

目录

CONTENTS

本期看点 IN THIS ISSUE

2008 年秋季刊 Fall

封面关注 COVER STORY

036

广施甘露千株翠 OUTWARD BOUND

今年秋季，中欧国际工商学院将其世界顶级商务管理培训带到中国的欠发达地区，其目标为：到2012年培养500名中国经理人。

This fall, CEIBS takes its world-class business education to China's under-developed regions. The goal: educating 500 Chinese managers by 2012.

020

寂寞长跑，不改其乐 GOING THE DISTANCE

五年的创新发展之路，常州市市委书记范燕青（EMBA 2001）将之形象地称为“寂寞的长跑”。

Fan Yanqing, Secretary of Changzhou Municipal Committee of the CPC, is on a mission to break the boom-and-bust cycle in his city.

030

探讨中国特色的卫生发展之路 HEALTHY DEBATE

在第四届“中国健康发展高峰论坛”上，来自政府、企业、医院和学术界的数十位知名专家应邀发表主题演讲，从多个视角为中国的医改事业献计献策。

19 health industry experts and academics offered insight into the best way to pursue “health-care for all” at the CEIBS 4th Annual China Health Care Development Forum.

编者的话 MESSAGE FROM THE EDITORS



海纳百川

亲爱的读者们：

“广施甘露千株翠”，中欧国际工商学院将世界顶级商务管理培训教育推广到中国欠发达地区是本期《The LINK》杂志所重点关注的。与此同时，中欧还竭尽所能为 8000 多位校友打造规模最大、阵容最强的校友网络，与校友建立起更为广泛的联系。

本期封面故事向您展示了一项全新的宏伟计划：今年秋季，中欧国际工商学院联手法兰克福管理学院开设的“中欧商务教育文凭课程”正式启动，这为安徽、云南及黑龙江地区的学生提供了一个在家乡就读中欧课程的绝佳机会。此外，从 2008 年开始，中欧还为来自欠发达地区的 MBA 学生专门设立了“中国-欧盟 MBA 奖学金”。这两个项目作为由欧盟和上海市人民政府共同资助的“中国-欧盟商务管理培训项目”的一部分，将从 2008 年一直持续到 2012 年。请您鼓励符合相关条件者踊跃报名。

目前，中欧的校友网络已遍及全国并发展到海外。在过去一年里，有 5 家校友分会隆重成立。截至 2008 年 10 月底，中欧校友会共成立了 29 家地区分会。此外，中欧还在十多个国家设立了校友大使。中欧国际联络办公室也会定期在伦敦、都柏林、巴塞罗那、马德里、博洛尼亚、科布伦次、米兰及潘洛纳等城市举办校友活动，为长期在海外工作或

Expanding Our Reach

Dear CEIBS Alumni:

“Reaching out” is the theme of the Fall 2008 issue of *TheLINK*. In fact, our goal is to connect with as many of our 8000 alumni as possible, wherever you are.

This month's cover story highlights CEIBS' ambitious efforts to bring world-class management education to China's less developed regions through offering certificate programmes in 2nd and 3rd tier cities and by providing MBA scholarships.

But CEIBS is also reaching out in other ways, across China and internationally. Over the past year, the school has launched five new domestic Alumni Chapters – Jiangxi, Hunan, Ningbo, Guizhou and Sichuan – bringing the roster to 29. In addition, overseas alumni branches now operate in England, Ireland, Germany, Holland, Italy, Denmark, France, Spain, Greece, Switzerland, Philippines, and South Korea. Working or traveling in Europe? The CEIBS International Relations Office regularly hosts alumni events (see website for details).

Other ways to benefit from CEIBS' outreach efforts:

- Plan a Class Reunion – The Alumni Relations Office can help your class plan a meaningful get-together on the CEIBS campus. Enjoy free promotion via the CEIBS Alumni Newsletter, free use of CEIBS venue facilities (depending on availability), and coverage of your event in *TheLINK* when you send photos and event details.

出差的校友们提供沟通交流的平台。(详情请访问中欧网站)

校友们能从以下几方面受益:

校友返校活动: 校友会定期筹备组织校友返校活动; 如果您能提供活动报告和照片, 《The LINK》杂志还将对返校活动做特别报道。

担当导师: 目前有 60 多位 EMBA 校友和学员正在给 MBA 学生担当导师, 并且“良师”一职仍然期待更多导师的参与。在分享知识、传承经验的同时, 导师们还能与年轻的 MBA 学生建立常青的友谊, 双方均能受益匪浅。

参加(或发起成立)校友俱乐部: 迄今为止校友们已经成立了 25 个校友俱乐部, 涉及金融与投资、市场营销、高尔夫、摄影、户外活动等多个领域。

参加校友特设课程: 2009 年将设有四个“校友特设课程”, 国内特设课程如丁远教授的“解密会计魔术”; 海外游学之旅还将赴新加坡探寻“实现你的国际化梦想”。

校友企业宣传: 校友企业若想在《The LINK》杂志上刊登广告, 还能获得校友优惠折扣。详情请登陆 www.ceibs.edu/pdf/magazine/link_sponsor_cn.pdf

刊登个人信息: 无论是工作升迁、住址变更还是喜得贵子, 您都能通过《The LINK》杂志的“班级通讯录”一栏向所有中欧校友发布。

校友捐赠: 校友可以个人名义或企业名义向学校提供捐赠, 学校已为捐赠提供了多种途径。为表鸣谢, 捐赠者能获得以下回报: 可优先招聘中欧学生, 邀请教授到企业做演讲, 免费宣传, 使用学校场地设备等。

最后, 我们正在优化校友网络, 请助母校一臂之力, 让我们共同搭建一套强大、有效、互利的海内外校友网络。

• **Become a CEIBS Mentor** – 60 alums and EMBA students are mentoring current MBA students, and many new slots are available. Mentors commit to meeting with 2 or 3 mentees several times per year plus serving as an advisor via email or phone. In return, they gain friendship and valuable insight into the younger generation.

• **Join (or Form) an Alumni Club** – 25 alumni clubs now operate, ranging from Finance & Investment to Marketing, Golf and Photography.

• **Join an “Alumni Only” Programme** – Four Alumni Only Programmes (AOP) are planned for 2009 including “Decrypting Accounting Magic” by Prof. Ding Yuan. Upcoming Overseas Study Tours for alumni include “Realizing Your Internationalization Plans” held in Singapore.

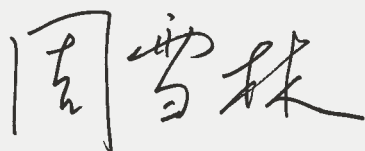
• **Promote Your Company to Alums** – CEIBS alumni and their companies enjoy discount announcements in this magazine. Why not offer fellow CEIBS alumni a special offer?

(For details see www.ceibs.edu/pdf/magazine/link_sponsor_en.pdf.)

• **Send Personal News to TheLINK** – Recently promoted? Moved cities? Want to show off your new baby? Announce your news to all CEIBS alumni at once by sending your personal announcement to this magazine (see page 139 for details).

• **Sponsor CEIBS** – For those of you in a position to support your alma mater either as an individual or through your company, the school is expanding its sponsorship channels. Sponsor benefits include priority recruitment of CEIBS students for job placement as well as internships and GCP, access to CEIBS professors for briefings, promotional benefits, use of CEIBS facilities, and more.

Finally, as CEIBS reaches out to our alumni base over the coming year, please send a helping hand back toward your alma mater to guide us in this effort. Together, we can build a strong, effective, and beneficial network across China, and worldwide.



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060



目录

CONTENTS

008

要闻 BRIEFING

智库启航，助推上海国际金融中心建设
CLFC Hosts Conference on Fallout from U.S. Mortgage Crisis

谭盾做客中欧，畅谈奥运颁奖音乐及创作理念
Oscar Winning Composer Tan Dun Inspires CEIBS, and more

特别报道 FEATURES

020

CEO 访谈 CEO Talk
寂寞长跑，不改其乐
Going the Distance

030

探讨中国特色的卫生发展之路
Healthy Debate

封面关注 COVER STORY

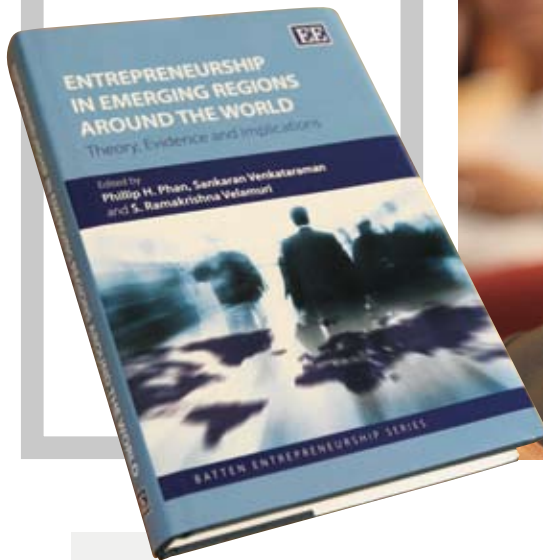
036

广施甘露千株零
Outward Bound

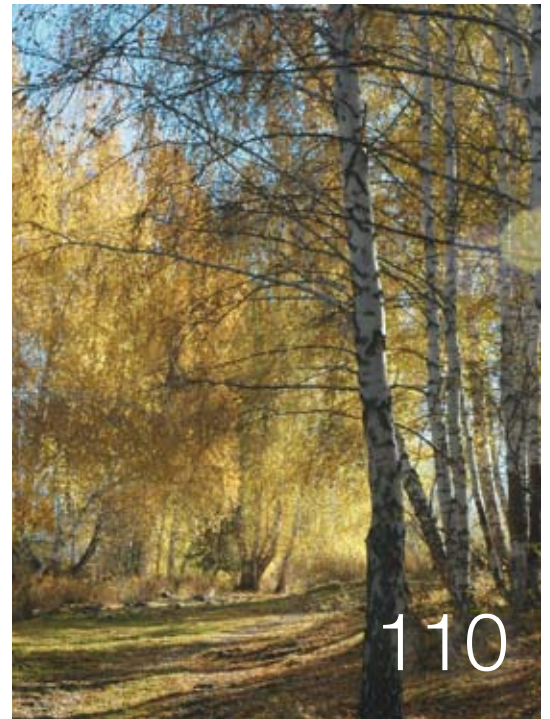
044

冲上云霄
Fast Lane From Tier Two
从 2008 年开始，中欧国际工商学院为来自中国欠发达地区的学生专门设立了中国-欧盟 MBA 奖学金。今年许多奖学金获得者均承诺，将用所学知识帮助家乡的发展。
The EU-China MBA Scholarship programme for students from 2nd and 3rd tier cities launched this fall. Many recipients are pledging to use their business degrees to help develop their hometowns.

053



074



110

管理前沿 CEIBS KNOWLEDGE

053

教授研究

Faculty Research

方睿哲教授探究新兴地区的创业者；蔡舒恒教授论述崭新的商业之道；韩践教授及其全球研究团队探讨跨文化 RTC 研究；朱天教授阐述了对国有上市公司高管实现有效激励的独到观点

CEIBS professors explore entrepreneurship in emerging regions; improving employer-employee relations; cross cultural resistance to change; and executive salary packages of at SOEs

058

金融家沙龙

CEIBS Finance Salon Series

方星海博士与外资金融机构高管共话上海国际金融中心建设

Expert insight into Shanghai's development as an international financial centre

职业发展 CAREER

060

创业者：缔造中国原创三维动画的梦工厂

Entrepreneurial Spirit: China's DreamWorks

十一年来，刘红（EMBA 2007）凭借她对动漫行业的满腔热情带领她的团队在黑暗中执着摸索前行并最终成为领军人物。

After an 11-year struggle ridden with hard times and setbacks, Liu Hong (EMBA 2007) has built her company into China's leading producer of 3D animation.

068

房地产新锐视野

Real Advice on Real Estate

在销售型住宅地产之外，另有一种持有性商业地产；在如此年轻而又如此复杂的中国商业地产业内怎样与狼共舞，刘学勤（EMBA 2003）向我们娓娓道来……

074

公司聚焦：汉莎腾飞之路

Corporate Spotlight: Transformation of Lufthansa

078

中国启示录：巴斯克人着眼增强全球竞争力

Basque Execs Learn from China

083

合作伙伴 Corporate Partner News

在中欧 INSIDE CEIBS

092

重要任命 New Appointments

094

校园新闻 School Updates

中欧 2006 级 EMBA 毕业典礼，中欧 2008 级 MBA 开学典礼……

EMBA class of 2006 graduates, MBA 2008 begins...

校友之声 ALUMNI VOICE

110

校友博客：回味新疆

Alumni Blog: Xinjiang Revisited

118

校友分会：宁波、贵州校友分会欢迎您！

Alumni Chapters: Ningbo & Guizhou welcomed to the network

122

海外之声：欧洲投资机会知多少？

CEIBS Abroad: Alumni Study Tour to Dublin & London

126

校友新闻 Alumni Events

138

班级通讯录 Linking In

智库起航，助推上海国际金融中心建设

CLFC Analyzes Fallout from U.S. Mortgage Crisis, Elects Board of Directors

2008年9月20日，中欧陆家嘴国际金融研究院第一届理事会第一次会议隆重召开。上海市市委书记俞正声、市长韩正分别为本次理事会会议发来贺信。上海市政协主席冯国勤，全国人大常委、财经委员会副主任委员吴晓灵，上海市政协副主席、中欧国际工商学院院长朱晓明，上海市市长助理、市公安局局长张学兵，浦东新区区长李逸平等出席会议。会议还吸引了包括路透社、道琼斯、福布斯、解放日报、文汇报、《第一财经日报》等在内的20多家国内外知名媒体的热切关注。

俞正声书记在贺信中指出：“研究院作为开放的、国际化的学术交流平台，一定能够帮助上海推进金融研究、深化金融改革、汇聚金融人才，促进金融业更好地为改革开放和社会主义现代化建设服务。”

韩正市长在贺信中指出：“研究院自2007年10月成立以来，促进了上海与国内外金融界、学术界的交流与合作，为推动上海国际金融中心建设发挥了智库作用”，并期待“研究院成为上海国际金融中心建设的‘人才库’和‘智慧库’！”

首次理事会会议审议并通过了《中欧陆家嘴国际金融研究院章程》，授予冯国勤主席名誉理事长称号，并选举市政协副主席、中欧国际工商学院院长朱晓明教授为理事长，选举中欧国际工商学院副院长兼中方教务长张维炯教授、上海陆家嘴（集团）有限公司总经理杨小明先生为副理事长。理事会还一致通过并任命我国金融界、学术界颇具威望的吴晓灵女士担任研究院首任院长，中欧国际工商学院执行院长佩德罗·雷诺教授被授予名誉院长称号。

吴晓灵院长表示，上海国际金融中心建设是我

国的一项国家战略。虽然目前已经取得了很大成绩，但和欧美主要金融中心尚存在显著差距，还面临利率和汇率改革、金融法规完善、金融产品创新、金融监管透明度提升等不少制度瓶颈。研究院的重要使命就是围绕这些关键命题开展前沿性研究，并及时跟踪全球主流金融中心发展态势。

在谈到研究院的设立意义时，朱晓明理事长指出，中欧陆家嘴国际金融研究院要成为一个凝聚共识、整合资源的开放式平台，吸引更多金融精英人士携手融入上海国际金融中心建设的伟大历史进程。朱晓明信心满满地表示：10年之后回首今天，我们将为这项富有远见的事业而倍感自豪。

当天，以“动荡时代的金融创新与稳定”为主题的“中欧—华安锐智沙龙”也在中欧陆家嘴国际金融研究院举行。冯国勤主席，上海市委常委、浦东新区区委书记徐麟，朱晓明院长出席并致辞。上海市委常委、副市长屠光绍发表了主题演讲。张学兵市长助理、金融办主任方星海、黄浦区区长周伟、闸北区区长周平等领导也出席了这一沙龙。吴晓灵、王华庆、吴敬琏、许小年、顾功耘、胡汝银、王益民、缪建民、翁富泽等著名学者和金融机构负责人，围绕“以创新化解金融风险”和“动荡时期的市场机遇”两个议题，同100多位金融机构高管分享了他们的敏锐见解。

中欧陆家嘴国际金融研究院院长吴晓灵指出，美国次贷危机引发的金融动荡对中国金融业和实体经济的实质影响远远小于心理影响，中国应该抓住机遇稳步发展资本市场。

吴敬琏教授认为，中国经济原有的增长方式有



两个特点，一是靠要素投入来支撑增长，另外一个特点是靠出口需求弥补国内需求的不足。结果导致投资率不断提高、消费率不断下降，金融系统变得非常脆弱。要根本解决问题，必须转变经济增长方式，消除制度性障碍。

此外，本次沙龙还通过 G-net 公司的视频直播网站向中欧校友进行了现场直播。朱晓明院长为屠光绍副市长、中国银监会纪委书记王华庆颁发了兼职教授聘书。

China's role on the global stage, especially within the context of the turbulence created in world markets as a result of the U.S. mortgage crisis, was explored in detail during the CEIBS-Hua'An Ruizhi Salon held on September 20.

More than 100 participants representing the Chinese government, the financial sector and academia gathered to discuss "Financial Innovation and Stability in a Turbulent Market" at the CEIBS Lujiazui International Financial

Research Centre (CLFC). CEIBS alumni were offered a live online broadcast of the event, which attracted strong interest from the media, CLFC board members (see box), and other government officials.

Throughout the day, newly-elected CLFC Director Wu Xiaoling was among an impressive list of scholars and officials from the financial sector who discussed the topics of "Stay Away From Risks Through Continuous Innovation" and "Opportunities in a Turbulent Market." Other speakers included:

- Commissioner of Discipline Inspection of CBRC Wang Huaqing;
- CEIBS professors Wu Jinglian and Xu Xiaonian
- Vice President of East China University of Political Science and Law Gu Gongyun;
- Director of Research Centre of Shanghai Stock Exchange Hu Ruyin;
- Chairman of Orient Securities Co. Wang Yimin;
- Chairman of China Life Insurance Asset Management Co. Miao Jianmin; and

- CEO of HSBC China Richard Yorke.

During the salon, CEIBS President Zhu Xiaoming conferred the title of Adjunct Professor on Shanghai Vice Mayor Tu Guangshao and CBRC's Commissioner of Discipline Inspection Wang Huaqing.

The day began with the election of the CLFC's first Board of Directors. CEIBS President and CPPCC Shanghai Committee Vice Chairman Zhu Xiaoming was elected CLFC Chairman. The CLFC's inaugural Board of Directors consists of:

- Honorary Chairman Feng Guoqin (Chairman of the CPPCC Shanghai Committee),
- Chairman Zhu Xiaoming (CEIBS President and Vice Chairman of the CPPCC Shanghai committee),
- Vice Chairmen Yang Xiaoming (General Manager of Shanghai Lujiazui Group) and Zhang Weijiong (CEIBS Vice President),
- Honorary Director Pedro Nueno (CEIBS Executive President) and
- Director Wu Xiaoling (Deputy Director of Financial & Economic Affairs Committee of the National People's Congress).



重要任命：在 9 月 20 日举行的中欧陆家嘴国际金融研究院首次理事会会议上，上海市政协主席冯国勤（左）被授予名誉理事长称号，中欧国际工商学院执行院长佩德罗·雷诺教授（右）被授予名誉院长称号。

HONORED: At the September 20 Finance Salon, CEIBS Executive President Pedro Nueno (right) was named Honorary Director of the CLFC while Chairman of CPPCC Shanghai Committee Feng Guoqin (left) received the title of Honorary Chairman.

中欧陆家嘴国际金融研究院学术委员会成员

主席
全国人大常委会、财经委员会副主任委员 **吴晓灵**

委员
上海市金融办主任 **方星海博士**
中国银行副行长 **朱民博士**
中欧国际工商学院 **吴敬琏教授**
中欧国际工商学院 **许小年教授**
中欧国际工商学院 **张春教授**
华东政法大学副校长 **顾功耘教授**
中国社科院金融研究所所长 **李扬教授**
上海外汇管理局副局长 **郑杨博士**
上海交通大学的 **潘英丽教授**

CLFC ACADEMIC COMMITTEE MEMBERS

Chairman
Deputy Director of Financial & Economic Affairs Committee of the National People's Congress, **Wu Xiaoling**

Committee members
Director General of Shanghai Financial Services Office **Dr. Fang Xinghai**
Group Executive Vice President of the Bank of China **Dr. Zhu Ming**
CEIBS Professor **Wu Jinglian**
CEIBS Professor **Xu Xiaonian**
CEIBS Professor **Chang Chun**
Vice President of East China University of Political Science and Law **Prof. Gu Gongyun**
Director of the Institute of Finance & Banking at the Chinese Academy of Social Science **Prof. Li Yang**
Deputy Director-General of the Shanghai Branch of the State Administration of Foreign Exchange **Dr. Zheng Yang**
Shanghai Jiao Tong University's **Prof. Pan Yingli**

中欧陆家嘴国际金融研究院常务理事单位

中国人民银行上海总部	Shanghai Headquarters of the People's Bank of China
上海市金融办	Shanghai Financial Services Office
上海银监局	Shanghai Bureau of China Banking Regulatory Commission
上海市证监局	Shanghai Bureau of China Securities Regulatory Commission
上海市保监局	Shanghai Bureau of China Insurance Regulatory Commission
上海交通大学	Shanghai Jiao Tong University
华东政法大学	East China University of Politics Science and Law
中国社科院金融研究所	Institute of Finance & Banking, Chinese Academy of Social Science
浦东发展银行	Shanghai Pudong Development Bank
华安基金管理有限公司	Hua'an Fund Management Co.
上海银行	Bank of Shanghai
迈瑞集团（纽约交易所上市公司）	Mindray Medical International

CLFC EXECUTIVE MEMBER INSTITUTIONS

中欧陆家嘴国际金融研究院理事单位

汇丰银行	HSBC
金蝶软件	Kingdee
中国银联	China UnionPay
中国外汇交易中心	China Foreign Exchange Trade System
上海市黄浦区政府	Shanghai Huangpu District Government
安永华明会计师事务所	Ernst & Young
西班牙对外银行 (BBVA)	BBVA

MEMBER INSTITUTIONS

首轮“中欧商务教育文凭课程”开班仪式 在合肥隆重举行

CEIBS and Partners Launch Business Development Certificate Programme in Hefei

9月5日，首轮“中欧商务教育文凭课程”开班仪式在安徽省合肥市隆重举行。安徽省副省长文海英女士，合肥市市长吴存荣先生，欧洲联盟欧洲委员会驻华代表团公使衔参赞溥马克(Michael Pulch)博士，中欧国际工商学院院长朱晓明教授，中欧国际工商学院教务长兼副院长、中国-欧盟商务培训项目(BMT)主任郭理默(Rolf D. Cremer)教授，中欧国际工商学院经济学教授、BMT项目经理芮博澜(Bala Ramasamy)，上海国际银行金融学院董事长兼副院长、BMT项目经理 Horst Loechel 教授等有关领导和嘉宾共同出席了这一仪式。

朱晓明院长发言致辞，他对开班仪式做出重要贡献的吴存荣市长和合肥市政府表示感谢。随后朱院长强调，中欧时刻不忘自己所肩负的历史使命和社会责任，竞标并胜出“中欧商务管理培训项目”，意味着中欧将对我国经济社会全面、持续、和谐的发展尽到更大的责任，挑起更重的担子。他说道：“通过在合肥及我国其他中西部地区开设这一系统化的高层管理培训课程，必将为我国欠发达地区的经济腾飞和社会发展培养出大批优秀管理人才，为有效配合国家实施西部大开发战略做出积极的奉献。这次我院联手法兰克福金融与管理学院，体现了中欧‘整合全球智力资源，服务中国商界精英’的一贯战略。我们将秉持中欧一贯倡导的‘认真、创新、追求卓越’的校训，提供既符合当地学员和企业需求、又具有全球视野的一流课程，推动中西部地区进入管理教育与经济发展相互促进的良性循环。”

合肥市市长、2007级EMBA学员吴存荣先生在欢迎辞中对莅临仪式的嘉宾表示热烈欢迎和诚挚感谢，对合肥市能够成为“中欧商务教育文凭课程”的首轮开班地深表荣幸。他希望这一课程将会更好地助推合肥市和安徽省的经济发展。

溥马克博士对“中欧商务教育文凭课程”予以高度评价并对参加培训的学员提出了殷切期望。他强调了该课程对于安徽省经济发展将起到的重要作用，并介绍了欧盟奖学金的由来和背景。

开班仪式结束之后，欧盟公使和中欧BMT项目相关负责人参观了西伟德公司和库尔兹公司。

Bringing European business management education to rural China was the grand goal behind the September 5 official launch of the Business Development Certificate (BDC) programme in the Anhui Province capital city of Hefei.

The ceremony marked the beginning of a programme designed to bring courses developed by CEIBS and the Frankfurt School of Finance and Management to China's less-developed regions. The BDC programme expands from Hefei to Kunming and Harbin in 2009, educating 500 Chinese managers from 2008 to 2012.

At the launch ceremony, Hefei Mayor Wu Cunrong offered his warmest congratulations to the class of 50 students enrolled in the inaugural cohort. Mayor Wu, who is an alumnus of the 2007 EMBA class at CEIBS, said Hefei is proud to host the programme's debut sessions. "CEIBS is the incubator of great business leaders and it is a great honour for Hefei to be chosen as the Number One stop for the Business Development Certificate programme," he said.

Noting that the BDC programme clearly benefits both Anhui Province and the European Union, Deputy Head of the EU Delegation to China and Mongolia Dr. Micheal Pulch said: "This win-win situation is one of the good reasons why the EU is funding this programme as part of a broader initiative for which the EU has designated €10 million to build business ties with China



开班仪式：9月5日，50位安徽企业高管参加了在合肥举行的首轮“中欧商务教育文凭课程”开班仪式。图为参加开班仪式的有关领导和嘉宾。

OPENING DAY – Fifty Anhui Province-based executives gathered for the start of the new Business Development Certificate programme launched in Hefei in September. Here, with VIP officials and academics for the opening ceremony.

BUSINESS DEVELOPMENT CERTIFICATE OPENING CEREMONY ATTENDEES

VIP Guests

Mayor of Hefei Municipal Government *Mr. Wu Cunrong*

Deputy Governor of Anhui Province *Ms. Wen Haiying*

Deputy Head of the EU Delegation to China and Mongolia *Dr. Michael Pulch*

Secretary of Hefei Municipal People's Government *Mr. Kong Xiangdong*

Deputy Secretary of Hefei Municipal People's Government *Mr. Zhao Hua*

Director of The Bureau of Commerce of Anhui Province *Mr. Yu Yong*

CEIBS & Partners

CEIBS President *Zhu Xiaoming*

CEIBS Dean *Rolf D. Cremer*.

Shanghai International Banking and Finance Institute Chair and Vice President *Prof. Horst Loechel*

and Europe." Another project under this umbrella scheme provides scholarships supporting MBA students from underdeveloped regions to attend CEIBS. These funding initiatives "support the most important step toward economic development: human resources," he said.

CEIBS President Zhu Xiaoming also offered congratulations on the launch of the programme, stating that the outreach of CEIBS to Anhui Province is evidence that the 14-year-old business school has grown from an infant to an adult. "When a child grows up, you encourage him to journey far from home. Today, CEIBS has marched into central China," he said. President Zhu said he has been "deeply impressed by the economic development of Hefei, especially its special economic development zone." He praised the Anhui provincial government for showing vision and support of busi-

ness management training.

Speaking on behalf of CEIBS' partner school in the programme, the Frankfurt School of Finance and Management, Prof. Horst Loechel also commented that: "The Frankfurt School intends very much to support the social and economic development in China, not only in the urban centres but also in the interior region."

The event concluded with CEIBS Dean Rolf D. Cremer giving the incoming class an orientation briefing. He stressed that the programme will offer "exactly the same quality, same energy, and same support as we offer at the CEIBS main campus in Shanghai." Dean Cremer also emphasized that the programme will not stop after the classes end. "We want to make you [participants] part of the big family we have at CEIBS and the Frankfurt School." – Laurie Underwood

上海市政协主席冯国勤一行前来中欧调研

CPPCC Shanghai Committee Chairman Feng Guoqin Visits CEIBS

2008年9月3日，上海市政协主席冯国勤、副主席钱景林、秘书长陈海刚和市政协其他领导同志来到中欧国际工商学院进行实地调研，受到了中欧院长朱晓明教授、副院长兼中方教务长张维炯教授和教务长兼副院长郭理默（Rolf D. Cremer）教授的热情接待。在参观校园之后，冯主席一行在西班牙中心与中欧院领导、各部门主任和教授代表进行了亲切座谈。

冯主席对中欧取得的成绩表示祝贺，谈到中欧未来发展时，他指出：“要继续坚持国际化的办学道路；坚持质量至上的教育方针；坚持创新；坚持追求卓越，创响自己的品牌。”他同时希望中欧作为智囊团和人才库，与政协有更好的合作，并表示上海市政协也将对中欧的发展给予更多有力的支持。

朱院长对冯主席和市政协其他领导同志的专程调研以及长期以来对中欧的关心和支持表示热烈的欢迎和衷心的感谢，并介绍了最近一年来，中欧在欧盟奖学金、三大课程排名、校园扩建、中欧陆家嘴国际金融研究院的创立和发展、中欧的学员和校友在承担企业社会责任方面所作的贡献、中欧校友所获得的社会荣誉、中欧双方政府对我院的持续关注和支持等方面所获得的新发展。朱院长说：“我们要充分发挥作为独立商学院在体制上存在的优势，抓住我国经济持续快速发展的良好机遇，适应我国企业管理提升的巨大需求，不断争取中欧

双方政府和企业界的大力支持，努力把我院建成培育经济全球化领军人才的摇篮，政府决策重大经济管理问题的智库，沟通欧洲及全球学术界、教育界、企业界的交流平台，以及可与哈佛、沃顿比肩的中国管理教育的世界级品牌。”

张维炯副院长和郭理默教务长还分别介绍了学院概况和学院的国际合作情况。中欧副教务长兼管理学教授梁能和中欧副教务长兼市场营销学教授白诗莉 (Lydia Price) 分别代表教授畅谈了在中欧工作的感受。

On September 3, when Mr Feng Guoqin, Chairman of the Chinese People's Political Consultative Conference (CPPCC), Shanghai Committee, toured the CEIBS Shanghai campus, it was the official's fourth visit to the school within one year.

This time, Mr Feng led a delegation of Party members which included CPPCC Shanghai Vice Chairman Qian Jing Lin and Secretary General Chen Hai Gang. The group was officially welcomed by CEIBS President Zhu Xiaoming, who also serves as Vice Chairman of CPPCC, Shanghai. After a campus tour, CEIBS Dean Rolf D Cremer, Co-Dean Zhang Weijiong, EMBA Director Liang Neng and MBA Academic Director Lydia Price delivered briefings on CEIBS' achievements, and current challenges and opportunities.



追求卓越：上海市政协主席冯国勤在中欧调研时表示：“我们要继续坚持国际化的办学道路，坚持追求卓越，唱响自己的品牌。”

MESSAGE OF INTERDEPENDENCE – CPPCC Chairman of Shanghai Committee, Mr Feng Guoqin (centre) told CEIBS: "Now we see a change in the macro-economic conditions and how China is impacted by the world economy. We need to introduce state-of-the-art management expertise to break through the current bottlenecks."

During the discussion, Mr. Feng stressed three main points. First, he pointed out that, during the past 30 years of China's economic reform and opening-up, the emphasis had been on economic development. In the next 30 years, the emphasis will be on both continued economic development and harmonious social development, he said, adding that HR and the supply of talent will play a crucial role in China's growth. These factors, he said, illustrate the important role that CEIBS will play in the next phase of China's development.

Second, Mr Feng emphasized "quality over quantity," highlighting CEIBS' commitment to excellence despite the relative small size (roughly 40,000 square meters) of its Shanghai campus. Third, he stressed the importance of innovation in finding solutions to the challenges that China faces. Citing the

global fall-out from the US sub-prime mortgage crisis as an example of increasing economic interdependence across the globe, Mr. Feng said: "Now we see a change in the macro-economic conditions and how China is impacted by the world economy. We need to introduce state-of-the-art management expertise to break through the current bottlenecks."

Mr. Feng closed his speech by urging CEIBS to continue its mission of striving for excellence, which matches the Chinese government's philosophy of economic development. "CEIBS and the CPPCC are both think tanks. We complement each other," he said. "It is my hope that CEIBS and CPPCC Shanghai will support each other in jointly developing management education and promoting the development of Shanghai and China."

龙永图先生和穆勒博士做客 中欧—赢创高层管理论坛

Leaders Building Better Systems: Vision, Competence and Courage

2008年7月1日，全球商界和非政府组织领域内极具影响力的两位领军人物——博鳌论坛秘书长龙永图先生和赢创工业集团董事长穆勒（Werner Mueller）博士做客中欧国际工商学院与德国赢创工业集团联合举办的高层管理论坛，共同探讨了“建设更好体制的领袖 = 远见 + 能力 + 胆识”这一主题。

龙永图先生首先发表演讲，他从自己与中欧的渊源谈起，评价中欧是中国教育体制改革的重大突破，肯定了中欧自建校以来所取得的骄人成绩，并衷心希望中欧能够越办越好。

之后，他引申出“双赢”的演讲主题。龙永图先生指出，全球化时代下的中国必须接受“双赢”理念，因为国家之间、企业之间和个人之间不再孤立，只有考虑到他国利益才能获得尊重。无论是加入WTO时中美协议的达成，还是环境保护、知识产权保护的议题，国内都曾有过长时间的争论与困扰，但最终换位思考、寻求双赢的远见促使中国迈出了重要步伐，更新了发展观念，推动了体制改革的发展进程。他还指出今后中国工业发展的支柱方向是重工业和化工业。跨国化工企业，如赢创集团的到来带来了先进的化工环保技术，使得化工也可以成为绿色产业，这也是双赢理念促成合作成功的典范。

穆勒博士同样认为中国拥有良好的发展前景：他相信中国会超越德国成为世界第三大经济体，为实现这一目标，中国必须与其他经济体合作，开放经济、接受规则。穆勒博士还预言在未来30年内中国将会成为金融业的领导者。

展望未来，穆勒博士呼吁中国为了保持目前的发展势头，要“继续相信自我”。他强调道：“国家进步的原因在于人力资本的发展”，同时他还预测中国教育的持续发展将会推动中国作为国际智库的世

界前沿地位。最后穆勒博士认为，除了需要具备远见、能力和胆识之外，成功的商业人士还必须拥有坚定的信念。“只有对一个远见真正深信不疑，那么你能说服其他人来和你一起干。”他说道。

Two influential leaders from the realms of international business and international NGO work took to the podium during a CEIBS Executive Forum on July 1 to speak on “Leaders Building Better Systems: Vision, Competence and Courage.” The forum featured Long Yongtu, Secretary-General of the Boao Forum, and Dr. Werner Mueller, Chairman of the Executive Board of Evonik Industries AG.

Long Yongtu began his talk by recalling his involvement in the long negotiations that resulted in China's WTO accession in 2001. One of the biggest obstacle to the process, Mr Long said, was to win the trust from within China that joining WTO was truly beneficial to the nation; and to win the trust among trade partners that the resulting accession would enhance a free trade environment. Naysayers on both sides held up the process.

The struggle for WTO accession teaches relevant lessons for business negotiations, Mr Long said. “In business, a vision without cooperation between participants is not enough,” he explained. “Nobody can develop independently of all other people.”

The skill and art of compromise and conciliation are extremely valuable, he stressed. In the past, China was often unwilling to make concessions to foreign countries, a stance that Mr. Long said hindered China's economic development. WTO accession, he said, marked a turning point in which China offered significant concessions in order to gain



远见卓识：在中欧高层管理论坛上，全球商界和非政府组织领域内两位极具影响力的领军人物——博鳌论坛秘书长龙永图先生和赢创工业集团董事长穆勒博士（左）均认为中国拥有良好的经济发展前景。

VISIONARIES – Representing business and NGO perspectives, respectively, Evonik Industries Executive Board Chairman Werner Mueller (left) and Boao Forum Secretary General Long Yongtu spoke at CEIBS on the best road forward to ensure China's bright economic outlook.

long-term benefits. The results have been positive for China and the world – including greater protections for intellectual property rights in China. He stressed that such changes help the international business arena but also positively impact China by safeguarding the IP rights of domestic companies and individuals. Said Mr Long: “Intellectual property rights enforcement is allowing China to become an innovative country.”

In conclusion, Mr Long referred to CEIBS as a “major achievement of the China’s educational reform.” He ended with an optimistic prediction for China’s continued economic development, declaring that: “China should overtake Germany as the world’s third-largest economy in three or four years.”

Agreeing with the positive outlook for China, Evonik Industries Executive Board Chairman Dr. Werner Mueller predicted that China will take a leading position in the finance sector, “probably within the next 30 years.” Turning to the chemical industry, and drawing upon his experience in leading Evonik, Dr. Mueller also predicted that “the chemical industry

could become very important for China in the future.” Referring to the environmental concerns associated with the chemical industry, Dr. Mueller noted that environmental protection efforts are now possible and desirable across virtually all sectors and industries. He cited the fact that Evonik came to China with “the highest level of ‘green’ equipment” as evidence of this.

Looking ahead, Dr. Mueller urged China to focus on HR. “What brings a country forward is human capital,” he stressed, predicting that the continued development of China’s education sector would propel the nation into the forefront as an international knowledge centre. For every engineer who graduates in Germany, 200 graduate in China, Dr Mueller stressed. He argued that, China’s population advantage, if properly cultivated, should provide the nation with unparalleled levels of knowledge and productivity.

In addition to needing vision, competence and courage, successful business people must also have a strong belief in themselves and their ideas, Dr Mueller said in conclusion. “Only by truly believing in a vision will you be able to convince others to join you,” he stated.

– Oliver Ostertag



谭盾做客中欧国际工商学院 畅谈奥运颁奖音乐及创作理念

Oscar-winning Composer Tan Dun Inspires CEIBS Audience

2008年8月21日，以创新而著称的著名作曲家、指挥家谭盾应中欧国际工商学院院长朱晓明教授之邀，出席了中欧2008级MBA开学典礼，畅谈奥运颁奖音乐《金声玉振》及其创作理念，东方电视台著名主持人曹可凡担任嘉

宾主持。谭盾先生的演讲吸引了400多名中欧师生和校友，数千名校友通过新浪网的视频直播与现场进行互动，会场气氛分外热烈。

朱晓明院长对谭盾的到来表示热烈欢迎，他指出：“中欧国际工商学院被誉为众多优秀管理人士的

摇篮。我们培养的企业家和管理人才不仅需要懂专业、懂管理、懂国际惯例，而且还需要有文化、有品味、有思想高度、有人格力量，有比商业成功更高的追求。”

“奥运会的标志音乐、奥运会的颁奖音乐，最重要就是高贵和浪漫。”谭盾希望奥运颁奖音乐中的“金声玉振”让全世界知道中华民族是一个高贵、有人情味、浪漫的民族。

其实在创作初期，谭盾一直找不到灵感，“这个平台太大了，我有点不能承受”。回到上海以后，谭盾和太太一起去豫园喝茶，偶尔抬头一看，正好看到一块匾，上书“金声玉振”四个大字，谭盾顿时茅塞顿开，“这是中国古人为后人设计的一个思想与肉体平衡的最佳状态，天和地平衡的最佳状态，未来和过去平衡的最佳状态。这个最佳状态的感觉，古人的希望就是金玉齐声，金镶玉嵌，金玉良缘。”赶巧的是，当时上海正好开始制作奥运会奖牌——“金镶玉”，“有一个金声玉振不是更好吗？天衣无缝！”

灵感迸发后，谭盾立即把1997年为香港回归创作音乐时录制的湖北曾侯乙编钟原声找出来，然后又制作了100多件玉磬，把编钟的原声和玉磬的声音融合在一起，再把现代的交响乐、合唱、音响、电脑技术都用上，形成了金玉齐声的宏大效果。

在颁奖音乐中，谭盾采用了《茉莉花》的曲调，这首通过意大利著名歌剧作曲家普契尼的《图兰朵》而为欧美观众熟知的江苏民歌，曾经在香港回归庆典音乐和北京申奥宣传片中使用。谭盾表示，他之所以再次采用，是在对国内外市场做了比较之后得出的结论，“它是令全世界对中国感到亲切的符号”。

在整个讲座过程中，谭盾先生还解读了“前奥运”和“后奥运”的中国文化精神，并与主持人曹可凡共同探讨了中国原创音乐如何引领国际潮流和市场，以及“后奥运”和“前世博”的文化思考与策略。

(文 / 袁婕 & 宋珊)

Oscar-winning Chinese musician

Tan Dun mesmerized an audience of thousands during his August 21 appearance at the CEIBS Shanghai campus where he shared his creative ideas behind the music of the Olympic Award Ceremony. The world-renowned composer had accepted an invitation, extended by CEIBS President Zhu Xiaoming, to give a speech welcoming the MBA Class of 2008.

The 188 students of the incoming class were only part of the Petrochemical Auditorium's audience of more than

400, which also included CEIBS faculty, staff, alumni plus 20 members of the domestic and international media. In addition, thousands of CEIBS alumni who were unable to make it to the Shanghai campus also watched Tan Dun's presentation via a live video connection supplied by Sina.com.

President Zhu explained that the musical feast was indicative of CEIBS' efforts to cultivate globally competitive business leaders who have not only acquired cutting-edge business knowledge but who are educated in the arts, creating a well rounded, culturally astute leader. These traits, he said, are loftier goals than mere 'success' alone.

In his address, musical maestro Tan Dun proved equally profound, telling his audience, "Everybody is trying to provide a platform for political exchange, cultural exchange. But we also need a philosophical platform. Recently, in all my music, I'm interested in trying to find not just the phenomenon of harmonics... but an internal, basic Chinese philosophy."

The Chinese philosophy that interests Tan most is Zen, a study which originated in China around the seventh century. "Zen can be the philosophical guide for all people to share in the 21st century. I want to pass on this Zen experience," Tan said.

The 2008 Olympics presented Tan with an ideal opportunity to do just this. He composed the logo music that resounded at the start of each event – 18,000 times, according to Tan – and the music that was played when each of the 6,000 Olympic medals was presented to a winning athlete.

In mid-August, ahead of the Olympics, Tan's opera "Tea" was staged at the National Centre for the Performing Arts. Since its 2002 premiere in Japan, "Tea" has been performed in New Zealand, France, the United States, and the Netherlands. This summer marked the show's China premiere – and, in fact, was the first time one of the composer's four operas has been staged in his homeland.

In addition to "Tea", Tan's major works include: Operas 'The First Emperor' and 'Marco Polo', Water Concerto for Water Percussion and Orchestra, Paper Concerto for Paper Instruments and Orchestra (Organic Music), 'The Map' (Multimedia & Orchestra), and the Oscar Award-winning original score for the film 'Crouching Tiger, Hidden Dragon'. He is also the winner of today's most prestigious honours including the Grawemeyer Award for classical composition, and the Grammy Award. His latest Piano Concerto 'The Fire' was premiered by pianist Lang Lang on August 27 at Shanghai Grand Theatre.


– Helen Yuan

An aerial night view of a city, likely Changzhou, China, with a dense grid of buildings and streets illuminated in various colors (red, orange, yellow, blue, green). In the foreground, a black silhouette of a person is shown running from left to right, positioned on a dark, jagged horizon line. The overall mood is one of perseverance and long-distance travel.

专访常州市委书记范燕青
寂寞长跑，不改其乐
Going the Distance

文 / 周杨

By Echo Zhou



GDP 增长与经济发展，看似并行不悖的两个命题，但在实践之中却可能是“鱼与熊掌，难以得兼”。领导人耐住寂寞为地区经济发展夯实基础，在一定意义上可能需要付出牺牲政绩的代价。五年的创新发展之路，常州市委书记范燕青（EMBA 2001）将之形象地称为“寂寞的长跑”：“我的想法很单纯，为官一任，造福一方；在常州一日，就为常州做一份贡献。”

STABLE, LONG-TERM ECONOMIC GROWTH FOR CHANGZHOU IS THE CAREER FOCUS OF FAN YANQING (EMBA 2001) SECRETARY OF THE CPC'S CHANGZHOU MUNICIPAL COMMITTEE – A NOT-SO-POPULAR MISSION THAT HE COMPARES TO RUNNING A LONELY MARATHON.



“

创新要持之以恒，坚持多年，才能见效。1~2年内，更多是统一认识、部署推动；3~5年，只能初见成效；8~10年乃至20年，才能大见成效。

After one to two years, you're still at the start of the planning stage. Three to five years can only bring in the first yield, and only after eight to 10 years – or even 20 years – have passed can you reap the bumper harvest spawned by innovation.

”

- 姓名：** 范燕青 (EMBA 2001)
职位： 中共常州市委书记
 1971年 在江苏省江南航运公司参加工作
 1977年 入上海交通大学学习
 1980年 无锡市计划委员会综合规划科科长
 1985年 宜兴县副县长
 1989年 无锡市政府秘书长
 1992年 无锡市政府副市长
 1995年 无锡市市委副书记
 1997年 无锡市市委副书记、市政府副市长、党组副书记
 2001年 常州市市委副书记、市政府副市长，市委副书记、市政府代市长、党组书记
 2002年 常州市市委副书记、市政府市长、党组书记
 2003年 中共常州市委书记兼中共常州市委党校校长、党委书记
 当选十届全国人大代表
 获中欧国际工商学院工商管理硕士学位

人物档案

GDP growth, economic development and political popularity usually go hand in hand, but for many local government officials in China, achieving all three simultaneously can be difficult. Since healthy economic growth is such a critical measure of political success, an official who – economists would say correctly – focuses on long-term development instead of a short-term burst is not likely to be seen as a rising star. Quietly plugging away with an eye on lasting results, such officials do not make waves during their five years in office. Instead, the fruits of their labour will likely be reaped by successors. For those officials paving the way for stable growth, their careers are like long, lonely marathons.

So says Fan Yanqing (EMBA 2001), Secretary of Changzhou Municipal Committee of the CPC, who likes to compare himself to a solitary marathoner. For Fan, his role as a city governor is focused on serving. “I simply hope to benefit the local people while I’m at my post, and to make my due contribution to the

development of Changzhou,” Fan told *TheLINK*. And that development, he knows, will take time.

The recent history of Changzhou is a boom-and-bust tale; in the city’s heyday in the early 1980s, it was a nationally renowned model of industrial productivity. During those years, riding on the success of its famous “South Jiangsu Model,” the municipality’s business sector experienced impressive growth. Private enterprises from the countryside (on which the Jiangsu Model focused) contributed two-thirds of the total industrial output value of Jiangsu Province. Changzhou was a champion of newly private industrial manufacturing.

But the 1990s brought difficulties for the city. By the decade’s end, the city was faced with new challenges – industrialization, urbanization, globalization, and informatization. At the same time, its 50,000-plus private businesses (two-thirds of the city’s total) operated at the lower end of the value chain and were barely competitive. In addition, Changzhou’s shortage of universities, colleges and research institutes created a serious lack of technological resources. Faced with these troubles, how could Changzhou create a new “South Jiangsu Model?”

Career Highlights

NAME: Fan Yanqing (CEIBS EMBA 2001)

TITLE: Secretary of Changzhou Municipal Committee of the CPC

1971: Joins Jiangnan Shipping Co. in Jiangsu Province

1977: Enters Jiao Tong University (Shanghai) to study Shipping Automation

1980: Appointed Head of the Planning Department of the Municipal Planning Commission of Wuxi

1985: Named Deputy County Magistrate of Yixing

1989: Becomes Secretary General of Wuxi Municipal Government

1995: Named Deputy Secretary of Wuxi Municipal Committee of the CPC

2001: Promoted to Deputy Mayor of Changzhou and Deputy Secretary of Changzhou Municipal Committee of the CPC

2003: Appointed Secretary of Changzhou Municipal Committee of the CPC, President and Secretary of the CPC of the Changzhou Party School; elected Member of the National People’s Congress; receives EMBA degree from CEIBS.

上世纪八十年代初，常州凭借乡镇工业的发展与苏州、无锡共同创造了著名的“苏南模式”，成为闻名全国的工业明星城市。然而跨入新世纪之后，面临着工业化、城市化、国际化和信息化的多重任务，由乡镇企业发展而来的经济模式面临困境。常州的5万多家民营企业“三分天下有其二”，但产业层次较低，企业竞争力不足；大专院校和科研单位相对稀少又使常州苦于科技资源稀缺——如何在科技创新为主导的知识经济浪潮之中再创辉煌？这一难题被扔在了这位管理350万户籍人口、4375平方公里土地的市委书记面前。

范燕青为此在常州竭力推行“科技创新”，大力倡导“GDP重要，创新更重要”的理念。创新是个“慢活”，产出效益慢不说，前期政府还要贴钱补助，与

很多地区官员政绩考核“GDP至上”相比，吃力不讨好。“人不堪其忧，回也不改其乐”，范燕青表示未来几年内依然要将创新作为工作重点来抓：“创新要持之以恒，坚持多年，才能见效。1~2年内，更多是统一认识、部署推动；3~5年，只能初见成效；8~10年乃至20年，才能大见成效。”

为了与中科院签约共建院地合作的科技创新平台，范燕青曾经“八上中科院”；此外，每年还率领100多位企业家拜访国内知名高校及科研机构，进行“科技长征”，近三年来共签订650项产学研合作项目，引进研发机构近百家，在产学研结合的征途上不断开拓。

教育部原副部长、江苏省原副省长王湛在常州科教城视察工作时这样评价：“今天我们估价这一工作的意义还为时过早，可能过一段时间再来看，它的意义会更大。”

常州的政府官员对这一鼓励内部创新而非单纯依靠外来资本增加GDP的做法深感自豪。常州老百姓也从中受惠：“这几年城市变化很大，道路变宽了，绿化也越来越多，政府更加以人为本”；“收入增加了”；“常州的快速公交通道非常方便”。

常州国民经济和社会发展主要 (2005-2007)
Economic and Social Development in Changzhou (2005-2007)

指标名称 Index	2005	2006	2007
地区生产总值 (亿元) GDP (RMB100 million)	1302	1570	1880
人均生产总值 (元) GDP per capita (RMB)	37,174	37,210	43,674
财政收入 (亿元) Tax Revenue (RMB100 million)	221	277	414
在岗职工平均工资 (元) Average Wage of Employed Workers (RMB)	22,990	26,553	30,413
农民人均纯收入 (元) Average Net Income of Farmers (RMB)	7002	8001	9033
城镇登记失业率 (%) Registered Unemployment Rate in Town (%)	3.58	3.4	3.21

That was the tough question confronting Fan when he took office in 2003 as governor of 3.5 million citizens living in 4,375 square kilometres.

In charting a new course for his city, Fan believes the solution lies in developing technological innovation, a path he is aggressively seeking. But fostering innovation takes time. He explains: “Technological innovation takes years before any return can be tasted. After one to two years, you’re still at the start of the planning stage. Three to five years can only bring in the first yield, and only after eight to 10 years, or even 20 years, have passed can you reap the bumper harvest spawned by innovation.”

Compared to the “GDP first” mantra of many of China’s local administrative officials, Fan recognizes that his philosophy of long term has relatively low public appeal. He quotes Confucius: “Hardly anyone can endure the hardship that Yanhui (Confucius’ disciple) seems to be actually enjoying.”

In addition to a healthy dose of patience and funds (at least in the early stages) to subsidise research institutes, Fan’s plan also needed legitimacy. He embarked on his now-famous “eight tours of Chinese Academy of Sciences” during which he built up support for his mission. The result: the Academy agreed on a joint venture project to build research centres in Changzhou. In addition, the municipal government sent more than 100 entrepreneurs from the city on annual “Long Marches for Technology” – visits to leading regional universities and research institutes

during which they established links between research and production. Based on these efforts, 650 collaborative projects have been signed off on and nearly 100 research institutes introduced into the industrial world of Changzhou, during the past three years.

What has the reception been back home? Changzhou city residents have already noticed changes that Fan has introduced alongside his drive toward technological prowess – wider streets, an improved transportation system; more greenery, indicating an interest in the environment, and a more people-friendly government. Best of all for Fan’s popularity, incomes of Changzhou city residents are rising. Some local entrepreneurs, like Wu Jianwei, recognise the role that Fan has played in the benefits city residents are now beginning to reap. “Mr. Fan is different from other government officials,” notes Wu. “He is very well acquainted with operations within an enterprise.” Wu is particularly proud that Changzhou, with its fast-developing environmental protection industry and market potential, was among the top 10 in the ‘2008 Best Business Cities in China’ ranking by *Forbes* magazine. Says Wu: “Now, international luxury brands such as Gucci are entering the Changzhou market, which inspires great confidence in us for the development of the city.”





在常州企业家眼中，“范书记与一般的干部不一样，他对企业运作特别了解。2008年常州凭借发展迅速的环保产业和均衡的市场规模及潜力，跻身《福布斯》杂志‘2008中国最佳商业城市评选’第九名，如今古奇等国际奢侈品牌也纷纷进驻常州，我们对常州的发展充满信心。”

今年秋季，《The LINK》杂志记者终于见到了这位企业家眼中睿智可亲的奇人。谈笑风生中，我们看到了他的寂寞长跑以及如何将企业管理方法运用于城市治理的独特理念。

TheLINK: 2001年，您时任常州市委副书记兼常务副市长，在政府部门供职20余年，为何会想到来中欧就读EMBA课程呢（据统计，中欧校友里政府官员所占比例不足3%）？

范:2001年之前我曾经长期在无锡分管工业经济。当时所面临的大环境是，中国处于计划经济向市场经济转型的过程之中，企业也面临转型，有许多需要探索的新问题，所以我希望从更深层面上了解企业。企业是城市/国家现代化的脊梁：企业兴，则城市兴；企业兴，则国家兴。

中欧给我打开了一扇新的窗户，从中学得的思维方式让我受益匪浅。用成功的跨国企业管理案例来教育学生，这方面我觉得中欧是做得最好的，最适合中国的企业家，也最适合我们这些城市管理者。中欧的学习还能让我给企业提供资本运作、资产重组等方面的建议，企业家跟我更贴心了。

TheLINK: 听说您将一些公司管理的理念与方法

运用于城市治理，能与我们分享一下具体有哪些方面吗？

范:一是借鉴企业的市场经营理念和方法，实现城市资源要素的市场化配置和资本化运作，比如通过政府规划，对城市的土地、基础设施和生态环境等基础性资源进行集聚、重组和营运，提升城市的资源价值，同时兼顾民众利益；二是借鉴企业投融资的理念和方法，创新城市建设投融资体制，吸引民资、外资等进入城市建设领域；三是借鉴企业战略管理、头脑风暴的理念和方法，健全专家咨询和市民听证等制度；四是提高城市的管理服务能力，增强在城市规划、公共事业、社会保障、生态环境、公共政策、社会法制等领域的服务效能，同时自觉做到政府角色不越位，把不该管的事务交还给社会。

TheLINK: 据悉，目前有98个国家和地区的6000多家外资企业在常州投资，其中包括像GE、固特异这样的500强企业，常州累计利用实际外资达93.4亿美元。能否说说常州在吸引跨国公司投资上具备怎样的优势？对有投资意向的中欧校友或校友企业，常州可以提供一定的优惠政策吗？

范:与长三角地区的兄弟城市相比，大家在地利、交通、投资平台等方面的优势相差不大，此消彼长。我们的独特优势在于：一是有着全国最大规模的高等职业技术教育，拥有充足的高素质技术人才和技术工人；二是倡导公务员诚心为企业提供优质服务，做到减少收费、控制检查、降低负担、创新服务。

在具体的招商活动中，我们对国际惯例和跨国

打造科技创新平台，整合科教资源——记常州科教城的发展

常州科教城的规划始于2002年下半年，2003年初破土动工，当年实现1.8万名学生进驻，2004年高职园区基本建成。第一阶段的成果是通过政府的力量和市场的推动成功地将高等职业技术教育资源整合起来，集中了五所高职院校及江苏工业学院，目前拥有7.5万名全日制在校学生，1万多名教职员工，实现了资源共享，集约发展。常州科教城采用“订单式教育”，为企业度身“订做”人才，针对需求设专业，针对行业定标准，针对岗位练技能，五所高职院校的就业率连续四年达到100%。

目前科教城正处于第一发展阶段向第二发展阶段提升的过程之中。第二阶段的主要任务是从教育资源共享转向科教资源集成共享，为民营企业打造科研开发、技术孵化转移的平台，集聚创新企业、孵化企业。未来两年内，计划形成200家孵化企业及研发机构、1000家创新企业、3万名研发人员，这一阶段的挑战将更为艰巨。

最困难的是摸索出企业、研发机构之间的利益调整机制。目前科教城产生的主要是社会效益：如就业率的提高；科研成果在企业的转化运用。未来，科教城本身也要产生经济效益，让这一平台实现市场化运作，成为同时产生社会效益和经济效益的发动机。

WELCOME TO CHANGZHOU'S SCIENCE & EDUCATION TOWN

One of Fan Yanqing's most creative ideas for instilling innovation into Changzhou is the establishment of Science & Education Town. Launched in 2002, the Town links together five vocational education institutes in the Changzhou area plus Jiangsu Industrial College, in order to pool resources and develop the region's vocational education capabilities.

Full employment for all Changzhou city vocational school graduates is one of Fan's key goals for the programme. To achieve this, the Town has implemented an "education on demand" system in which employees give direct input on the courses taught at affiliated colleges and universities. Thus, the classes on offer are designed to meet the specific needs of employers, following current industry standards. Today, Changzhou boasts that, over the past four years, 100% of graduates from the vocational schools associated with the Town have found employment.

Next up for the Science & Education Town: to establish 200 incubator businesses and research institutes, 1,000 innovation-oriented businesses, and to employ 30,000 researchers. Even more ambitious, over the long term, Fan hopes to make the Town itself a profitable business venture.

Comments like these help to convince Fan that his long, lonely marathon has not been in vain. Last month, during *The LINK's* interview with this local legend, his frank responses, liberally sprinkled with laughter, clarified his unique philosophy of applying corporate governance to city administration.

TheLINK: As a veteran civil servant of more than 20 years, why did you enrol in the CEIBS EMBA programme in 2001? Among CEIBS alumni, government officials make up less than 3 percent.

Fan: Prior to 2001, when China was transitioning from a centrally-planned to a market economy and many enterprises were forced to transform, I was working in industrial economic administration in Wuxi. There were so many problems that I really needed a deeper understanding of enterprises. When enterprises prosper, the cities and the country prospers. That was my impetus to study at CEIBS.

At CEIBS, I learned a new mode of thinking. CEIBS EMBA educators are among the best; they teach their students with successful cases studies of administration in international corporations. I gained valuable advice on capital management and asset restructuring which I can share with needy enterprises in my city. Businesspeople feel closer to me because of this knowledge.

TheLINK: Some 6,000 foreign enterprises from 98 countries and regions have invested in Changzhou (including some of the world's Top 500 such as GE and Goodyear) while foreign capital inflow into Changzhou has reached US\$9.34 billion. What advantages does Changzhou enjoy in attracting FDI? Will your city offer favourable policies toward CEIBS alumni or their enterprises?

Fan: Compared with the advanced cities in the Yangtze River Delta such as Suzhou and Wuxi, Changzhou is generally on the same footing in terms of location, transportation, or investment policies. Our unique advantages are these: First, we have the largest-scale vocational education nationwide, furnishing our city with a high-quality workforce possessing a technological edge. Second, we call on civil servants to provide quality service for enterprises – for example, to reduce governmental red tape and administrative inspection as much as possible, and to reduce the administrative weight on enterprises by service innovation.

In actual cases of business development, we respect global practices and the investment models of international corporations. Cases learnt at CEIBS are very useful in gaining credibility with foreign businesses.

CEIBS alumni are very welcome to invest in Changzhou, particularly those in high-tech industries



公司的投资方式给予充分尊重，中欧教导的案例与思维方式对于我与外企的沟通非常管用，其中最重要的一诺千金，要建立政府诚信。

非常欢迎中欧校友投资常州，特别是从事高新技术产业或是发展规模较大的校友企业，我们会尽量给予优惠。

TheLINK: 前面谈到常州有着全国规模最大的高等职业技术教育基地，那么常州在经济管理、创投、风投等方面的人才引进和培养上有着怎样的部署呢？

范:目前常州的高校鲜有开设这类专业的。近年来我们实施了“千名海归人才集聚工程”，将创投、风投、软件、动漫等领域的人才列入了紧缺人才培养计划，并为这类人才的引进提供安家落户、子女入学、车辆购置等“一站式”服务；同时政府、高校、企业联手，每年资助培养紧缺人才 360 名。此外，我们计划用 3~5 年时间，对常州的企业家进行现代管理培训，打造一支优秀的企业经理人队伍。

TheLINK: 常州在 2005 年建成了国内地级市中第一个动漫基地，目前已经集聚了 130 多家境内外动漫企业，注册资本达 5 亿多元。能介绍一下目前动漫基地及相关产业链的发展情况吗？

范:通过 2~3 年的发展，目前动漫基地已经初具规模，成为“中国十大最具投资价值创意基地”：常州在国家立项的动漫作品已经超过 100 部，制作完成 21 部原创动漫，其中 8 部在国内各种动漫节上获奖，6 部被评为国家优秀动画片，2 部获国家精品奖，另有 5 款动漫游戏上线。

同时创意娱乐产业链不断延伸，动漫产业与玩具、服装、旅游、文化用品等相关产业实现了对接，

目前已有 10 多个动画形象开发出的上百种衍生产品。同时，近百家动漫原创企业与中国联通建立了手机动漫内容供应服务；与香江多媒体科技等公司合作开发“春秋淹城”大型休闲旅游网游城，建成后年收入预计可达 8000 万元。

未来三年内，希望能够将中国（常州）国际动漫艺术周打造成国际知名展会；吸引国内外大企业加盟动漫基地；建成国家级数字动漫公共技术服务平台。

TheLINK: 苏锡常地区是江苏经济的领头羊，您本人恰好是无锡人，并在无锡为官多年，您觉得同无锡、苏州、南通相比，常州在发展之中所面临的优势和劣势分别是什么？

范:长三角地区的城市目前面临一个很大的发展瓶颈就是产业结构雷同，被许多专家批评是“千城一面”。当然，无锡的太湖生态环境开发得非常不错，苏州高新技术园区也发展得很好；常州的优势不多，所以我们要加倍努力。

TheLINK: 目前中欧江苏校友总会正在积极酝酿之中，将由您出任名誉会长，您对未来的江苏校友总会在推进江苏校友之间的联系互动、扩大母校的知名度和影响力上有着怎样的构想呢？

范:未来的江苏校友总会会长将由江苏省政府秘书长樊金龙（EMBA 2004）出任，我会协助他，尽快筹办。我对校友总会的工作构想主要是：加强校友之间的相互交流联系；加强地方企业与中欧的联系；邀请中欧的教授开设战略管理、财务管理以及宏观经济形势等方面的讲座，为江苏地区的校友和企业家带来最新的理念和思想。**TheLINK**

心系民生：甫入常州市政府大厅，放眼望去便是由常州市市委书记范燕青亲笔书写的“权为民所用，情为民所系，利为民所谋”。

A MAN OF THE PEOPLE – Fan Yanqing's philosophy of governance, and his calligraphy skills, are captured in the lobby of the Changzhou city hall, where his quote reads "The government must function by the mandate of the people, empathize with the feelings of the people, and work for the well-being of the people."

or larger enterprises. We would do our best to offer opportunities and convenience.

TheLINK: Just now you mentioned that Changzhou boasts the largest-scale higher-level vocational education base nationwide. What plans does Changzhou have to employ and train talents in business management and venture capital investment?

Fan: Currently colleges and universities in our city offer few such programmes and courses. To make up for this, we have listed employment and training in the fields you mentioned – as well as animation – as top priority on our agenda for cultivating valued talents. We provide huge bonuses for such talents coming into our city, including free housing, free car, children's education and other perks, in a convenient package to attract experts. In the meantime the government, colleges and universities are to team up with businesses to fund the education and training of 360 talents that are scarce every year. In addition, we are planning to offer administration training programmes for entrepreneurs, in order to build an outstanding pool of professional managers.

TheLINK: In 2005, Changzhou completed the construction of China's first Animation Production Base. It now includes more than 130 animation producers at home and abroad, and has registered capital of RMB500 million. How did the base develop so quickly?

Fan: The Base is now maturing and taking shape. Changzhou now has more than 100 animation projects registered in the Press and Publication Administration. A total of 21 original animation works have been filmed, including eight that received awards at domestic animation festivals, six that were named as cartoons of 'national excellence,' and two that received national awards. In addition, five online animation games were developed in the Town.

In recent years, the animation industry has established connections with the toy-making, apparel, tourism, and stationery industries. Hundreds of extended products have been developed based

on 10-plus cartoon characters. Nearly 100 animation producers established content, providing service links with China Unicom. The huge leisure tourism online-game site called "Spring and Autumn in Yancheng City," developed in collaboration with Xiangjiang Multimedia Technologies and other companies, will gross RMB80 million annually after completion. In the next three years, we hope to make China (Changzhou) International Animation Art Week an internationally famous exhibition, to attract bigger companies into the Base, and to build a national platform of digital animation production.

TheLINK: The Suzhou-Wuxi-Changzhou Area is the most developed part of Jiangsu Province. You are a Wuxi native and worked as a local leader in that city for years. What are Changzhou's strengths and weaknesses compared to Wuxi, Suzhou, and Nantong?

Fan: Experts have criticised the cities in the Yangtze River Delta for being "all the same" because of their identical industrial structures. Of course the development of Wuxi's Lake Tai – with its theme of ecological and environmental protection – is very good, while Suzhou boasts a well-developed high-tech park. Changzhou has few strengths, so we have to work harder.

TheLINK: The CEIBS Jiangsu Alumni Association Chapter will soon be established, with you serving as honorary president. How will the chapter assist CEIBS alumni in the province and enhance the school's profile in Jiangsu?

Fan: Jiangsu Provincial Government Secretary Fan Jinlong (EMBA 2004) will serve as president of the General Branch. I will consult and cooperate with him to quickly establish the branch. Our main tasks are: to strengthen relations and improve communication between alumni; to strengthen ties between CEIBS and local enterprises in our province; to invite CEIBS professors to tour Jiangsu to speak on topics including strategic management, financial management and macroeconomic situations – bringing us the latest international business management concepts and ideas. **TheLINK**



探讨中国特色的卫生发展之路

中欧国际工商学院举办第四届“中国健康 发展高峰论坛”

文 / 宋珊

Healthy Debate

By Charmaine N. Clarke

2008年9月21日，
广受关注的第四届“中国健康发展高峰论坛”
在中欧国际工商学院上海校园隆重举行。
来自政府、企业、医院和学术界的数十位知名专家应邀发表主题演讲，
从多种视角、多个层面探讨了中国在深化医疗卫生体制改革中
所面临的挑战与机遇，
为中国的医改事业献计献策。

CHINA HAS PUMPED MILLIONS INTO ITS
HEALTH-CARE SYSTEM OVER THE LAST TWO DECADES,
SO WHY IS ACCESS TO MEDICAL CARE
BEYOND THE REACH OF LARGE SECTIONS OF ITS POPULATION? INEQUITY
IN HEALTH-CARE ACCESS AND DELIVERY, AND SUGGESTIONS
FOR THE WAY FORWARD, WERE AMONG THE ISSUES THAT
TOOK CENTRE STAGE AT
THE CEIBS 4TH ANNUAL CHINA HEALTH-CARE DEVELOPMENT FORUM
ON SEPTEMBER 21.



本次“中国健康发展高峰论坛”共分为六个主题：回顾—中国医药卫生体制改革的进展；论构建精简、高效、统一的医药卫生大部门管理体制；完善覆盖城乡的卫生服务体系；探讨构建高效公平的卫生筹资保障体系；建立国家基本药物制度和药品供应保障体系；展望—健康中国2020。这场东西方业内人士的高端对话吸引了300多位业界专业人士，其中包括约200位来自全国各大医院的院长。同时，论坛还吸引了约70家国内外媒体。

中欧国际工商学院院长朱晓明教授表示，作为亚太地区最负盛名的商学院之一，中欧每年举办高层次的国际论坛和圆桌会议，为世界各地的政坛领导、商界领袖和学界精英提供开放、坦诚的沟通平台。中国健康发展高峰论坛、中国汽车产业高峰论坛、中国银行家高峰论坛以及中国奢侈品高峰论坛是中欧在过去六年里精心打造的行业性品牌论坛。今年年底，我们还将推出以“世界在倾听—中国企业改革三十年之回望”为主题的首届全球管理高峰论坛，它将以东西方高端对话的形式，共同探讨中国改革开放三十年以来中国企业崛起的过去、现在和未来。

促进健康公平：在第四届“中国健康发展高峰论坛”上，数十位知名专家应邀发表主题演讲，从多个视角为中国的医改事业献计献策。

IN SEARCH OF ACCESSIBILITY – Providing access to health-care for those in China not currently covered was a central theme of the 2008 China Health-Care Development Forum, with suggestions coming from 19 health experts and academics.

以人为本、促进健康公平

承载众多民生期待的中国医疗体制改革方案在2008年的春天终于揭开神秘面纱。全国政协教科文卫体委员会副主任、原卫生部副部长孙隆椿着重探讨了如何建立“大卫生部门制”，通过机构整合，构建精简、高效、统一的管理体制。

国家发展和改革委员会社会发展司副司长王东生和与会者共同回顾了中国医药卫生体制改革的历程并对改革的前景进行了展望。王东生指出，医改要坚持公共医疗卫生的公益性质；要总体设计统筹兼顾；坚持以政府为主导。

世界卫生组织政策研究和合作部主任 Tikki Pang 博士则提出要通过借鉴国际先进经验来向卓有成效、反应迅速的医疗系统管理迈进。

建立覆盖城乡居民的筹资保障系统

美国国立卫生研究院高级卫生经济学家刘兴柱教授从国际卫生筹资机制概述、卫生筹资国家案

政府举措

政府将如何推行这一项能使全民受益的医疗卫生体制改革? 以下内容摘自中国国家发展和改革委员会社会发展司副司长王东生先生在本届“中国健康发展高峰论坛”上的发言。

党的十七大报告提出, 要加快推进以改善民生为重点的社会建设, 到2020年, 基本建立覆盖城乡居民的社会保障体系, 人人享有基本医疗卫生服务。坚持公共医疗卫生的公益性质, 强化政府责任和投入, 完善国民健康政策, 鼓励社会参与。同时还指出要积极推进基本公共服务的均等化, 保障人民权益和社会公平正义。这为进一步推进医药卫生改革与发展明确了必须遵循的重要指导思想、目标和任务。

1. 完善医药卫生四大体系

- 1) 全面加强公共卫生服务体系建设
- 2) 完善医疗服务体系
- 3) 加快建设医疗保障体系
- 4) 建立健全药品供应保障体系

2. 政策措施

- 1) 建立协调统一的医药卫生管理体制
- 2) 建立高效规范的医药卫生机构运行机制
- 3) 建立政府主导的多元卫生投入机制
- 4) 建立科学合理的医药价格形成机制
- 5) 建立严格有效的医药卫生监管体制

The data looks impressive: a 105 percent increase between 1980 and 2007, pushing the number of hospitals in China to 19,852; a 124 percent jump in hospital beds, to 2.6 million; and an increase in technically skilled health workers to roughly 4.7 million (or nearly 4 out of every 1,000 Chinese nationals).

Based on those figures, quoted by China's Deputy Director General of the Social Development Department of the National Development and Reform Commission, Mr. Wang Dongsheng, the country has dedicated more and better resources to health-care over the last two decades. That was the good news. The bad news delivered by Mr Wang, who was expressing his personal views during CEIBS 4th Annual China Health-Care Development Forum on September 21, is this: the increasingly high cost of accessing medical care is one of the major problems now keeping even basic health-care out of the reach of many Chinese citizens.

The health official explained that while spending in China's health-care sector increased almost 69-fold between 1980 and 2006 (from RMB14.4 million to

Next steps for the government

What should the Chinese government do first in addressing the massive task of reforming health care to provide access for all Chinese citizens? Below are excerpts from a speech by China's Deputy Director General of the Social Development Department, National Development and Reform Commission, Mr. Wang Dongsheng:

"The third round of urban medical insurance reform will soon be launched. It is estimated that by the end of 2008, over 60 percent of urban residents throughout China will be covered, and we have already implemented the supplementary insurance and medical aid system. However to be fair, the coverage is still very limited and we lack good coordination among different institutions and regulatory bodies. The supervision is still poor..."

"By 2020 we will put in place a social security system that covers both rural and urban China. We will ensure people's access to basic medical and health-care service. Specifically, we will focus on the 'public good' aspect of medical and health services. We will emphasize prevention first, then focus on the rural areas. We will give equal importance to western medicine and traditional Chinese medicine, we will separate political from professional affairs, and we will separate the supervision from the management of hospitals. Medical service delivery and drug dispensing should also be separate. Also, profit seeking and non-profit seeking hospitals should be treated differently..."

"In terms of medical expenditures – how much should be shouldered by whom – we will, over time, ensure that out-of-pocket payments are reduced for individuals. We will also set up a system to ensure drug supply, and implement a national essential drug system. We will emphasize prevention and ensure that the drugs are effective, reasonably priced, and easy to access."

RMB984.3 million), private individuals have actually been asked to shoulder a larger share of the bills (from 21 percent to 49 percent). In addition, the combined input to health-care from the government and private sectors has decreased (from 79 percent to 51 percent). Mr. Wang is optimistic, though, that the ongoing reform of China's health-care system will address this problem. "Over time, we will make sure individuals pay a smaller share and ensure that the prices of essential drugs are reasonable," he said. "We need to have a standardized package and basic insurance coverage for both rural and urban areas so everyone gets equal treatment."

Even with thousands of hospitals and millions of hospital beds, nearly 30 percent of Chinese nationals do not seek medical care when ill, and the percentage climbs to 65 percent in rural areas. These were the findings from the Third National Health Protection Service Survey, according to Professor and Doctoral Advisor of Shandong University Dr. Li Shixue. Not surprisingly, unequal access to health-care was a recurring theme

FORUM PARTICIPANTS

- CEIBS President **Prof. Zhu Xiaoming**, Welcome Address
- CEIBS Dean & Vice President **Prof. Rolf D. Cremer**, Moderator
- Deputy Director General of the Social Development Department, National Development and Reform Commission of PRC **Mr. Wang Dongsheng**: "Issues Confronting China's Health Care Reform"
- Director of Research Policy & Cooperation Department of World Health Organization **Dr. Tikki Pang**: "Towards Effective and Responsive Health Systems Management – Learning from International Experience"
- Deputy Director of the Subcommittee of Education, Science, Culture, Health and Sports of the Chinese People's Political Consultative Conference (CPPCC), Former Vice Minister of Health of PRC **Mr. Sun Longchun**: "China's Efforts on Building an Effective Management System"
- CEIBS Vice President & Co-Dean **Prof. Zhang Weijiong**, Moderator
- Director General for Health and Consumer Protection, European Commission **Mr. Robert Madelin**: "Better Public Health and Health Care: European Experiences"

第四届中国健康发展高峰论坛 受邀演讲嘉宾(排名不分先后)

致欢迎辞

朱晓明教授
中欧国际工商学院院长

闭幕总结

佩德罗·雷诺教授
中欧国际工商学院执行院长

主持人

郭理默教授
中欧国际工商学院教务长兼副院长
张维炯教授
中欧国际工商学院副院长兼中方
教务长
王建翎教授
中欧国际工商学院经济学教授
陈洁教授
卫生部卫生技术评估重点实验室
主任、世界卫生组织卫生技术和
管理合作中心主任、复旦大学教
授、前世界卫生组织助理总干事
Magdalene Rosenmoller 博士
西班牙 IESE 商学院高级讲师

演讲嘉宾

孙隆椿
全国政协教科文卫体委员会副主
任、原卫生部副部长,“中国卫
生大部门制改革进展与展望”

王东生
中国国家发展和改革委员会社会
发展司副司长,“体制改革工作
之回顾及内容”

麻建国
江苏省无锡市人大常委会副主
任,“地方经验与特色:无锡卫
生筹资管理模式及经验”

郭岩
北京大学公共卫生学院教授、世
界卫生组织“健康问题社会决定
因素委员会”委员,“健康的社
会决定因素与国际行动”

代涛
中国医学科学院卫生政策与管理
研究中心常务副主任,“健康
国家战略的国际经验与启示”

刘兴柱
美国国立卫生研究院高级卫生经
济学家,“国外卫生筹资体系基本
特征、发展规律及对中国改革的
启示”

李士雪
山东大学教授、博士生导师,“促
进公立医院回归公益性质”

Robert Madelin
欧盟委员会健康与消费者保护总
干事,“完善公共卫生与医疗保
健:欧洲经验”

Tikki Pang
世界卫生组织政策研究和合作部主
任,“向卓有成效、反应迅速的医
疗系统管理迈进——国际经验借
鉴”

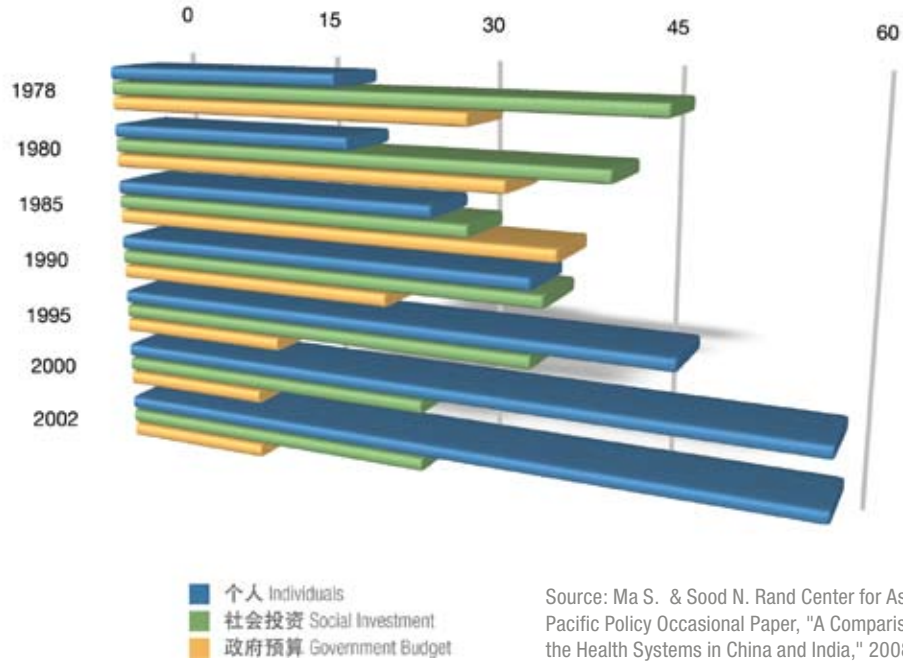
Hana Brixi
联合国儿童基金会驻华代表、社
会政策与经济分析处处长,“构
建覆盖城乡居民的筹资保障系
统”

David Ricks
美国礼来公司中国区总裁,“多
层次的医疗保障体系,为全民提
供更高效的医疗服务”

Ilona Kickbusch
瑞士日内瓦研究生院全球卫生项
目主任、瑞士联邦公共卫生办公
室高级顾问,“全球基本药物政策”

中国的医保账单 CHINA'S MEDICAL BILL

谁支付成本 (%)
WHO PAYS (% OF TOTAL COST)



Source: Ma S. & Sood N. Rand Center for Asia Pacific Policy Occasional Paper, "A Comparison of the Health Systems in China and India," 2008.

例、国际经验对中国的借鉴这三方面阐述了国外卫生筹资及对中国的意义。他指出,高效公平的卫生筹资体系是卫生服务提供体系正常运行的重要保障,也是化解居民就医经济风险的重要手段。无论依靠税收筹资、社会保险筹资(抑或两者兼备),还是发展商业保险,都将面临公平与高效之间的博弈。

联合国儿童基金会驻华代表、社会政策与经济分析处处长 Hana Brixi 博士在谈到构建高效公平的卫生筹资保障体系的问题时,着重阐述了在中国医疗筹资保障系统改革中的注意事项。她指出,全面覆盖包括重要公共医疗卫生体系和主要临床服务的医疗卫生服务包;要注意医疗卫生服务筹资保障和服务提供之间的关联,公共医疗卫生筹资保障,主要临床护理筹资保障,全面覆盖(保证所有人能根据需要享受服务、优化医疗保障体系),公共医疗卫生系统筹资保障,对社区和社会产生强大的正面外部效应,主要临床护理的筹资保障,中央政府的职责,各省的角色和公信力,资源、激励机制和职责与各级政府优先考虑之间的匹配,医疗卫生行业服务提供方和其他参与方的公信力,绩效管理系统以及全民参与。

“个人健康”——“健康国家”

中国医学科学院卫生政策与管理研究中心常务副主任代涛教授做了题为《健康国家战略的国际经验与启示》的报告。报告指出:要以国家价值观为指导;与卫生服务提供体系和医疗保障体系相适应;体现公平性原则;注重质量和效率。

代涛教授首先从健康国家战略的国际经验和战略特点入手,举例说明了健康国家战略给予我们的主要启示:注重卫生保健系统的可持续发展;根据发展变化,适时调整;相关部门、组织、社会团体、社区以及居民参与,注重信息的交流和传播;卫生信息系统完善。居民健康已成为国际社会和各国政府关注的主要社会问题;从“个人健康”发展到“健康国家”战略;政府主导,社会各界广泛参与,是国家发展战略的重要组成部分;结合各自国情、医疗卫生体制特点和居民健康状况,形成各自国家特色;核心是研究居民健康的影响因素和解决不同历史时期的主要健康问题;主要措施是预防为主,统筹疾病预防、健康促进与健康保护;体现阶段性,循序渐进,分步实施。TheLINK

throughout the day-long forum.

The conference featured an impressive line-up of senior health officials and top-calibre academics from China, the United States, the EU, Switzerland, Spain, and the World Health Organisation (WHO). Access to health-care is a global issue that the WHO has spent years addressing; one of the organization's most recent initiatives is an August 2008 study on "Social Determinants of Health." The report illustrates how the way in which health-care systems are organized and financed impacts the equity of access, explained WHO's Director of Research Policy & Cooperation Department Dr. Tikki Pang. Dr Pang supplied graphical data during the forum (see chart China's Medical Bill) which reinforced the problem of rising out-of-pocket payments for patients in China.

This creeping cost of health-care, a UNICEF study has shown, will have significant ramifications. Medical fees were cited as a major problem during a UNICEF/World Bank 2006 Citizen Scorecard Survey of 5,000 households in five of China's cities – Chengdu, Dalian, Pudong in Shanghai, Shenzhen and Xi'an. The study found that those who believe they paid a higher-than-average share of out-of-pocket payments appeared less likely to seek medical care when sick. Based on the study, UNICEF's suggestions include: universal coverage, featuring automatic enrolment for all persons lacking health insurance; and a 20 percent per year cap on the total out-of-pocket fees paid by households. These points were outlined during the forum by UNICEF China's Chief of Social Policy and Economic Analysis Department Dr. Hana Bixi. She also suggested that the bulk of health-care funding should come from government tax revenues, decreasing reliance on the collection of premiums – especially in less developed areas of the country. Said Bixi: "Reform can't happen without clarification and strengthening of the responsibilities of central government; the role and accountability of provinces to promote equity; alignment of resources, incentives and responsibilities with the national priorities at each level of government; accountability of providers and other players in the health sector; performance management system; and citizens' participation through initiatives like (UNICEF's) scorecard survey."

Some of the suggestions made by UNICEF are in

line with the direction the Chinese government is taking (See box). For example, the government is making a concerted effort to encourage dialogue on the issue. In addition, an amended draft of the "roadmap for health-care reform" was issued in September with a call for public input. The Chinese government has committed to making substantial systematic improvements in the areas of public health, medical service, medical security and essential drugs. The goal is a healthy China by 2020, developed by establishing a network of basic medical care for the entire population. The September 21 forum at CEIBS' Shanghai campus gave local and international participants an opportunity to analyze the government's progress to date and offer advice on the way forward. The six-session conference began with a look back at the gains made and wrapped up with a look ahead to the provision of basic health-care for all. Throughout the day, 13 speakers addressed topics covering management structure, health-care delivery, payment, equity in accessing medication and services, and the availability of drugs.

One of the challenges for China going forward is the lack of precedent on which to base the blueprint for a massive overhaul of a healthcare system supporting 1.3 billion people. Key questions in the ongoing debate are: who will pay and how much will it cost? During the forum, Senior Health Economist of the U.S. National Institute of Health Prof. Liu Xingzhu discussed the pros and cons of financing systems used around the globe – such as tax-based financing, social health insurance, private health insurance, community-based health financing, and new innovations in health care financing. China must decide the best fit, he stressed. "There is no perfect health financing system," Prof. Liu said. "Which system a country adopts depends on its history, the context within which it is currently operating, its economy and politics. China is a fast-growing economy with a political commitment to universal coverage, a brilliant history – in the '60s and '70s – in health-care, and lessons learned from the '80s and 90s. Now is the right time to act." **TheLINK**

- Professor and Doctoral Advisor of Shandong University **Prof. Li Shixue**: "Reinforcing the Public Nature of Public Hospitals"

- Senior Lecturer of IESE in Spain **Dr. Magdalene Rosenmoller**, Moderator

- Senior Health Economist of National Institutes of Health, USA **Prof. Liu Xingzhu**: "Implications of Foreign Health Care Financing Systems: Implications for China"

- Chief, Social Policy and Economic Analysis Department, United Nations Children's Fund in China **Dr. Hana Bixi**: "Building a Health Care Financing System Covering Urban and Rural Residents"

- Vice Chairman of the Standing Committee of Wuxi Municipal People's Congress **Prof. Ma Jianguo**: "Local Experience: Health Care Financing Management Model in Wuxi"

- Director of WHO Collaborating Centre for Health Technology Assessment and Management, Director of Key Lab of Health Technology Assessment, MOH, Former Assistant Director General of WHO **Prof. Chen Jie**, Moderator

- Director of Global Health Programme of the Graduate Institute in Geneva of Switzerland, Senior Advisor to the Swiss Federal Office of Public Health **Prof. Ilona Kickbusch**: "Essential Medicines – Global Dimensions"

- President of Eli Lilly China **Mr. David Ricks**: "Multi-Level Health Care System to Reach Efficient Care for All"

- CEIBS Professor of Economics **Prof. Wang Jianmao**, Moderator

- Professor of the School of Public Health, Peking University, Member of WHO Commission on Social Determinants of Health **Prof. Guo Yan**: "Social Determinants of Health and International Action"

- Executive Deputy Director of the Research Centre for Health Policy and Management, Chinese Academy of Medical Sciences **Prof. Dai Tao**: "International Experience and Implication of National Health Strategy"

- CEIBS Executive President **Prof. Pedro Nueno**, Closing Address



甘霖广施千株翠

世界顶级商务管理教育现身 中国内地

今年秋季，中欧国际工商学院将其世界级商务管理培训带到了中国的欠发达地区。中欧商务教育文凭课程是为中国东部沿海地区以外的管理人士设计的，2008年在安徽省首次开班，2009年将扩大到黑龙江和云南，到2012年前，将有500名中国经理人接受这一培训。





OUTWARD BOUND

THIS FALL, CEIBS TAKES ITS WORLD-CLASS BUSINESS EDUCATION TO CHINA'S UNDER-DEVELOPED REGIONS. DESIGNED FOR EXECUTIVES LOCATED OUTSIDE THE NATION'S BOOMING EASTERN CORRIDOR, THE BUSINESS DEVELOPMENT CERTIFICATE PROGRAMME LAUNCHES IN ANHUI PROVINCE IN 2008, THEN EXPANDS TO HEILONGJIANG AND YUNNAN IN 2009, EDUCATING 500 CHINESE MANAGERS BY 2012. MEANWHILE, A NEW SET OF EU-CHINA MBA SCHOLARSHIPS BRINGS STUDENTS FROM 2ND TIER CITIES TO CEIBS SHANGHAI CAMPUS.



文 / 安若丽 袁婕

“世界上从来就不缺商业妙计，不缺优质的产品和过硬的技术，不缺聪明的企业家和进取的经理人，也不缺市场需求。可是，仍然有许多生意以失败而告终——为什么？”

9月5日，中欧国际工商学院教务长兼副院长郭理默（Rolf D. Cremer）教授对50名中国经理人如是说道。接着，他告诉听众：“生意失败的原因主要有以下3点：首先，没有正确理解现代管理和商业方式，所以无法施行经得起考验的商业计划。其次，并不理解怎样获得资金和人力资源，也不理解怎样才能确保财务的稳定性和流畅性。第三，人们行事也并不是像有经验的企业家那样，而是像个官僚主义者，要不就像个赌徒。”

他接着解释说，中欧与法兰克福金融管理学院合作开办的新课程，正是为了让商业妙计免于失败。“我们与合作者共同开设的商务教育文凭课程，与以上需求严密吻合。”他承诺。

实际上，郭理默教务长的50名听众正是就读这一新设商务教育文凭课程的第一届学生，他的演讲地点也不是中欧的上海校园，而是安徽省的省会

合肥市。演讲场合是在新设立的、为中国二三线城市提供世界顶级商务管理培训的证书课程开班仪式上。这一培训项目2008年在合肥开班，2009年还将在哈尔滨和昆明开班，到2012年为止，总共要培训500名中国经理人。

这项新设证书课程属于“中国—欧盟商务培训项目”的一部分。该项目总投资达1770万欧元，耗时5年，主要由欧盟和上海市政府赞助，旨在从欧盟向中国传播实践性导向的高水平的商业知识。Horst Loechel教授代表中欧的合作伙伴——法兰克福金融管理学院，告诉在场听众，他们学院对加入这一项目感到非常自豪，因为“人才培养是经济发展的核心”。

重返课堂

就读这一课程的学生均为华西、华北和华中地区的企业管理者。这项课程对他们而言，代表着一个在接受国际著名培训的同时还能兼顾公司管理的良机——这在以前是不可能的。一个切中肯綮的例

扬帆启航：为了将世界顶级的商务管理教育带到安徽，9月5日中欧和法兰克福金融与管理学院联手开启首轮“中欧商务教育文凭课程”。

SHOW ON THE ROAD – Bringing world-class business management education to Anhui Province, CEIBS and the Frankfurt School of Finance and Management launched the Business Development Certificate Programme in September.



By Laurie Underwood & Helen Yuan

“There is no shortage of good business ideas, good products and good technologies, clever entrepreneurs and motivated managers, and market demand. But still, many businesses fail. Why is this?”

So asked CEIBS Dean Rolf D. Cremer during a speech to 50 Chinese management executives on September 5. He went on to tell his audience: “Businesses primarily fail for three reasons: First, people don’t understand modern management and business methods well enough to develop a sustainable business plan. Second, people don’t understand how to secure financial and HR resources and to ensure financial stability and liquidity. Third, they don’t behave like skilled entrepreneurs, but instead like either bureaucrats or gamblers.”

It is precisely to keep good business ideas from failing, the Dean went on to explain, that CEIBS, along with the Frankfurt School of Finance and Management, has launched a new programme. “The Business Development Certificate Programme that we have founded together with our partners responds exactly to these needs,” he promised.

The Dean’s audience was the first class of 50 enrollees in the new Business Development Certificate programme (BDC), and the location was not the school’s main campus in Shanghai but in the Anhui Province capital city of Hefei. The occasion was the official launch of the new certificate programme to bring world-class business management training to China’s second- and third-tier cities. The courses will be taught in Hefei in 2008, then expand to Harbin and Kunming in 2009, altogether educating 500 Chinese managers by 2012.

The new certificate programme is one of the school’s obligations as winner of the EU-China Business Management Training pro-

gramme in 2007 – a €17.7 million, five-year project sponsored mainly by the EU and the Shanghai municipal governments to transfer high level, practically-oriented business knowledge from the EU to China. Representing the Frankfurt School of Finance and Management, CEIBS’ partner in developing and offering the new certificate programme, Professor Horst Loechel told incoming participants that his school is proud to participate because “education of people is the core of economic development.”

BACK TO CLASS

For those enrolled in the new Business Development Certificate Programme, it represents an opportunity to receive an internationally renowned education while continuing to manage their companies in western, northern or central China – a proposition that was previously impossible. A case in point is media entrepreneur Gao Hongjing, founder and president of Hefei Jiahe Media, who unexpectedly found herself heading back to school this fall. The 21-year TV veteran began her career as a news editor for Anhui TV Station in 1987, then launched her own media enterprise 10 years ago. Today, her company is facing growing pains. She explains: “Hefei Jiabao Media is an entrepreneurial enterprise. We have developed from being a company of a handful of employees to a company that needs Human Resources management, from thinking only of our day to day business operations to thinking strategically of how we should position ourselves in the market. Today, enhancing our management system is our biggest problem.”

When the Hefei government began promoting the new certificate programme last spring, charging qualified students only a fraction of the standard fees for non-scholarship holders,



子是媒体企业家高红静，她是合肥嘉宝广告传播有限责任公司创始人兼董事长，从未料到自己在今年秋季重返校园。作为一名有着21年从业经验的资深传媒人，高红静的职业生涯开始于1987年在安徽电视台担任新闻编辑。10年后，她创办了自己的媒体企业。如今，她的公司面临着“成长的烦恼”。她解释说：“合肥嘉宝传播公司是一家创业型企业。我们从三五个人的小公司成长为需要人力资源管理的公司，从只想着自己的日常业务变为需要对我们的市场定位进行战略性思考。如何强化管理系统，是我们目前最大的问题。”

去年春季，合肥政府开始推广这一新设证书课程，对符合录取条件但未获得奖学金的学员仅收取标准学费的零头。高红静感到，不可错失的机会来了。她说：“如果这项课程没有在合肥开设，我也不可能去上海或北京就读，因为我的时间太紧张了。”

安徽国林圣奥办公系统有限公司总经理柳培虎说：“当我从合肥市人事局得知开课的消息时，我意识到这对我来说是一个极好的机会，立即申请就读。”他说这些课程将“加强我的战略技巧，让我有机会接触许多来自其他公司的优秀经理人，扩展人脉，分享经营管理的经验。”柳培虎补充说，这一文凭课程还会让他有机会“不仅学到管理知识、案例分析，还能开阔眼界……我觉得很幸运也很光荣能获得如此美妙的机会——在合肥就能接受顶级培训，而不必到外地去。如果这项课程仅仅在上海或北京开设，我就会受制于时间和空间，没法去学习了。”

一拍即合

9月5日，欧洲联盟欧洲委员会驻华代表团公使衔参赞溥马克(Micheal Pulch)博士在合肥举行的课程开班仪式上说，在欧盟看来，这一新设文凭课程是一项为期2年、投资1000万欧元的“帮助中国进行社会和经济改革”事业的一部分。溥马克博士解释说，欧盟政府一直在寻找能帮助中国中西部地区发展的可行性方案。“商务教育文凭课程正与我们的目的一拍即合。”

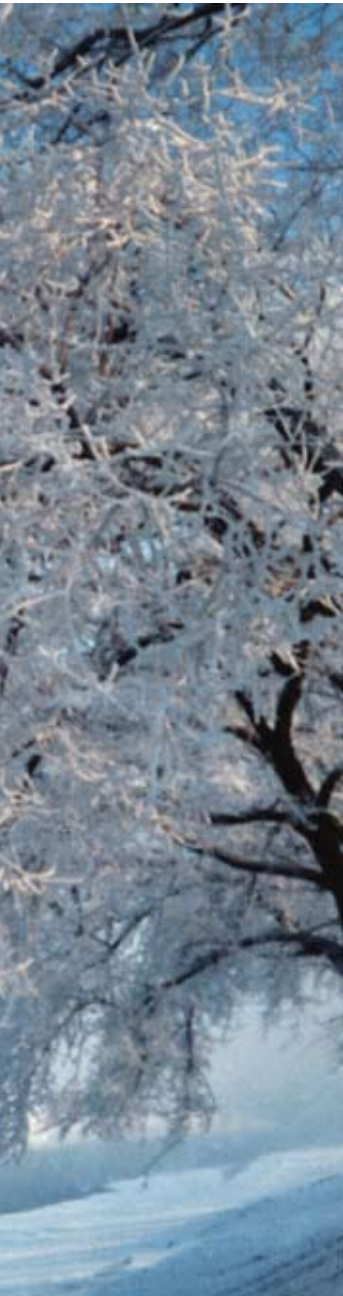
为什么欧盟政府选择向中国欠发达地区的人力资源配置方面投资，而不是其他方面——例如，基础设施建设？回答这一问题时，溥马克博士说，投资于教育相关项目能获得优良的回报率。“在人力资源方面投资对我们来说很有用，因为这样我们就能卓有成效地强化欧盟与中国的纽带关系。我们与学生分享欧洲最卓越的实践，这项课程将建成一个珍贵的



人才库网络。”

作为中国—欧盟商务培训项目主管，中欧经济学教授芮博澜(Bala Ramasamy)认为，这项文凭课程还使中欧和中国政府为了同一个目标而努力。

“中国的经济发展必须从沿海地区向内陆地区转移。为了保持当前的发展速度，必须推动内陆发展——中国将来的发展有很大比例会从这里起步。这就是本项课程背后的基本原理。”他补充说，这项



冰雪无阻：哈尔滨寒冷的天气不会熄灭中欧明年在这里开启“中欧商务教育文凭课程”的热情。据悉，到2012年，将有500名来自中国欠发达地区的经理人接受这一培训。

BRAVING THE WEATHER: Climate conditions in Harbin will not keep CEIBS from launching the BDC programme there in 2009. All told, the programme will educate 500 managers in remote China by 2012.

Gao felt it was an opportunity she could not miss. Says Gao: “If the programme was not offered in Hefei, I would not be able to come to Shanghai or Beijing to study because my time is too limited.”

Says classmate Liu Peihu, president of Anhui Guolin Sunon Office Systems Co., “When I got the information from Hefei personnel Bureau, I realized this is a very good opportunity for me and applied for the programme immediately.” Liu says the courses will “strengthened my strategic skills and give me the chance to meet many excellent managers from other companies to build my network and share experiences in operations management.” Liu adds that the certificate programme will also give him a chance to “learn not only management knowledge, case analysis, but also widen my vision... I feel lucky and honoured to get such a fantastic opportunity to receive a top-class education right in Hefei without needing to travel. Owing to my limited time and the distance, if the programme were only offered in Shanghai or Beijing, I would not be able to study.”

PERFECT MATCH

From the viewpoint of the European Union, the new certificate programme is part of a two-year, €10 million commitment to “help China’s social and economic reform,” explained Deputy Head of the EU Delegation to China and Mongolia Dr. Micheal Pulch, at the September 5 Opening Ceremony for the programme in Hefei. Dr Pulch explains that the EU government had been looking for a feasible project that would help develop western and central China. “The Business Development Certificate Programme is a perfect match with our goals,” he says.

Asked why the EU government chose to invest in the development of human resources in underdeveloped regions of China rather than alternatives such as building infrastructure, Dr Pulch said funding education-related projects offers a good ROI. “Investing in human resources is useful

for us because we can efficiently and effectively develop links between the EU and China. This programme builds a pool of people who are very valuable in terms of networking. We are sharing European best practices with the students, and training them to meet EU standards. The graduates will be a very valuable network for us.”

CEIBS Professor of Economics Bala Ramasamy, who is overseeing the larger Business Management Training project, explains that the certificate programme also places CEIBS in line with the goals of the Chinese government. “The economic growth of China has to move from the coastal areas into the inland areas. To continue to develop at this pace, you have to move inland – that is where a large percentage of China’s future growth is going to come from. That is the rationale behind the programme.” He adds that the courses will likely have a direct impact on development potential. “One of the best things CEIBS can do to help drive China’s economic growth is to build managerial capacity,” he adds. “This programme brings the latest management concepts and ideas to a group of people who otherwise might not have the chance to learn them.”

“This is something good for China, a unique contribution of CEIBS to the less developed provinces,” says CEIBS Associate Professor of Management Terence Tsai, who travelled to Hefei to teach Entrepreneurship in the first certificate programme cohort. “We are known as an elite school, so this is our chance to give back.” He adds that he is pleased that among the CEIBS faculty, all professors approached to teach in the BDC classes have agreed. “Everyone has the same idea of helping China.”

Prof. Tsai says he will teach the same information used at the Shanghai campus, but will offer some additional coaching for the Hefei-based students, especially in helping them adapt to the case-study method of learning. He will also design activities based on small groups, in order to better encourage certificate programme students to volunteer their ideas in class – often a hard sell for China-educated students.



课程将有可能对发展潜力产生直接的影响。“中欧所能做到的帮助驱动中国经济增长的最佳工作之一，就是开发管理的能量。”他补充，“这项课程向一群人传播了最新的管理概念和设想。如果没有这项课程，他们恐怕没有机会学到这些。”

“中欧对欠发达省份的独特贡献让中国受益。”中欧管理学副教授蔡舒恒博士说。他飞到合肥，向首批学员讲授创业学。“众所周知，我们是一所精英学校，因此这是我们做出回报的机会。”他说，他很高兴作为中欧教师队伍的一员，所有受邀教授都欣然应允任教。“大家都有一个共同的想法，就是帮助中国。”

蔡教授说，他在合肥传授的知识与在上海校园是同样的，但对合肥班的学生会增加额外指导，特别是帮助他们适应案例研究的学习方式。他还将以小组为基础设计各种活动，以便更好地鼓励学生在班上公开表达自己的思想——对于接受中国式教育的学生来说，这往往比较棘手。

满足需求

商务教育文凭课程包括6个模块：财务报告与管理会计；公司理财及融资；组织行为和人力资源

管理；市场营销管理；创业学；战略与运营管理。教学大纲的设计者说，在课程结束之前，学生们应当能够：“制定切实可行的公司发展战略；恰到好处地分配资源并为公司建立通盘的商业计划、程序和制度；根据公司的成长发展和盈利指标，调整公司的运营流程；理解和使用工具，达到有效的组织运营和员工激励。”他们还将“与来自不同行业的优秀经理人共同学习、分享管理技巧和最佳实践。”

那么，学生们感觉如何呢？9月中旬完成了第一个模块的学习之后，高红静说，这项课程已经产生影响了。“比如，管理会计的学习就增强了我的经营技巧和商业战略。这门课对发展我的企业帮助很大。”高红静自称，她的终极目标是让自己的公司发展壮大，并确保在将来持续成长。“我的公司有10年的历史，已经赢得了一定的市场份额。我竭力想将它打造成一家‘百年企业’。我希望，这项课程能够有助于我获得更为科学、系统的思维，让我成长为一名经理人。”

“这项课程确实对我的工作有所裨益。”柳培虎也对高红静深表赞同，“从知识的角度而言，像雷曼兄弟破产这样的案例分析，强化了我对管理和财务风险的规避意识。从实践的角度而言，案例研究拓展了我的思路，并提高了我的战略技能。” **TheLINK**

祥源的中欧情结

浙江祥源投资集团有限公司拥有一个不为竞争者所知的秘密武器——那就是，与中欧国际工商学院的长期合作。在过去3年中，包含房地产开发、交通建设、冷链制造、商业零售和战略投资等业务的祥源集团已将6位公司高层管理人员送到中欧攻读EMBA学位。

事实上，中欧安徽校友会中，1/5的校友均来自祥源集团的高管层，并且这一人数还在继续增加。祥源投资集团计划每年派遣1名高级管理人员参加中欧EMBA课程的学习，并为其支付所有学费。

目前祥源投资集团的中欧校友包括：集团董事长兼总裁俞发祥（EMBA 2005）、财务总监孙连峰（EMBA2003）、集团房产公司董事长沈保山（EMBA2007）、集团交建公司总经理肖夕华（EMBA2008）、集团IT部门负责人许文宏（EMBA2005）、集团总裁助理兼投资发展部总经理黄桦（EMBA2005）。

近日，朱晓明院长参观访问了祥源集团总部。事后，集团总裁助理、投资发展部总经理黄桦在接受《The Link》杂志采访时表示，尽管祥源集团与中欧国际工商学院在距离上相对较远，然而集团长期以来一直与学院保持着伙伴关系。他说：“在中欧学习对我们每个人而言是成长道路上一个新的起跳点。到



中欧学习之前，我们虽然拥有丰富的管理实践经验，然而随着公司的发展，我们每个人都会遇到发展的瓶颈。”

学习期间，黄桦和他的同事们把所学的管理方法和分析工具应用到帮助公司发展的实际工作中。黄桦告诉记者，“通过在中欧的系统学习，可以梳理在实际工作中遇到的困惑、经验和教训，使我们能够站在更高的高度来审视未来的发展。”

黄桦认为祥源对集团高管的培训计划对树立发展企业文化具有积极的作用。高管培训后能够带给企业全新的管理知识、推动企业创新以及增强企业的社会责任和职业道德。黄桦强调说，“‘社会责任和企业文化’发展对集团未来的成长至关重要，尤其对民营企业，有时候，企业文化的发展比业务发展更重要。”（文/袁婕）



MEETING THE NEED

The Business Development Certificate Programme covers six modules: Financial Reporting & Managerial Accounting; Business Finance & Funding; Organizational Behaviour & HR Management; Marketing & Sales Management; Corporate Entrepreneurship; and Strategic & Operations Management. By the completion of the course, programme designers say participants should be able to: “work out effective strategies for the development of company business; allocate resources properly and establish a holistic business plan, process and rules for the company; align the company’s business processes with its growth and profit targets; and understand and implement tools for effective organizational operations and staff incentives.” They will also have “learned together with excellent executives from different industries, and shared management expertise and best practices”.

How do the students feel, so far? After

completing the first module as of mid September, Gao Hongjing said the programme had already made a difference. “So far, I have learned Management Accounting, which enhanced my business skill and business strategy. The course will greatly help in the development of my enterprise.” Gao’s ultimate goal, she says, is to strengthen her still young company and ensure that it continues to grow in the future. “My company has a history of 10 years, and has already won a certain amount of market-share. I am working hard to build what will be a 100-year-old company. I hope the programme can help me gain more scientific and systematic thinking, and to perfect myself as a manager.”

“The programme is really helping me with my job,” agrees Liu Peihu. “From the knowledge side, case analyses such as the collapse of Lehman Brothers, are strengthening my consciousness of evading management and financial risk. From the practical side, the case studies have broadened my thinking and enhanced my strategic skills.” **TheLINK**

SUNRIVER’S CEIBS CONNECTION

Located in Zhejiang Province, Sunriver Investment Group operates with a secret weapon not visible to competitors: a long-running CEIBS connection. During the past three years, the group, which includes real estate development, transportation and construction, electronic, retail and investment enterprises, has sent six of its top managers to CEIBS for an EMBA degree.

In fact, Sunriver executives account for one-fifth of the entire CEIBS’ Alumni Chapter in Anhui – with more on the way. The company plans to continue enrolling one senior manager per year in the CEIBS EMBA programme, covering all tuition costs.

Current CEIBS EMBA alumni at Sunriver Group include: Chairman Yu Faxiang (EMBA 2005), President Yu Faxiang (EMBA 2005), CFO Sun Lianfeng (EMBA 2003), IT Department Director Xu Wenhong (EMBA 2005), Real Estate Sector Chairman Shen Baoshan (EMBA 2007), Communication Construction Sector General Manager Xiao Xihua (EMBA 2008), and Assistant President, Investment and Development Department Manager Huang Hua (EMBA 2005).

After a recent visit to Sunriver headquarters by CEIBS President Zhu Xiaoming, company Assistant President and Development

Department Manager Huang Hua explained Sunriver’s long-running commitment to the school, despite its relative distance from the Shanghai main campus: “Studying in CEIBS offers a new start on the path of our development. Before studying, we executives each had a lot of management experience, but we were facing bottlenecks as the company develops.”

During the EMBA programme, Huang says, he and his colleagues have learned new tools and methods for coping with the growth and maturation of the company. “Through systematic study at CEIBS, we can sort out the confusion, the experiences, and the lessons learned. That can help us to plan our future development from a higher vantage point.”

Huang says the policy of sending ‘one-manager-per-year’ to CEIBS helps build a positive corporate culture built upon business management knowledge, cultivation of innovation, and strong sense of corporate responsibility and ethics. Huang says the ‘social and cultural’ development of the company are critical to its future. “Especially for an independent company, cultural development can be even more important than business development.” – *Helen Yuan*

冲上云霄

The Fast Lane From Tier Two

从 2008 年开始，中欧国际工商学院为来自欠发达地区的学生专门设立了中国—欧盟 MBA 奖学金。今年的许多奖学金获得者均承诺，将用所学知识帮助中国二线、三线城市的发展。

THE EU-CHINA MBA SCHOLARSHIP PROGRAMME, INITIATED WITH THE MBA CLASS OF 2008, IS BRINGING STUDENTS FROM CHINA'S LESS DEVELOPED REGIONS TO CEIBS. MANY OF THIS YEAR'S WINNING APPLICANTS ARE PLEDGING TO USE THEIR BUSINESS DEGREES TO HELP DEVELOP CHINA'S 2ND AND 3RD TIER CITIES.





文 / Charmaine N. Clarke & 安若丽

29 岁的黄磊 是一名高级软件与测试工程师，家乡在安徽省蚌埠市。3 年来，他一直怀有一个秘密的梦想：来到中欧国际工商学院就读 MBA 课程。为什么选择中欧？黄磊解释道：“我在工程领域已经掌握了高级的分析技术，但还没有机会学习金融、战略、经济和商业发展方面的知识。中欧提供了全方位的课程，这对自我发展是一个好机会。”

不过，尽管黄磊聪明又上进——他在同济大学获得了电子工程硕士学位，并为思科系统公司工作了 4 年——但是，要花 18 个月时间脱产学习，看来不是希望渺茫，而是绝无可能：他背负着沉重的房贷压力，妻子又在今年 2 月诞下了他们的女儿。

尽管求学之路充满了艰难险阻，黄磊还是经常浏览中欧的网站——这一习惯不仅让他的梦想保持着生动鲜活，而且最终帮助他美梦成真。当黄磊点击 www.ceibs.edu 时，他发现了刚刚设立的中国—欧盟 MBA 奖学金——他就读 2008 级 MBA 的入场券。这项新设立的奖学金正是为黄磊这样的来自中国欠发达地区的白领学生们量身定制的。

今年 6 月，黄磊不仅如愿以偿被中欧录取，而且还获得了一份半额奖学金。他欣然说道：“对来自上海或北京的人来说，学费可能并不是一项很大的负担。但是对于像我这样来自中小城市的人，筹措学费非常困难。”

同时，来自重庆的郑鹏程也在了解了中国—欧盟 MBA 奖学金之后，加速实现了自己的计划。郑鹏程在自动化行业工作了 4 年，最近一份工作是担任长安福特马自达汽车有限公司的成本估价工程师。她渴望通过一个商科学位来充实自己的技能，但很担心会出现资金紧张。“我盼望来中欧学习已很久了，”她说，“但我一直犹豫不决，因为没有足够的钱缴学费。”

当郑鹏程得知有新的奖学金时，她立即开始准备 GMAT 考试并递交了申请。如今，她已获得了入学许可和一份奖学金，开始在中欧争分夺秒地攻读。她计划在这 18 个月中：“习得系统的商业知识，提升就业的个人竞争力，并交到好朋友。”

从 2008 年至 2012 年，通过中国—欧盟 MBA 奖学金，将有 60 名来自中国欠发达地区的学生享有全额或半额学费奖学金。黄磊和郑鹏程就是其中的两名受益者。中国—欧盟 MBA 奖学金是中国—欧盟商务管理项目 (BMT) 的一部分。今年夏天，奖学金评选委员会对前 11 名学生颁发了奖学金。所有奖学金申请人都必须展示商业经验和学业前途，同时还须阐明财务需求，外加与欠发达地区的紧密关联——欠发达地区是指位于人均 GDP 在 2 万元以下，位于中国的中西部或东北的省份或直辖市，包括河北、黑龙江、吉林、新疆、山西、河南、湖北、重庆、海南、湖南、陕西、

此图为 2008 级 MBA 新生开学典礼开始之前，前 11 位中国—欧盟 MBA 奖学金获得者的合影，他们分别是：(前排左起) 郑鹏程、朱婉娟、严子迅、姚焱、彭筱、(后排左起) 邹浩川、黄磊、冯喆、崔勇、茅亮。邓智欢见左图。

FIRST MOVERS – The first 11 EU-China MBA Scholarship winners gather for a group photo hours before the opening ceremony that officially launched their journey as members of the CEIBS MBA class of 2008. They are: (inset at left) Deng Zhihua, while in group photo from front row left are Zheng Pengcheng, Zhu Chajuan, Yan Zixun, Yao Yao, and Peng Xiao. From back row left: Zou Haochuan, Huang Lei, Feng Zhe, Cui Yong and Mao Liang.

By Charmaine N. Clarke & Laurie Underwood

For three years, from his hometown of Bengbu in Anhui Province, 29-year-old senior software and quality assurance engineer Lei Huang had a private dream: enrolling in the CEIBS MBA programme in Shanghai. Why CEIBS? Huang explains: “I had developed excellent analytical skills in the engineering field but had no chance to develop strengths in finance, strategy, economics and business development. CEIBS offers a well rounded programme, so it is a good opportunity to develop myself.”

But while Huang was bright and ambitious – he held a masters degree in electronic engineering from Tongji University and had spent four years working for Cisco Systems – the idea of quitting his job to spend 18 months studying seemed not just remote but downright impossible. Huang had mortgage payments to make and, in February 2008, his wife had given birth to a baby girl.

Despite the obstacles blocking his academic path, Huang often browsed the CEIBS website – a habit that not only kept his dream alive but eventually helped him make it a reality. By clicking onto www.ceibs.edu, Huang discovered the just-launched EU-China MBA Scholarship, his ticket to enrolling in the MBA class of 2008.

The new scholarships were tailor-made for students like Huang – professionals hailing from the underdeveloped regions of China. So he poured his best effort into the applications.

By late spring, Huang was not only accepted to CEIBS but also received a partial scholarship. He explains the significance of the award: “For someone from Shanghai or Beijing, tuition fees may not be a huge burden. For others like me, it’s quite difficult to manage.”

Meanwhile, 1,500 kilometres west of Shanghai in central China’s Chongqing municipi-

ality, 27-year-old Zheng Pengcheng also suddenly sped up her plans to return to academia this past spring after learning of the EU-China MBA Scholarship. After four years in the auto industry, most recently as a Cost Estimator for Changan Ford Mazda Auto Co., Zheng was eager to expand her skills with a business degree – but she was concerned about the financial strain. “I had been hoping to study at CEIBS for a long time,” she says, “but I hesitated because I didn’t have enough money for the tuition.”

When Zheng learned of the new scholarships, she fast-tracked her preparations for the GMAT and rushed to send her application. Now that she has won both admission and a scholarship, she is determined to make the most of her time at CEIBS. Her goals over the next 18 months are to: “gain systematic business knowledge, increase my marketability in the workforce, and make good friends.”

Huang Lei and Zheng Pengcheng are two of the 60 students originating from underdeveloped areas of China who will receive full or half tuition scholarships between 2008 and 2012 via the EU-China MBA Scholarship – a programme developed as part of the EU-China Business Management Project. This summer, the Scholarship Selection Board awarded tuition waivers to the first 11 winning students. All scholarship seekers had to show business experience and academic promise, as well as financial need plus ties to less developed regions – i.e. those provinces or municipalities in Western, Central or North-Eastern China in which per capita GDP falls below RMB20,000. The list includes Hebei, Heilongjiang, Jilin, Xinjiang, Shanxi, Henan, Hubei, Chongqing, Hainan, Hunan, Shanxi, Qinghai, Ningxia, Jiangxi, Sichuan, Xizang, Anhui, Guangxi, Gansu, Yunnan, and Guizhou.

青海、宁夏、江西、四川、西藏、安徽、广西、甘肃、云南和贵州。

财务自由

对申请人而言，该奖学金象征着一让求学之梦梦想成真的捷径。看看来自四川的29岁姑娘朱姹娟。在雀巢（中国）有限公司工作了5年之后，她梦想着读一个MBA学位。如果辞职来中欧读书，经济上能负担得起吗？2007年，时任雀巢品类与渠道销售拓展高级主任的朱姹娟正为此犹豫不决时，发现了中国—欧盟MBA奖学金。

“在奖学金的帮助下，我的财务压力减轻了，可以集中精力学习。”朱姹娟说。作为一名学生，她说，自己将努力做到“学习成绩优异，职业技能高强，向世界闻名的老师和不同背景的同学学习，还要通过有力的校友基础拓展自己的关系网。”

江西人邹浩川曾在联想信息产品有限公司担任全球物料采购经理。他曾经考虑向银行贷款来支付就读中欧的学费，但他担心贷款会使他缺乏参加中欧海外交换生计划的经济能力，还会影响他将来的求职选择及生活质量。邹浩川说：“如今，在奖学金和个人积蓄的帮助下，我只要借1万元就够了。”

对于邓智欢来说，这项新的奖学金为他志存高远的职业生涯提供了一条出乎意料的变通之道。这名湖南小伙子从中国建设银行厦门分行ERP工程师的职位上开始了自己的职业生涯。他试图利用中国—欧盟MBA奖学金让自己跳离IT界。“我认为，激情和毅力对我在今后取得成功是至关重要的，但扎实的知识背景也非常重要。”他说，“这就是我来中欧读书的原因。我必须抓住这个机会。”

新疆同学崔勇也怀有相似的心情。在就读中欧之前，他曾担任雀巢（中国）有限公司的品牌经理，并且与他人合作创办了PassOffer科技公司。崔勇说：“怎样才能走向成功的职业道路呢？中欧MBA学位正是我所需要的东西。”他补充说，是他的“企业家精神”和“肩负起更多社会责任的志愿”，让他被评选委员会一眼相中。

回馈社会

26岁的彭筱曾任汇丰银行武汉分行的高级业务拓展经理。向中欧申请了中国—欧盟MBA奖学金后，她没有接到去北京参加第二次面试的邀请。因

此，她以为自己落榜了。直到听从了一个朋友“去中欧网站查查”的建议，这名广西姑娘才发现自己的名字赫然高居全额奖学金榜首。彭筱说，这项奖学金使自己能为帮助中国的二线和三线城市的发展作好准备：“我认为MBA学位非常重要——特别是对像我这样的女性来说。”她说，“读完MBA后，我可能要回武汉去。那个地方确实不发达，因此需要我回去。”

同样，湖南人严子迅也打算将在中欧学到的知识用于帮助欠发达地区的发展。他今年29岁，在华中地区度过了大部分青春岁月，曾在四川和深圳工作过，来中欧之前曾任博威科技有限公司的项目经理。严子迅说，他的终极职业目标是“在欠发达地区开办一家大企业，或在别处开办企业，但要致力于欠发达地区的发展。”他补充说：“这项奖学金对我而言既是荣誉，又是动力。”

“回馈社会”也是26岁的杭州人茅亮在中欧的生活重心。在湖北省担任长飞光纤光缆有限公司的销售代表4年之后，茅亮决定花时间来中欧“参与竞赛，应对全新挑战，从而考量自我能力，并建立起自己的人际网络。”最终，他向奖学金管理委员会承诺：“我确信这是一次成功的投资。将来，我不仅会回报中欧，而且会回报更为广大的社会。”

“我有一个梦想：利用世界级的专家和资源创办一家一流的中国企业。中欧将帮助我向梦想飞跃一大步。”四川姑娘姚珏许下了自己的诺言。她今年28岁，在成都渡过了艰难的成长岁月。在她的童年时代，她的父母将房产抵押，才得以筹齐女儿的学费。姚珏的经历使得她对中国—欧盟MBA奖学金深怀感激，决定要善加利用这笔资金。姚珏曾任三垦（中国）投资有限公司上海分公司产品经理。她说：“我认为，我能为我的家乡做更多的事情，特别是国有企业和中型企业。也许将来我能找到一位搭档创办自己的公司，为家乡服务。获得了奖学金，我的情绪更为激动——我想要为中国西部做得更出色、更负责。我责无旁贷。”

关于2008年奖学金获得者的心态，可能要数24岁的河南人冯喆总结得最好。他说，获得奖学金不仅改变了他的职业道路，而且改变了他的社会观。冯喆曾任艾默生网络能源有限公司（深圳）高级总监助理。四川大地震后，他从自己不多的积蓄中拿出一部分来捐助救灾工作。获得中国—欧盟MBA奖学金后，他又再次捐款。“当你得到这类援助时，它会激励你更加努力地工作。我会全力以赴地工作。”冯喆说，“将来，我还会不遗余力地帮助其他人。这就是我从获得奖学金这件事上学到的精神。” **TheLINK**

当你得到这类援助时，它会激励你更加努力地工作。
我会全力以赴地工作。

When you receive this type of support, it motivates
you to work harder. – *Feng Zhe*

FINANCIAL FREEDOM

For the individual applicants, the scholarships represent a newly built highway to CEIBS that did not exist previously – a short-cut to making academic dreams a reality. A case in point is Sichuan native Zhu Chajuan, 29, who, after five years working for Nestle (China), began dreaming of seeking an MBA. In 2007, she was struggling to decide whether she could afford to quit working to attend CEIBS. When the then Senior Executive for Category & Channel Sales discovered the EU-China tuition scholarship, her worries ended.

“With the scholarship, I will have less stress financially, and I can focus on studying,” she says. As a student, Zhu says she will seek to “strengthen and sharpen my academic and professional skills, learn and benefit from both the world-renowned faculty and students with different backgrounds, and broaden my network through the powerful alumni base.”

For Jiangxi native Zou Hao Chuan, the new scholarship took the stress out of the decision to enroll at CEIBS. The former Global Commodity Manager for Lenovo was considering applying for a bank loan to pay for his tuition as a member of the MBA 2008 class. But Zou worried that borrowing funds would affect his ability to participate in CEIBS’ overseas exchange pro-

grammes and, after graduating, would impact his choice of job and quality of life. Says Zou: “Now, with the scholarship and my savings, I will only need to borrow RMB10,000.”

For fellow MBA 2008 classmate Deng Zhihuan, the new scholarship provides an unexpected method of making a much-wanted career shift. Beginning his working life as an ERP engineer for China Construction Bank in Xiamen, the Hunan native sought to use the EU-China MBA Scholarship to break away from the IT field. “I think passion and perseverance are critical for my future success, but a solid knowledge background is also very important,” he says. “That’s the reason I came to CEIBS. I have to seize this opportunity.”

A similar sentiment comes from Xinjiang native Cui Yong, whose pre-CEIBS work experience includes working as a brand manager for Nestle (China) and co-founding PassOffer Technology. “A CEIBS MBA is just what I need to place me on a successful career path,” says Cui, adding that it was his “entrepreneurial spirit” and: “willingness to shoulder more social responsibilities” that made him stand out to the selection committee.

GIVING BACK

When Wuhan-based HSBC Senior Business

Developer Peng Xiao, 26, was not invited to Beijing for a second interview after applying to CEIBS for the EU-China MBA Scholarship, she assumed she was out of the running. It wasn't until a friend told her to check the CEIBS website that the Guanxi Province native discovered her name at the top of the list of full tuition scholarship winners. Peng says the scholarship allows her to prepare to help develop China's 2nd and 3rd tier cities: "I think an MBA degree is very important – especially for women, like me." She says. "After the MBA, I may go back to Wuhan. The area is really underdeveloped, so they need me."

Also planning to use his scholarship and CEIBS education to help improve underdeveloped areas is Hunan Province native Yan Zixun. Having spent most of his youth in central China, then working in Sichuan and Shenzhen, the 29-year old former Bravo Tech programme manager says his ultimate career goal is "to own a big enterprise located in or devoted to less-developed provinces." He adds: "This scholarship is an honour and motivation to me."

"Giving back to society" will also be a focus of life at CEIBS for Hangzhou native Mao Liang, 26. After four years as a sales representative for Yangtze Optical Fiber and Cable Company in Hubei Province, Mao is determined to use his time at CEIBS "testing myself by taking on tough tasks, participating in competitions and dealing with brand new challenges, and building up my network of friends." At the end, he promises the scholarship management committee: "I'm sure it will be a successful in-

vestment. In the future, I'll give back not only to CEIBS but to the wider society."

"CEIBS will help me make a huge leap toward my dream of creating a first-class Chinese enterprise by leveraging global expertise and resources," promises Sichuan province native Yao Yao. The 28-year-old's humble upbringing in Chengdu, and her parents' willingness to mortgage their home to fund her early education, have made her both grateful for the EU-China scholarship and determined to use it well. The former project manager at Samsung Electronics' Chengdu and Shanghai sales subsidiary says "I think I can do more for my hometown, especially for SOEs and medium-sized enterprises. Maybe in the future I can find a partner and we can create our own company to serve my hometown. Since receiving the scholarship, my emotions have even intensified – I want to perform better and become more responsible for western China. It's my responsibility."

Perhaps 24-year-old Henan native Feng Zhe best sums up the mindset of the 2008 scholarship recipients. He says receiving the scholarship changed not only his career path but also his social outlook. After the Sichuan earthquake, the former assistant senior director at Emerson's Shenzhen headquarters donated a part of his modest savings to the relief effort. After receiving the EU-China scholarship, he donated again. "When you receive this type of support, it motivates you to work harder. I *will* work hard," says Feng. "In the future, I will also do my best to help others. That's the spirit I learned from receiving this scholarship." **TheLINK**

方睿哲教授：探究新兴地区的创业者

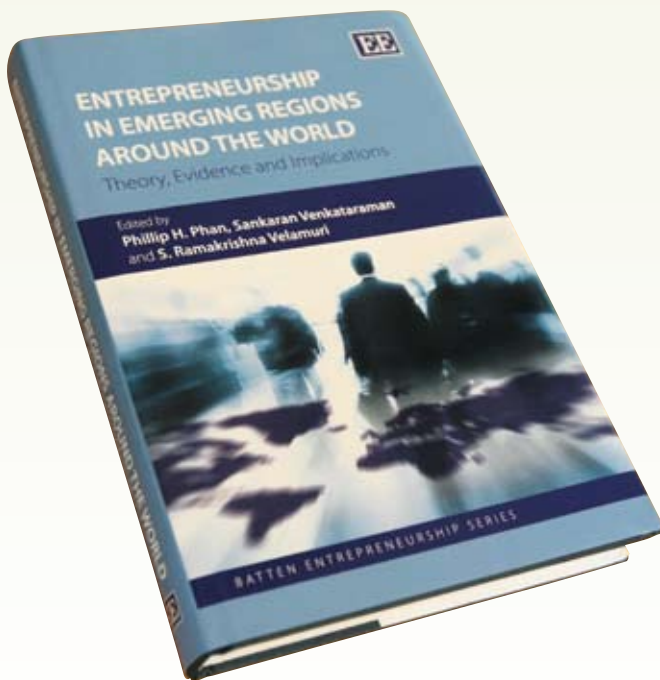
Professor S. Ramakrishna Velamuri Explores Entrepreneurship in Emerging Regions

中欧国际工商学院创业学副教授方睿哲 (S. Ramakrishna Velamuri) 与另两位学者共同编撰了《世界新兴地区的创业者——理论、事实与意义》(Edward Elgar Publishing, July 2008) 一书, 给全球经济活跃地区的创业者们提供了真知灼见。本书分为四个部分, 详细介绍了10个案例, 为读者深入地揭示了在印度、中国、爱尔兰、东欧、北美和南美、亚洲北部和东南亚的经商之道。

此外, 书中以理论为基础的案例研究同时也为商业、经济发展和区域研究方向的学者与研究生提供了有价值的参考工具。本书还为那些经济发展、技术推广和金融市场领域的政策制订者、报道新兴地区商业和发展问题的记者提供了有用的资源。

本书采用简单流畅的形式, 由远及近, 从经济发展与创业之间的宏观关系入手, 深入探讨了创业者及其企业驰骋在瞬息万变的商场之中的现实案例。

本书荟萃了全球27位学者与商业人物的思想, 由方睿哲教授以及伦斯勒理工学院的菲利普 H. 范 (Philip H. Phan) 教授和弗吉尼亚大学的桑卡兰·文卡塔拉曼 (Sankaran Venkatarama) 教授共同编撰完成。“研究新兴市场中的创业者, 这在理论意义上是有趣的, 在实证研究中是富于挑战的, 并且可能影响到重要的经济及管理政策制定, 将对现实的社会及经济生活发挥作用。”编者在总结中写道。“我们写此书的目的是展示种种可能性, 鼓励开发那些具有扎实理论基础的模型, 这些模型要能经受住经验的验证。”



Co-edited by CEIBS Associate Professor of Entrepreneurship S. Ramakrishna Velamuri, *Entrepreneurship in Emerging Regions Around the World – Theory, Evidence and Implications* (Edward Elgar Publishing, July 2008) serves up valuable lessons on entrepreneurship in some of the globe's hottest regions. Presented in a four-part combination of 10 detailed case studies, the book gives readers an inside

view of what it takes to run a business in India, China, Ireland, Eastern Europe, North and South America, and North and South-East Asia.

The theoretically grounded case studies provide a valuable tool for scholars and graduate students of business, economic development and regional studies. The book also serves as a helpful resource for policymakers in the areas of economic development, technology transfer, and financial markets, as well as for journalists who cover business and development issues in emerging regions.

Presented in an easily flowing format, the book takes the reader from a broad outline of the linkages between economic development and entrepreneurship to a more detailed analysis that explores real life experiences of how entrepreneurs and their firms navigate the ever-changing landscapes in which they operate.

The case studies, the work of 27 academics and business figures from across the globe, are complemented by an introduction and conclusion by Prof. Velamuri and his co-editors, Philip H. Phan and Sankaran Venkataraman. Phan is the Warren H. Bruggeman '46 and Pauline Urban Bruggeman Professor at Rensselaer Polytechnic Institute while Venkataraman is the Mastercard Professor of Business Administration at the University of Virginia. "The research on entrepreneurship in emerging markets promises to be theoretically interesting, empirically challenging, and may lead to important managerial and policy implications that can have real economic and social impact," the co-editors state in their conclusion. "Our approach in this book is to show the possibilities and encourage the development of theoretically grounded models that can withstand the test of empirical verification."



蔡舒恒教授：崭新的商业之道

Improving the Employer-Employee Relationship, from Prof Terence Tsai

中欧国际工商学院管理学副教授蔡舒恒与北京大学光华管理学院院长周长辉副教授、国立台湾大学理学院心理学系主任郑伯坝教授通过研究发现，对于那些希望在增加利润的同时也能留住优秀员工的总经理们来说，他们需要谨记一些原则，即合作、社会共同体和内部网络化。他们的研究强调平等对待员工以及团队凝聚力的重要性。正如蔡教授等指出：“组织能力的培育是通过合作和内部网络化来实现的，这影响了公司留住员工、控制组织、应对外部不确定事件以及超越竞争者的能力。”

这一研究成果被刊载在《通用管理杂志》2007年冬季刊一篇题为《内部网络化与组织能力：审视企业的新视角》的文章中。

蔡教授及其研究伙伴在表明他们并没有“挑战”传统雇佣关系假设的同时强调指出，他们的发现是为了表明其他方法也是可能的，并且事实上这些方法已经得到了成功运用。“我们的概念框架和基于田野调查的研究发现，这些表明在全球商业舞台上，华资企业的崛起应当并且也能够通过组织的特性得到解释。”

在中国大陆、香港和台湾进行的田野调查表明，一些企业已经成功地将组织结构稳定建构在以员工合作和坚实的内部网络为基础的社会共同体之上。这篇论文主要基于对联华电子(UMC)的案例研究，同时也参照了TCL和宏基电脑等其他公司的案例。之所以将这一研究放在中国进行是因为：1) 在学界和商界，亚洲管理实践的影响力在日益全球化的商业世界中不断增强；2) 目前在此领域的研究尚且缺乏。虽然这一研究关注的是华资企业，然而鉴



于华资企业与(亚洲之外的)外资公司之间的相似性，蔡教授及其研究伙伴最终指出他们的研究成果能被推广到非华资企业之中。

此项研究还就如何通过管理来促进合作和内部网络化提供了切实的建议，填补了这一领域的空白。“事实上，目前对企业内部组织和管理的研究几乎是空白。面对激烈的全球竞争，有关华资企业怎样才能形成组织能力的研究是迫切需要的。”蔡教授等解释道：“我们的论文关注内部系统和华资企业组织能力的发展，从而也对目前的知识体系做出了贡献。”“我们的研究成果表明，组织能力的发展在一定程度上会随着组织内部人员及其相互关系的变化而发生变化。合伙组织的观念对如何建构并管理公司的传统理念造成了挑战：首先，对企业本质的认识可能发生变化；其次，企业可能通过不同的方式进行组织。”

General managers looking to boost profits and retain valuable employees need to keep several principals in mind: partnership, social community and internal networking. So finds CEIBS Associate Professor of Management Terence Tsai and two colleagues from Taiwan and Beijing. Their research underscores the importance of treating employees like equals and working together as a cohesive team. As pointed out by Prof. Tsai et al, “the organisational capability developed through partnership and internal networking [impacted] the ability of the firm to retain people, to control the organisation, to cope with external uncertainty, and to outperform competitors.”

Co-authored by Associate Professor Changhui Zhou from the Guanghua School of Business at Peking University, and Professor Borshuan Cheng, the Chairman of the Department of Psychology in the College of Science at National Taiwan University, the paper is entitled “Internal networking and organisational capability: towards a new perspective of the firm.” It was published in the Winter 2007 edition of the *Journal of General Management*.

While not “challenging” the assumptions of the traditional employer-employee relationship, Prof Tsai and his colleagues stressed that their find-

ings suggest that other approaches are possible, and in fact, are being successfully used. “Our conceptual framework and the findings from the field studies suggest that the rise of Chinese companies in the global arena should – and can – be explained by organisational characteristics,” the paper said.

Field studies conducted in mainland China, Hong Kong and Taiwan, showed that some companies have successfully anchored organisational structures on a social community based on partnerships between employees and solid internal networking. The paper largely relies on a case study of United Microelectronics Co. (UMC), with reference to other firms such as TCL and ACER. China was chosen as the geographic location for

the study because of 1) the “buzz,” in scholarly and management circles, around the relevance and impact of Asian management practices in an increasingly globalised business world and 2) the insufficiency of existing research in the area. While their study focused on Chinese companies, because of the similarities seen in non-Asian firms which have comparable approaches, Prof. Tsai and his co-authors believe that their findings could be extrapolated to include non-Chinese companies.

Offering practical suggestions on how management can boost partnerships and internal networking, the study fills a gap left by earlier works. “Studies on internal organisation and management of firms are virtu-

ally non-existent. Studies examining how Chinese companies have built organisational capabilities in the face of intensified global competition are badly needed. Our paper contributes to the existing body of knowledge by focusing attention on the study of internal systems and the development of organisational capabilities in Chinese companies,” the authors state. “Our findings suggest that the development of organisational capability hinges partly on people and inter-relationships amongst people in organisations. The notion of the partnership organisation poses a challenge to the conventional wisdom on how firms are formed and managed...First, the nature of the firm may be viewed differently; second, firms may be organised differently.”

韩践教授及其全球研究团队：跨文化 RTC 研究

Prof. Han Jian and Global Research Team on Cross-Cultural Resistance to Change



中欧国际工商学院管理学助理教授韩践连同 18 位研究者组成的全球研究小组共同策划了一项跨文化研究，关注人们如何应对变化。这一研究题为《对变化的阻抗特质：在 17 个国家范围内测量等价性及其与个人价值观之间的联系》，它强调了不同文化背景之下的个体变化阻抗 (Resistance To Change, RTC) 的意义。这一研究成果被刊登在 2008 年 7 月的《应用心理学学刊》上，这是组织行为学和人力资源管理领域的顶尖学刊。

此项研究在 17 个国家展开，其中包

括澳大利亚、中国、克罗地亚、捷克、德国、希腊、以色列、日本、立陶宛、墨西哥、荷兰、挪威、斯洛伐克、西班牙、土耳其、英国和美国，它为研究跨文化情境下的变革管理提供了重要基础。RTC 是组织心理学家用于测量人们如何应对变化的标准；RTC 同时也是个体创造性和创新能力的关键指标，这也是韩教授的主要研究领域之一。“人们对变化的反应是不一样的。一方面有人欣喜地欢迎变化的到来并积极地寻求改变，但另一方面有人却尽量避免甚至抵制变化。”韩教授解释说。

“一直以来，人们通过变化的性质及其发生情景来解释或预测个体对变化做出的反应。但我们的研究表明，在个体层面上，对变化的天然抵触可能会让人们对一些温和甚至对个体有积极意义的变化作出负面反应。”这一跨文化 RTC 研究的意义还在于，它的研究范围涵盖了许多国家，与以往主要基于美国参与者的 RTC 研究不同 (S. Oreg, 2003)。

这一研究的数据来自 4 大洲，包括 13 种语言，确保了研究发现在不同国家的有效性。“这一 RTC 研究成果有助于测量和鉴别人们是否安于现状、在认知上越来越缺乏变通，以及是否很难接受变化所带来的短期不适。”韩教授说道。“能够识别与

理解那些 RTC 比较高的个体，对于组织变革管理和设计员工职业生涯发展是非常重要的。”“我们的研究仅仅是一个开始，然而这对于个体层面上的变革与创新研究而言却是重要的一步，至少我们在 17 个国家进行了采样。”

CEIBS Assistant Professor of Management Han Jian and 18 other authors who made up a global research team have designed a cross-cultural study that sheds new light on how people react to change. The study, entitled “Dispositional Resistance to

Change: Measurement Equivalence and the Link to Personal Values Across 17 Nations,” highlights the significance of individual resistance to change (RTC) across cultures. It was published in the July 2008 issue of the *Journal of Applied Psychology*, a top periodical in the field of organizational behaviour and human resource management.

Conducted in 17 countries – Australia, China, Croatia, the Czech Republic, Germany, Greece, Israel, Japan, Lithuania, Mexico, the Netherlands, Norway, Slovakia, Spain, Turkey, the United Kingdom, and the

朱天教授：如何对国有上市公司高管实现有效激励

Professor Zhu Tian Scrutinises Salary Packages for Senior Executives of State-owned Listed Companies

7月，中欧国际工商学院经济学教授朱天在《经济观察报》及《财经网》上分别撰写了《国有上市公司高管该挣多少钱？》及《国企激励应慎用期权》两篇文章，探讨了经营权与所有权分离的国有上市公司应当如何对高管实现有效激励这一难题。

朱教授认为，国企最好少用甚至不用期权激励。根据美国的经验，在实施过程中，股票期权激励存在诸如容易被操控和滥用、风险较大等一系列问题。国企同样也要慎用股权激励，如果公司的股价几乎

不能反映高管人员的工作效果，那么用股权激励就没有意义。因此，采用股权激励必须有独立的薪酬委员会和薪酬咨询专业机构参与。

上市公司还可以增加现金激励或使用限制性绩效股票单位的激励办法。无论采用哪种激励计划，都需要有一个合理的绩效考核指标体系来支持。另外，必须引入中长期激励计划，而不能只限于年度奖励。

总之，监管部门应该把主要精力放在设计和监管企业高管薪酬计划的形成机制上，从而达到独立、公正、透明和有效的



United States – the study provides valuable insight into RTC, the measurement used by organizational psychologists to gauge how people respond to change. This concept of RTC is also a key predictor of individual creativity and innovation, which is one of Prof. Han's main areas of research.

“People differ in how they respond to change. Whereas some gladly embrace the notion of change and actively seek it out, others tend to avoid it when possible and to resist it otherwise,” Prof. Han explained. “Individual reactions to change have long been

explained and predicted by the nature of the change as well as by the context in which change occurs, but our study shows that at the individual level, a natural inclination to resist change may make some people react negatively to even mild or positive change.”

The cross-cultural RTC study is significant in that it covers such a wide variety of countries, unlike earlier work in which the RTC Scale was established (S. Oreg, 2003) using mostly participants from the United States. The data used in this study represents 13 languages and 4 conti-

nents, confirming the validity of the research findings across nations. “The result of our RTC study may help to measure and identify people who find comfort in routines, are less flexible cognitively, and find it more difficult to set aside the short-term inconveniences of change,” said Prof. Han. “Developing knowledge of these people is important for organizational change management and for career counseling. Our study is an initial but important step to prepare for change and innovation research at the individual level, at least within the 17 nations we sampled.”

目标；而不需要对薪酬的绝对水平作过度的限制，尤其是不要限制可变薪酬在总薪酬水平中的比例，否则只会大大降低高管激励的强度。

How much should state-owned listed companies pay senior executives, and what role should stock option-based incentives play in making sure these big cheeses both work hard and feel adequately compensated? CEIBS Professor of Economics Zhu Tian has recently had a lot to say on these topics, publishing two articles in the Chinese media in July.

His article entitled “How Much Should Senior Executives of State-owned Listed Companies Earn?” was carried in *The Economic Observer* on July 25 following a July 3 www.caijing.com.cn publication of “Options Should Be Used With Caution in State-owned Enterprise Incentive Schemes.”

Prof. Zhu contends that state-

owned enterprises should minimize, or even totally avoid, the use of stock options as an incentive tool. He maintains that using these financial derivatives to sweeten a state-owned employee's pay packet is fraught with problems because these instruments can be easily manipulated and abused. He also points out that experience from the American market has shown that stock options are risky.

For state-owned companies that still insist on using stock options as incentives, he suggests that they proceed with care and ensure that the move makes sense from a practical standpoint. If, for example, stock price has little bearing on senior executives' performance, then the use of a stock option scheme would be impractical, he points out. Prof. Zhu also suggests that if option incentive schemes are used, independent compensation committees and professional salary consulting organizations should have input in the

process.

For state-owned companies that will take his advice and avoid the use of stock options for senior executives, he suggests other methods such as a cash bonus or offers of restricted performance stock units. Irrespective of the incentive plan used, he adds, a good performance evaluation system should be in place to provide support. In addition, he stresses, companies should implement a long-term incentive plan, rather than focus on merely annual reward.

Prof. Zhu also notes that in order to make the remuneration process independent, fair, open and effective, the relevant authorities should emphasize the mechanisms of designing and supervising executive compensation plans. There is no need, he says, to put a cap on the absolute level of salary – especially the ratio of variable pay to total compensation – because this would lessen the impact of the incentives given to senior executives.



缔造中国原创三维动画 的梦工厂

China's DreamWorks

兼具艺术家的感性与经济人的理性，刘红 (EMBA 2007) 执着地打造着她的“中国原创三维动画梦工场”之梦。

ARTIST-CUM-BUSINESSWOMAN LIU HONG (EMBA 2007) HAS TURNED HER PASSION FOR CARTOONING INTO A BID TO CREATE CHINA'S FIRST WORLD-RENOWNED ANIMATED FILM COMPANY.

文 / 周杨

创业之路，筚路蓝缕，阿里巴巴创始人兼 CEO 马云有一句名言：“今天很残酷，明天更残酷，后天很美好，但是大多数人死在明天晚上，看不到后天的太阳！”26岁开启创业生涯的刘红 (EMBA 2007) 却凭借她对动漫行业的满腔热情坚持到了黑暗之后的黎明，带领她的团队在这一新兴行业不断前行并最终成为领军人物：十一年来，刘红一直在黑暗中摸索，在挫折中学习，执着地打造她的“中国原创三维动画梦工厂”之梦。

从事创意行业的刘红，为何选择来中欧就读 EMBA 课程？她在艺术家的感性与经济人的理性之间如何平衡取舍？作为 2008 年度上海市十大杰出青年，这位青年创业家对企业社会责任有着怎样的解读？怀着这些疑问，《The LINK》杂志记者于今年秋季在座落于天山公园

之畔的创邑源走访了刘红。

TheLINK：即使在今天，二十来岁创业的女性企业家也并不多见，是什么促使您萌发了创业的想法并持之以恒地坚持了十一年？

刘：我一直希望创作出能被国际市场接受的主流作品，能够在电视荧屏甚至大荧幕上播放。1998 至 1999 年间我看到了很多来自国外的优秀作品，其中电影《泰坦尼克号》给我极大的震撼：巨轮即将沉没时，对着船长的镜头逐渐拉远，直至俯瞰在汪洋大海中形单影只的船身——这几秒钟的镜头播放时，上千人的电影院里悄然无声，直至今日我依然能够清晰回忆起这种震撼的感觉。我深切地感到：尽管文化有其地域性，一部优秀的作品却可以跨越



By Echo Zhou

Ma Yun, founder and current CEO of Alibaba.com – one of the world’s largest online B2B platform – is famous for delivering one of the modern age’s most insightful observations on the difficulty of starting a business: “The first day is hard, yet the second day will be even harder. If you survive, the third day will be the most rewarding. The problem is: most people die in the dark night after the second day, never seeing the morning sun of the third day!”

The dark ‘second night’ was especially long and difficult for animation entrepreneur

Liu Hong (EMBA 2007), but the artist-turned-businesswoman believes the dawning of her company’s third day will bring big rewards. Starting her business when she was a mere 26 years old, Liu used her unending passion for cartooning to blaze a trail into the relatively new industry of computer imaging. After an 11-year struggle ridden with hard times and setbacks, Liu has built her company into China’s leading producer of 3D animation. Next up, Liu dreams of creating an internationally recognized animated film company, China’s DreamWorks.

Recognised by the Shanghai Municipal

收视第一：上海卡通影视集团于2004年推出的第一部系列动画片《魔魔岛》已经在国内100多个频道播放，并在上海取得了国产动画片收视第一的成绩。

TOP RATED 'TOON – Momo Island, Shanghai Cartoon Communication Group's first cartoon series, aired on 100+ TV channels around China and received the highest ratings among domestic animated productions.

国界和语言，深深撼动任何一个民族和肤色，这激发了我向国际市场进军的热切期望：我希望能够打造一个平台，将各路英豪集结在一起，完全由中国人担任首席制作人，创作出热映全球的作品并形成具有国际影响力的文化品牌。

尽管目前中国的动漫行业本身并不成熟，发展过程之中会面临很多波折，然而正因为如此，才存在我们得以施展的空间，我希望通过自己的努力对这一行业的发展有所帮助。总体而言，我觉得自己非常幸运，从事自己热爱的行业，恰逢百年不遇的历史机遇，同时还有一个可以施展才能的平台。

TheLINK：您能总结一下这十一年的创业之路以及在此过程中所取得的成就吗？

刘：我的创业可以分为三个阶段：第一阶段是从1997年开始的广告后期制作，当时上海基本上没有从事这一领域的公司，大陆地区的广告主要都送到香港去进行后期制作；而如今我们的发展带动了整个行业的活跃，上海已经成为广告后期制作的重镇。

第二阶段是从2002年开始的三维动画片，它与广告后期制作所采用的技术是一样的。我们于2004

年推出的第一部系列动画片《魔魔岛》已经在国内100多个频道播放，并在上海取得了国产动画片收视第一的成绩；迄今为止我们已经制作了《魔魔岛》、《急电小信使》、《搞怪蓬蓬妙溜溜》、《藏龙记》、《要命的打嗝》、《蔬菜宝贝》等多部原创三维动画片。2007年我们还与法国最大的动画公司合作推出了《搞怪蓬蓬妙溜溜》，在欧洲的20多个频道播放，收视率高达27~30%。

第三阶段是向三维动画电影进军，我们目前正在策划一部大制作，希望能在2010年完成；从创新到市场的各个环节，我们尚且需要很长时间的摸索。

TheLINK：2002年和2005年您遭遇了两次重大挫折，能具体讲讲最终是如何克服的吗？

刘：2002年，我们公司的主营业务是广告后期制作，而当时由于该领域高端专业人才的匮乏和正版软硬件的高昂，上海的这一行业一直得不到很好的发展。当时，一家美国同行希望投资我们公司，结果在历时三个月的深入谈判考察后，他们突然在上海成立了一家同类公司，复制了我们的商业模式，规模是我们的5倍，并且还用了2~3倍的薪水挖走了我们一



Government as one of Shanghai's Top Ten Outstanding Young People for 2008, last month Liu met with *TheLINK* to share how she strikes a balance between artistic creativity and business sense, why she enrolled in a CEIBS EMBA, and more.

TheLINK: Only a handful of Chinese female entrepreneurs have successfully started a business while in their 20s. What was your inspiration and what kept you going while building your company?

Liu Hong: I had always hoped to create a major work of art – a TV series or even a film. In 1998 and 1999 I saw a lot of outstanding foreign films. Among these, *Titanic* impressed me most. When it was time for the giant ship to sink, the camera focused first on the captain, then zoomed out to give a birds-eye view looking down on the lonely ship disappearing into the vast waters of the ocean. Thousands of people in the audience fell totally silent during those seconds – a moment that I still remember vividly. A good work of art shatters language barriers and touches the hearts and minds of people across nations and races, despite drastic geographical and cultural differences.

It was around that time that I began dreaming of entering the international market: I want to build a team of talent capable of producing an internationally influential animated film company led by a Chinese producer.

Although China's animation industry has not been fully cultivated, and there may be setbacks in its development, we are growing and already have had some success. I hope that, through my efforts, I can help the industry develop even more. I love my job and consider myself very lucky in all that I've experienced. I've had many precious opportunities and have created a platform on which I can fully display

my abilities.

TheLINK: Could you give us an overview of the ups and downs of your 11 years in the business?

Liu: My entrepreneurial journey covered three stages. The first stage focused on the post-production of ads starting in 1997, a time when no other company was doing that kind of work and most of the business went to Hong Kong. It was largely due to our efforts that the business took off and that Shanghai became a hub for ads post-production.

My second stage began in 2002 when we started producing 3D animation. Our first cartoon series, *Momo Island*, has aired on more than 100 channels nationwide and had the highest rating among domestic cartoons on Shanghai TV channels. By now we have had 6 original 3D animation works to our credit. In 2007, we collaborated with Lagardere Active, France's largest cartoon company, to present the cartoon *Hairy Scary*, which was shown on more than 20 channels in Europe with ratings from 27 percent to 30 percent, whereas the average rating of Chinese cartoons is 1 percent.

The third stage will be our entry into the 3D animated film market. We are now working on a major production to be completed by 2010. For that project, we are learning a lot in areas from technical innovation to marketing.

TheLINK: In 2002 and 2005, you suffered two big setbacks in your career. How did you overcome these?

Liu: In 2002, our business was focused on ads post-production. The development of this business area had been bumpy in Shanghai because of the lack of high-calibre talent and the high cost of genuine production software and hardware. An American post production company was interested in investing in our company but after three-months of negotiations,



创意中心：如家一样温馨的小屋，不仅是《搞怪蓬蓬妙溜溜》（见右图）等多部优秀卡通作品的诞生地，同时刘红还希望能在2010年创作出首部三维动画电影。

CREATIVITY CENTRAL – Cozy and homey, Shanghai Cartoon Communication Group's offices are the birthplace of such works as *Hairy Scary* (next page). In 2010, Liu Hong hopes the company will launch its first 3D animated film.

半的员工，这使得我们整个团队的士气非常低落。我采取了“不缩反扩”的策略，引进风险投资，扩大公司规模，开始拓展三维动画业务；仔细分析双方的优劣势，谨慎地执行战术；同时加强内部系统管理；18个月后，我们终于战胜了竞争对手。

2005年12月，正在我们与一家投资方准备缔约之时，我的联合创始人突然发生意外，脑细胞全部死亡，成了植物人，这让我们的融资计划被迫终止，公司经营受到严峻考验。当时我考虑了整整一个礼拜，甚至想过放弃公司，出国读书深造。但这时，我的眼前闪现出160位员工的面容，如果结束公司，被波及的不仅是160个人，还是160个家庭。最终我将合伙人的工作作了分类，并找到了相应的人才接替，同时我自己也开始投入更多精力在管理团队的培养上。最终投资人对我们的评价是：整个团队经过这次磨练后更加成熟了，凝聚力也更加加强了。

TheLINK：像卡通、广告制作这样的创意行业，在管理、营造企业文化等方面您觉得与传统企业有何不同？3D动画的观众主要是儿童，作为制作者，您觉得如何才能保持“童心”？

刘：诚然，我们这一行的从业者更加感性，作为管理者，需要更多地照顾他们的情绪；同时也要遵循一定的制度，在制度之下发挥其创新精神，这点确实有一定的难度。我们的管理重点是发现并吸引人才，创造出一个支持并鼓励其相互支持的环境。

我们的员工都很有童心，反而是我经常提醒他们不要“自娱自乐”；因为动画片其实也有一定的教育意义，需要帮助孩子形成健全的人生观。

TheLINK：作为2008年度第十五届“上海市十大杰出青年”获得者，您觉得应该怎样引领当代青年人？这一荣誉会对您以及您的企业带来什么样的影响呢？

they unexpectedly set up their own company in Shanghai – five times larger than ours – to compete with us. They even poached our employees and paid them two or three times their previous salary. This pushed our company's morale into the gutter. After careful thought, rather than downsizing our company, I chose instead to expand. We mounted a fierce defence by bringing in venture capital, expanding our business scale and introducing 3D cartoons. We evaluated our competitive advantages, carefully implemented our business strategies, and tightened up our management systems. After 18 months, we beat them.

Another setback came in December 2005 when our company was about to wrap up a deal with an investor. An unexpected accident left my business partner in a coma. The whole financing plan unravelled, which left the company in a bind. In the week that followed, I did a lot of thinking. I even considered closing the company or going abroad to study. But then, the faces of my 160 employees flashed before my eyes. If I closed the company, it would affect not just 160 *people*, but 160 *families*. In the end, I divided up my partner's work and found people to take care of each area of his previous responsibilities. In the meantime, I focused on building the management team. Our investor praised our company, saying, "The whole team became more seasoned and more united after the incident."

TheLink: How do creative businesses, such as cartoon production or advertising, differ from traditional businesses? Since the audience for 3D cartoons is mostly children, how do you keep your child-like innocence?

Liu: Admittedly, people in our business are more temperamental, which is a point we should

remember as managers. We should keep our emotions in check in order to maximize our creativity.

All of our employees have a child-like quality. I'm the one who constantly reminds them to add an adult perspective as well. Even cartoons need to include moral lessons to help children develop a sound value system.

TheLink: What impact did winning the "Shanghai Top 10 Outstanding Youth" award have on you and on your company? How do you want to influence the young generation?

Liu: I hope more and more young people will realize the importance of social responsibility. There is only so much money that people need to spend on themselves. Part of a person's wealth should be devoted to public use. In addition, young people should aspire to be pioneers in



刘：我希望越来越多的青年人能够意识到责任感的重要性，一个人每天吃多少、用多少是非常有限的，应该将大部分精力投入到对社会发展有意义的事业中去；此外，青年人应当成为创新领域的先锋，突破固有思维模式，挑战逆向思维。

“上海十大杰出青年”对我而言既是一项很大的荣誉，同时也是重大的责任，我会更加注重自己所承担的社会责任。此外，我希望我的企业能够为行业树立正确标准；在国际市场上有一定的品牌影响力；在成就个人理想的同时肩负起更多的社会责任。今年“六·一”我们在中山公园发起了街道募捐活动，为地震灾区捐建了两座希望小学和一所医疗卫生所；此外我们还每个月组织员工去敬老院做义工，在这些活动中我深深感受到，付出远比得到快乐。

TheLINK：中欧校友和学员中从事动漫行业的寥寥无几，您为什么会在2006年来到中欧就读

EMBA 课程呢？

刘：有同学曾经问我：你们这一行不就是找一群人在屋子里画画吗，学EMBA干嘛？其实，在这样一个刚刚兴起的行业之中怎样保持持续的竞争力、如何突破管理瓶颈，这些都是一直困扰我的问题，中欧给我提供了一个答疑解惑的绝妙平台：坐在课堂上我常常体验到一种幸福感，许多让我痛苦多年的疑惑被教授们一语道破，古今中外所有管理思想的精粹，就这样让我迎面拥抱。

而中欧本身也向我们展示了如何去打造一个品牌：即便可以带来短期效益的事情，如果与整体战略目标有出入，也要舍弃；正因为如此，中欧才能有今天的地位。

以前我的思维方式是非常感性的，而现在能更理性、系统地思考问题。在我来中欧上课之后，我们的团队也得到了很大的提升，因为我从中欧学习到的技能能不断地被应用到实践中去。**TheLINK**

人物小档案

姓名：刘红（EMBA 2007）

头衔：卡通派多媒体科技（上海）有限公司 CEO

1995年：在上海电影制片厂任广告导演、三维动画师

1997年：创立上海卡通派数码科技发展有限公司

2008年：荣获“上海十大杰出青年”称号

卡通派多媒体科技公司历年荣获奖项 三维动画片

【国际】

2007年法国嘎纳电影节少儿类节目最具国际销售潜力的儿童节目（法国）

Animago 2005年数字艺术节最佳电视连续剧（德国）

Anifest 2004年国际动画节最佳电视连续剧（捷克共和国）

Avanca 2004年国际动画节特别提名动画奖（葡萄牙）

【国内】

2005年SMG国产电视动画片审片特别奖

2004年第三届中国视协最佳三维动画艺术短片奖

2004年新时空杯第二届多媒体作品CG大奖赛最佳商业动画作品奖

2004年第三届中国视协优秀动画影片花奖

2002年新时空杯多媒体作品大奖赛动画片作品优秀奖

广告后期制作

2007年3月份当选当月全球十大广告奖

2006年嘎纳电影节广告类铜奖

2004年新时空杯多媒体作品CG大奖赛——最佳本土品牌广告奖



