧学习, 毕业后与中欧校友创办了上海龙控投资中心(有限合伙), 融合北美龙控信托十余年运作经验及中国企业实战和政企资源, 以长线价值投资为目标, 与企业共同来“挖掘价值, 增加价值, 创造价值”。作为战略投资者, 在经营、财务、人力资源战略等方面使企业更上一层楼。重点投向成长期的新能源、新材料企业和内需拉动型企业, 以及金融领域的战略性渠道。龙控期待广大校友的

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## EMBA2007

## CASTALDI GABRIELE



Castaldi Gabriele 被选为欧盟商会天津分会副董事。欧盟商会在中国的使命是以为欧洲商界在华的企业提供服务为目的, 作为独立的团体机构与中国保持紧密的接触。与中国政府部门开展建设性的对话, 改善商业环境推进欧洲在华企业的发展, 这项新的责任与使命将有力地支持我目前在高利尔天津包装有限公司作为 CEO 和总经理的在华工作。

In April 2008 I was elected Vice President of the European Chamber of Commerce in China (ECCC), Tianjin Chapter. The mission of the ECCC is to work for the benefit of European business, operate as a single, networked organization across Mainland China and maintain close, constructive relations with the Chinese and European authorities while retaining its independence.

While contributing to the dissemination and cultivation of European values in China, this new position will complement my present job as Managing Director and CEO of Goglio (Tianjin) Packaging Co.



## CEIBS MANAGEMENT COMMITTEE

Professor Pedro NUENO, Executive President  
Professor ZHU Xiaoming, President  
Professor Rolf D. CREMER, Dean and Vice President  
Professor ZHANG Weijiong, Vice President and Co-Dean

## CEIBS BOARD OF DIRECTORS

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President, Shanghai Jiao Tong University

**Gerard VAN SCHAİK**  
Vice Chairman of the Board  
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**Jan BORGONJON**  
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