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2009年 四月刊 April

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封面关注 COVER STORY

昔日幼树今参天 CEIBS THEN & NOW

短短十五年间，中欧国际工商学院已绽放为全球管理教育的一朵奇葩。中欧名誉董事长翁史烈教授及谢绳武教授、中欧院长朱晓明教授、副教务长白诗莉教授、助理院长马遇生先生、EFMD彼得雷拉女士、谢家伦教授以及知名校友徐和谊、金志国、董明珠、徐少春、赵小钧纷纷为中欧 15 周年校庆寄语。

Just 15 years after moving to Shanghai in 1994, CEIBS now ranks among the world's top-tier b-schools. CEIBS founders discuss the school's past, present and future.



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CEO 访谈 CEO TALK

从 1 亿到 200 亿：引领中国创造 专访三一重工总裁向文波 (EMBA 2001) THE CREATOR OF 'CREATED IN CHINA'

三一集团在短短十几年内书写了一个“自主创新、中国创造”的传奇：从 1991 年首次实现 1 亿多销售额到 2008 年突破 200 亿销售大关。向文波为《The LINK》杂志读者道明个中奥妙……

Construction machinery maverick Xiang Wenbo (CEIBS EMBA 2001), has led Sany Group from its start as a small Hunan Province factory 17 years ago to a major international player – and boosted revenues from RMB100m to RMB20b in the process.

聚焦 SPECIAL FOCUS

中欧直击全球金融风暴 CEIBS & THE FINANCIAL CRISIS

在经济低迷时期如何求得生存与发展？本期《The LINK》杂志继续聚焦金融危机：国际知名营销学教授约翰·奎尔奇告诉您如何通过市场营销走出低谷，王建翎教授为您解读中央政府的 4 万亿投资计划，四位国内外金融专家预测未来全球经济的走势。

CEIBS Professors speak out on surviving the downturn. Find out: What does China's economic stimulus package mean for recovery? What should you cut from your marketing budget during the downturn? What new economic model should replace China's traditional export-oriented one?



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编者的话 MESSAGE FROM THE EDITORS



智库领航，走出低谷

亲爱的读者们：

随着全球金融危机的进一步深化，全世界都一再听闻：这场危机要比以往任何一场危机都更为严峻且更难克服。

当未知的恐慌来袭，获取准确而即时的信息成为上上之策。没人能预测这场危机将会持续多久、影响会有多么深远，因此，那些消息最灵通的公司和个人将会在这场危机中脱颖而出，成为强者。毕竟，总有一些公司和高管会在经济低迷时期伺机赢取市场份额、兼并对手、招揽人才并拓展业务。

在这一大背景下，今年，中欧国际工商学院将采取一系列行动来帮助我们的校友、学生、学术伙伴和赞助企业持续获取最新的专业洞见。我们的年度行业论坛活动将从六月初开始直至年底，囊括多个行业，内容十分翔实。全球范围内最具影响力的商界领袖、政府官员及学界精英将在中欧分享他们对最新发展趋势及挑战的深邃思考。请您在备忘录中予以标记：

- 6月5~6日：第四届企业社会责任全球论坛
- 6月20日：第五届中国健康产业高峰论坛
- 9月5日：第三届中国银行家高峰论坛
- 10月31日：第二届全球管理论坛

Stay Strong by Staying Informed

Dear CEIBS Alumni:

As the global financial crisis continues to expand, one message heard again and again around the world is this: while we have weathered economic crises in the past, this one is bigger, more deeply rooted, and more difficult to overcome than any of its predecessors.

When heading into unprecedented territory, the best way to stay on track is to keep yourself as well informed as possible. And while no one really knows precisely how long this crisis will last, or exactly how far-reaching the impact will be, the strongest companies – and individuals – will be those who are best informed. After all, some companies and executives are using the downturn as an opportunity to gain market-share, beat out weakened competitors, hire talented personnel, and grow their businesses.

With all this in mind, throughout 2009, CEIBS is hosting a number of events to help our alumni, students, academic partners and corporate sponsors to stay strong by staying informed. Our yearly roster of Industry Forums runs from June to the year end. Mark your calendar for the following events, each one delivering a full one- to two-day roster of world-class speakers sharing their insight into the latest trends, challenges and advice in the following sectors:

- June 5-6 – Being Globally Responsible – Make a Difference
- June 20 – The 5th Annual China Health Care Forum
- September 5 – The 3rd Annual China Bankers Forum

11月1日： 首届创新及企业家精神论坛

11月12日： 第七届中国汽车产业高峰论坛

今年，中欧还特别为广大企业家精心打造了全新的创新及企业家精神论坛。届时将邀请约15位商界领袖、政府官员及学界精英，探讨包括企业家及其创新管理在内的一系列问题。

此外，中欧还通过其他多种渠道为校友和学员提供切实而有效的真知灼见：

《中欧商业评论》：这份新类管理月刊如今已迈入了第二个年头，依托亚洲领先商学院的智慧力量，始终坚持以“提升中国商业精英的思维力、决策力、领导力，推动中国商业进步”为使命。中欧校友还可享有特别订阅优惠。

中欧网络视频讲座：中欧网站(www.ceibs.edu)免费提供一系列高层管理论坛视频讲座，并且不断更新，如2009年2月26日全球知名营销学教授、畅销书作家约翰·奎尔奇(John A Quelch)关于“如何打造全球品牌”的讲座。详情请点击http://www.ceibs.edu/knowledge_c/ceforum/

中欧直击全球金融风暴：最后，为回应广大读者对上期专题报道“中欧直击华尔街金融风暴”的密切关注，本期《The LINK》杂志继续聚焦金融危机：国际知名营销学教授约翰·奎尔奇告诉您如何通过市场营销走出低谷，王建翎教授为您解读中央政府的4万亿投资计划，四位国内外金融专家预测未来全球经济的走势等。所有文章都同时刊登于中欧网站。

October 31 – The 2nd Annual Global Management Forum

November 12 – The 7th Annual China Automotive Industry Forum

November 1 – The 1st Annual Innovation & Entrepreneurship Forum

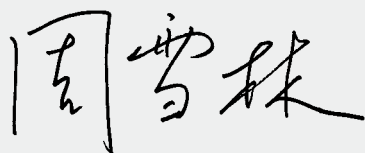
This year, CEIBS is proud to unveil its latest industry forum, the new Entrepreneurship & Innovation Forum. Designed for entrepreneurs, the forum will bring together about 15 speakers from a full spectrum of decision-makers in the field of entrepreneurship, including government officials and researchers. Topics will cover a range of issues including Entrepreneurship & Innovation-based Management.

Other useful sources of CEIBS information for alumni and students:

CEIBS Business Review – Now in its 2nd year of publication, this Chinese-language monthly academic journal offers readers in-depth analysis through carefully researched reports and articles from prominent Chinese and international business, academic and political leaders. A special subscription rate is available for CEIBS alumni.

CEIBS Online Video Lectures – The CEIBS website (www.ceibs.edu) offers a growing list of free-to-view video lectures. New uploads this spring include author John Caslione's recent lecture on *Chaotics*, the book he co-authored with renowned U.S. Professor Philip Kotler, and CEIBS Visiting Prof of Management Strategy John A Quelch on brand-building. See <http://www.ceibs.edu/knowledge/ceforum>.

CEIBS & The Financial Crisis – Last, but certainly not least, we aim to make the CEIBS website and this magazine as relevant as possible for our knowledge-hungry readers. This issue includes articles on surviving the financial crisis by Professor of Management Strategy John A Quelch and Professor of Economics Wang Jianmao. All articles are also uploaded to the CEIBS & The Financial Crisis section of the main CEIBS website (www.ceibs.edu).



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要闻 BRIEFING

约翰·奎尔奇教授揭秘“奥巴马竞选中的营销制胜之道”及“如何打造全球品牌”；牛津大学赛德商学院院长科林·梅耶教授访问中欧；朱晓明院长出席政协上海市第十一届二次会议并做工作报告；著名人文学者易中天教授讲述“先秦诸子的‘救市’魅力”

John A. Quelch on Barack Obama's marketing strategies and the power of branding; Oxford University Said Business School Dean Colin Mayer meets with President Zhu Xiaoming during a visit to CEIBS; and humanities scholar Prof Yi Zhongtian explores the pre-Qin era.

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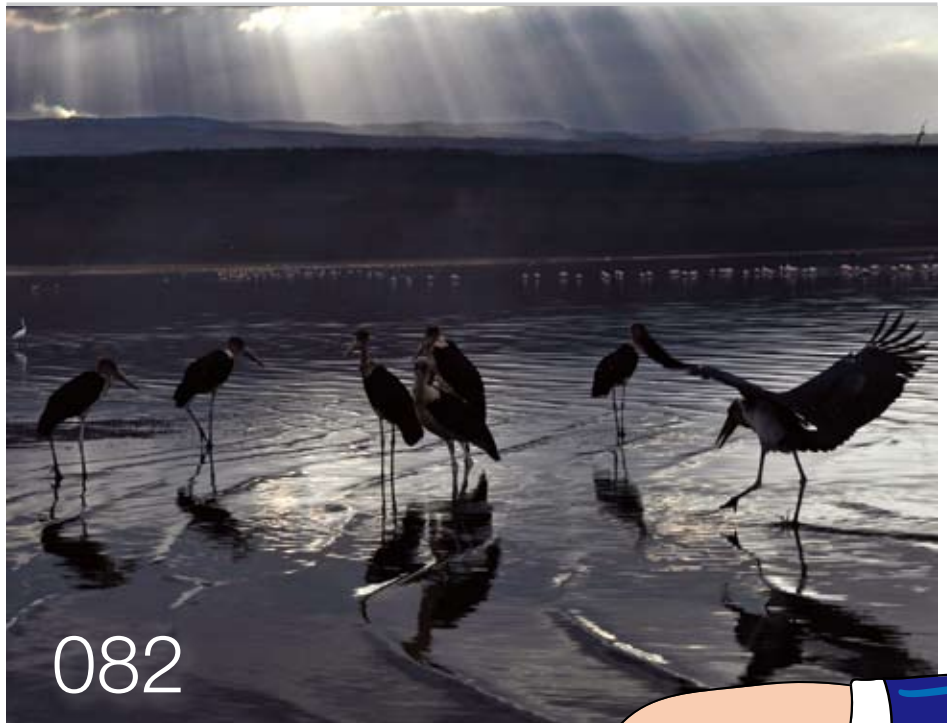
昔日幼树今参天 CEIBS Then & Now
回顾中欧成立 15 年并展望未来，百尺竿头，更进一步
The second instalment in a look back at CEIBS' 15-year history, and a peek at what lies ahead.

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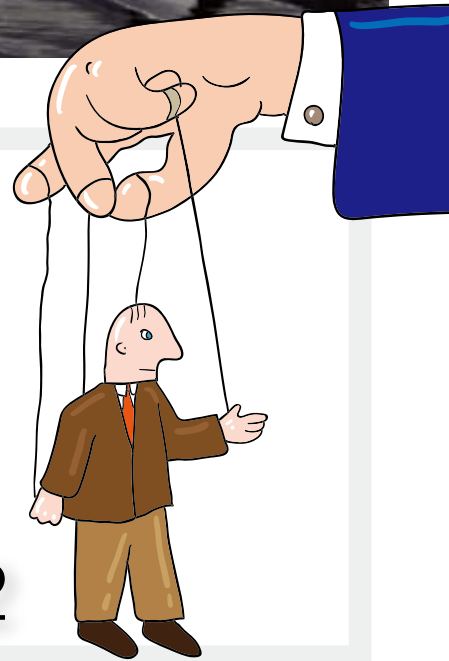
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约翰·奎尔奇教授揭秘“奥巴马竞选中的营销制胜之道”及“如何打造全球品牌”

Prof John A. Quelch Reveals President Obama's Marketing Strategies and the Power of Branding

2009年2月，哈佛商学院资深副院长、中欧国际工商学院国际管理学客座教授兼学术委员会主席约翰·奎尔奇（John A. Quelch）博士分别就“奥巴马竞选中的营销制胜之道”以及“如何打造全球品牌”这两个专题做了精彩纷呈的演讲。奎尔奇教授是国际知名的营销学教授兼畅销书作家，他撰写、合撰或编著的著作多达25本，包括《优秀的市场营销如何改善民主》（2008）、《商业解决贫穷问题》（2007）、《新全球品牌》（2006）等。

2月14日，在“奥巴马竞选中的营销制胜之道”讲座中，奎尔奇教授回顾了巴拉克·奥巴马在旷日持久、角逐激烈的总统竞选中的个人表现及其策略优势。奥巴马的制胜之道在于他紧紧抓住了美国公众对变革的强烈渴望，鼓舞选民，向美国民众展示他能获得欧洲大国的关注和尊重，并聪明地选择了乔·拜登作为竞选伙伴。奎尔奇教授强调了奥巴马的个人领袖魅力、良好的沟通能力、积极的态度，通过两本文笔生动、广为流传的自传，他最大程度地削弱了选民对其“有色”背景的顾虑。

奎尔奇教授从营销学大师的视角剖析了“奥巴马品牌”是如何产生并流行的，从而洞悉奥巴马获胜的秘诀。“奥巴马成为了一场运动的符号，为几百万名渴望由总统换届带来变革的美国民众带去了希望”他说，“奥巴马传达了这样一条我们深信不疑的信息——他就是变革的化身。”

2月22日，奎尔奇教授在“如何打造全球品牌”的演讲上，以足球为例来阐明观点。他系着象征着品牌力量的亮蓝色西班牙皇家马德里球队领带，告诉听众：“对于一个品牌来讲，你的目标就是要像皇家马德里足球队获得球迷的忠诚一样，赢得消费者的支持。”他解释说品牌并不仅仅是一个名字、一个可见的身份或是一张标签，而是“一种能够真正被兑现的承诺”，或“一个能够使消费者产生归属感的俱乐部”。

根据他的研究成果，奎尔奇教授揭示了消费者愿意支付高价来购买全球品牌的原因。第一，消费者期望全球品牌是创新产品；第二，他们期望全球品牌可以体现出自己做为“地



变革气息：2月14日，约翰·奎尔奇教授在上海校园讲述了奥巴马在美国总统竞选中的营销之道。

MESSAGE OF CHANGE – CEIBS Visiting Prof John A Quelch explored U.S. President Barack Obama's marketing strategy during a February 14 talk on the Shanghai campus.

球村”一员的社会地位；第三，他们期望品牌能够提高自身形象或获得更好的待遇。奎尔奇教授强调，促使消费者购买全球品牌的一个新因素是消费者倾向表达自己对社会责任的支持。从公司角度来看，他强调创建一个全球品牌能够在公司面临困境时降低风险，吸引人才并稳定股东。

访问 http://www.ceibs.edu/knowledge_c/ceforum/，观看“如何打造全球品牌”视频

The marketing strategies used by US President Barack Obama to win the 2009 presidential election and the art of building a global brand were the topics explored by CEIBS Visiting Professor John A. Quelch



品牌建设EMBA 校友与约翰·奎尔奇教授（前排中）合影。前排左起：中欧副教务长EMBA 课程主任梁能教授、中欧副院长兼中方教务长张维炯教授、校友事务副教务长周东生教授、EMBA 课程副主任赖卫东先生
 BRAND BUILDING – Members of the alumni and EMBA departments with Visiting Prof John A Quelch (front row centre).
 From front row left: Director of EMBA Programme Prof Liang Neng, Vice President and Co-Dean Prof Zhang Weijiong, Associate Dean Zhou Dongsheng, and EMBA Programme Deputy Director Weldon Lai

during evening presentations on the Shanghai campus on February 14 and 22, respectively. Prof Quelch is La Caixa Visiting Professor of International Management, and Chairman of the Academic Council at CEIBS. He is also Lincoln Filene Professor of Business Administration, Harvard Business School and the author, co-author or editor of 25 books including *Greater Good: How Good Marketing Makes for Better Democracy* (Harvard Business Press 2008).

In “The Marketing of a President”, Prof Quelch recapped the fiercely competitive 20-month-long presidential campaign of Barack Obama, highlighting the strategies that gave Obama the edge. Obama’s winning tactics included: capitalizing upon U.S. voters’ hunger for change, mobilizing voters, showing the “American people that he could command respect and an audience in key European countries,” and wisely choosing Joe Biden as his Vice Presidential running mate. Prof Quelch also emphasized Obama’s charisma, communication skills, positive demeanour, and his ability to skilfully minimize concern about his “colourful” background by publishing two widely read and well crafted autobiographies.

Summing up the secret behind Obama’s presidential win, Prof Quelch drew upon his own background in marketing to explain how the “Obama brand” developed and gained popularity. “Barack Obama became the symbol of a movement that involved literally millions of people in the U.S. who were excited about the opportunity for change with the election,” he said. “What Obama did was to deliver a message of change we can believe in – he became the personification of change.”

In conclusion, Prof Quelch commented that now, at a time

when the “constraints of the current economic situation are so high,” Barack Obama faces the daunting task of meeting the sky-high expectations of all those who voted him into office. He stressed: “Performance is what matters, ultimately.”

One week later, in a speech on “Building Global Brands,” Prof Quelch turned to football to help him get his message across. Wearing a bright blue tie bearing the colours of Real Madrid as a symbol of the power of branding, he advised listeners: “If you are marketing a brand, you should aspire to attaining the same degree of loyalty as a football club gets from its fans.” He explained that a brand is not merely a name, a visual identity or a tagline, but is better defined either as “a promise that is actually delivered,” or as “a club” to which consumers want to belong.

Drawing upon his research findings, he pointed out that consumers pay a premium for global brands because: they expect global brands to deliver excellence in innovation or connection to “the global village”; and they expect benefits such as an improved personal image or better service by associating with the brand. Prof Quelch also pointed to a new and growing trend toward consumers purchasing global brands to show support for social responsibility causes. From a company’s point of view, he emphasized that building a global brand can reduce risk, help attract top talent, and stabilize the shareholder base during challenging times.

For a video clip of “Building Global Brands,” go to <http://www.ceibs.edu/knowledge/ceforum/>

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中欧國際工商學院
CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL



01 危机管理: 2009年2月18日, 牛津大学赛德商学院院长科林·梅耶 (Colin Mayer) 教授访问中欧, 与中欧国际工商学院院长朱晓明教授、副院长兼中方教务长张维炯教授进行了会谈。当晚, 梅耶教授与许小年教授共同举办了一场以“金融危机: 货币政策和金融市场监管的借鉴与反思”为主题的思想圆桌会, 吸引了200多位中欧校友及金融机构高管参加。

针对引发全球经济持续动荡的美国次贷危机, 梅耶教授认为有三点教训值得我们反思: 首先, 金融监管跟不上金融创新和金融市场全球化的发展; 其次, 政府部门在危机爆发后未能采取迅速而坚决的行动; 再次, 政府需要对金融机构进行大规模重组。许小年教授指出, 未来需要建立一个全球性的监管体系。

CRISIS MANAGEMENT – Oxford University Said Business School Dean Colin Mayer (third left) held talks with CEIBS President Zhu Xiaoming (third right) and Vice President and Co-Dean Zhang Weijiong (second right) during a February 18 visit to the Shanghai campus. Later that day, during a roundtable discussion before 200 CEIBS alumni and financial executives, Prof Mayer shared his views on governments' role in coping with the global financial crisis and the need for financial regulation to keep pace with the innovations and globalization of the financial market. The event, hosted by CEIBS Finance Professor Xu Bin, covered “The Financial Crisis: What Can We Learn From Monetary Policy and Financial Market Supervision?”



02 朱晓明院长出席政协上海市第十一届二次会议并做工作报告: 2009年1月12日, 上海市政协副主席、中欧国际工商学院院长朱晓明教授出席政协上海市第十一届二次会议并做工作报告。朱晓明院长在报告中回顾了一年来上海市政协的工作, 并提出: 2009年市政协要继续给委员们一个舞台, 亮出一片参政精彩; 要围绕确保经济平稳较快发展建言献策, 积极为经济社会又好又快发展献计; 要公开向社会征集提案线索, 领导领衔督办提案, 加强反映社情民意信息工作。东方网全程转播了大会开幕式及朱晓明院长做工作报告的实况。

FULL REPORT – CEIBS President Zhu Xiaoming delivered the Work Report at the Second Session of the 11th Chinese People's Political Consultative Conference (CPPCC) in Shanghai on January 12. President Zhu, who is also Vice Chairman of CPPCC Shanghai Committee, reviewed the CPPCC's performance during 2008 and gave expert suggestions for 2009. *Eastday.com* broadcast the conference opening ceremony, as well as President Zhu's presentation.

03 先秦诸子的“救市”魅力: 2009年3月13日, 应中欧国际工商学院名誉院长刘吉教授之邀, 著名人文学者易中天教授在中欧做了题为《先秦诸子的救市之争》的演讲。“我们可以从先秦诸子的思想中, 寻找今天面对危机的方法和思路。”易中天教授以先秦时期礼坏乐崩比喻当前的金融危机, 从先秦的儒、墨、道、法四大学派提出的拯救世道的学说, 探寻今天中国人面对危机的因应之道。

朱晓明院长致欢迎辞, 他称赞说, 易中天教授是我国当代一流的人文学者和历史文化传播者。易教授的演讲, 将会把丰富渊博的历史知识与对当代社会的独特感悟相结合, 必将给身处当前金融经济动荡局势的每一位听众带来极其深刻的启迪。

SCHOLARLY ADDRESS – One of China's best respected humanities scholars, Prof Yi Zhongtian, spoke at CEIBS Shanghai campus on March 13. In his speech, entitled “Lessons from the Pre-Qin Era on Saving the Chinese Market,” he told his audience: “The teachings of the pre-Qin era can be a source of inspiration for coping with the current crisis.” Prof Yi rose to prominence as a frequent guest on CCTV's popular *Lecture Room* series in which he spoke on topics including: “Savouring the Three Kingdoms” and “Personalities in the Pre-Qin Era.”



从 1 亿到 200 亿： 引领中国创造

专访三一重工总裁向文波

The Creator of “Created in China”

三一集团在短短十几年内书写了一个“自主创新、中国创造”的传奇：从 1991 年首次实现 1 亿多销售额到 2008 年突破 200 亿销售大关，从湖南涟源一个小山村的焊接材料厂一跃成为中国装备制造行业的标杆企业、《福布斯》杂志“中国顶尖企业十强”。向文波一言以蔽之：三一成功背后的原因在于技术推动的行业创新和技术研发；“帮助员工成功”是三一文化的核心内容。

CONSTRUCTION MACHINERY MAVERICK XIANG WENBO (CEIBS EMBA 2001) HAS LED SANY GROUP FROM ITS BEGINNINGS AS A SMALL HUNAN PROVINCE FACTORY TO AN INTERNATIONAL PLAYER, AND BOOSTED REVENUES FROM RMB100M TO RMB20B IN THE PROCESS. HIS PASSION FOR BLOGGING HAS MADE HIS SUCCESS LEGENDARY AMONG CHINA'S ONLINE GENERATION.

2007 年 10 月，由三一重工自主研发的 66 米臂架泵车问鼎吉尼斯世界纪录。
In October 2007, Sany Heavy Industrial Group set a Guinness Record by developing a 66-meter concrete pump on its own.



By Echo Zhou

The early spring sunshine brought obvious signs of nature's rebirth and vitality in March, a stark contrast to the cold winter winds of the financial crisis which continued to rage, making it hard for companies to survive, let alone grow. The economic crisis that began as a dangerous wind in 2007 and grew to a raging hurricane in 2008 – one of the worst in centuries – gave 2009 a stormy start. But while many large companies, fighting for their very survival, began to sack employees, China-based private construction machinery industry company Sany Group, did just the opposite. The group maintained its promise "never to lay off our workers, never to cut their wages, and never to accept their offer to take less pay."

Sany's position on the pay issue is well known, at the highest levels. Sany Heavy Industry President and Group Board Member Xiang Wenbo (CEIBS EMBA 2001), also a Member of the 11th National People's Congress (NPC), clearly enunciated the company's position at the 2009 NPC and the Chinese People's Political Consultative Conference (CPPCC) sessions. Following the motto "Treating employees well is good for business," Xiang said: "Employees make great contributions to the development of enterprises. In the current economic crisis, companies should not merely pursue their own economic interests, but also take care of their employees' well-being; this is a vital component of social responsibility. What's more, giving – and then living up to – commitments to safeguard employees' livelihood is essential to companies' ability to foster team spirit. It is also essential to firms' sustainable development. Sany will not lay off any of its workers. On the contrary, we will bring in 1,000 new masters degree holders as reinforcements to our workforce in 2009."

Known as China's "King of Financial Bloggers," Xiang frequently expresses similar ideas in his online postings. In fact, he often points out that "salary is paramount in business issues" and "it is impossible to maintain a long-term competitive advantage based solely on low wages." During China's three decades of reform and opening-up, Chinese enterprises have enjoyed a distinct cost advantage due to extraordinarily low wages, he says. This has led to an overly export-reliant Chinese economy and weak internal demand. Xiang believes Chinese enterprises should break away from the vicious competitive cycle of price wars backed by wage cuts, instead moving toward sustainable competitiveness based on innovation and strong branding.

Sany Group is proof that this formula works. The group's 15-year campaign promoting innovation and "Made in China" branding has become the stuff of marketing legends. After launching its famous "Double Entries" strategy in 1994, Sany's sales and profits rocketed upward by 60% per year, while sales blasted from RMB100 million in 1991 to more than RMB20 billion in 2008. Along the way, Sany Group developed from a small welding materials factory based in the mountain village of Lianyuan, Hunan, to the shining star of China's equipment manufacturing industry, enjoying the highest market value among China's listed construction machinery companies. In 2008, Sany Group was selected by *Forbes* as one of China's Top 10 enterprises, and selected by China Enterprise Confederation and China Enterprise Directors Association as one of China's Top 500 enterprises.

Sany Group's rapid rise spurred the development, in Hunan Province, of support industries for construction machinery – an industry which, in the past 15 years, has increased annual output in Hunan to a current total of RMB100 billion in productivity. In terms of market share, a host of domestic enterprises,



文 / 周杨

阳春三月，万物复苏，然而经济危机的寒流却给2009年的经济形势带来了不确定性，许多大型企业为求自保纷纷瘦身裁员，而作为民营企业的三一集团却反其道而行之，做出了“不裁员、不减薪、不接受普通员工降薪申请”的“三不”承诺。

三一重工总裁、十一届全国人大代表向文波（EMBA 2001）在今年两会期间独树一帜地提出了“责任是生产力”的观点：“员工为企业发展做出了巨大的贡献，在当前经济危机下，企业不能只考虑自身的经济利益，更要承担社会责任。另外，就提高企业凝聚力和可持续发展方面而言，这些承诺和做法也是必要的。三一不但不裁员，2009年还计划招聘1000名研究生充实到企业中。”

人物小档案

姓名： 向文波（EMBA 2001）
头衔： 三一重工股份有限公司总裁、
 十一届全国人大代表

职业发展：
 1988年 毕业于大连理工大学，获工学硕士学位
 1988年 涟沅市经委
 1989年 涟沅阀门厂厂长
 1990年 益阳拖拉机厂厂长
 1992年 原本由政府作为国家干部派去指导和支持三一集团工作的向文波辞去了“铁饭碗”，加盟三一集团有限公司
 1994年 梁稳根领导的董事会同意了向文波的“双进”战略：进入中心城市——长沙；进入大行业——装备制造业
 2002年 荣获“2002紫荆花杯杰出企业家奖”、“中国优秀民营科技企业家奖”
 2003年 获中欧国际工商学院工商管理硕士学位
 2005年 三一重工成功推出中国第一个股权分置改革方案，向文波因此被称为“中国股权分置改革第一人”
 2006年 向文波利用新兴网络媒体博客就“凯雷并购徐工”事件接连发表46篇评论文章，在中国掀起了关于外资并购的大讨论，成为2006年度中国经济界最具人气与争议的事件，并催生出国务院第一个振兴装备制造业的规划出台
 2008年 接任梁稳根担任三一重工总裁
 荣获“2008年度中国十大杰出CEO”（由华夏时报社主办的第二届中国CEO高峰论坛评选）

Profile:

Name: Xiang Wenbo (CEIBS EMBA 2001)
Title: President, Sany Heavy Industry; Board Member, Sany Group; Member, 11th National People's Congress (NPC)

Career Highlights:

1988 Graduates with Master of Engineering from Department of Materials, Dalian University of Technology
 1988 Works for Economic Committee of Lianyuan
 1989 Works as Director of Lianyuan Valve Plant
 1990 Works as Director of Yiyang Tractor Factory
 1992 Quits government post to join privately-run Sany Group as an accredited Directing Inspector
 1994 Sany Group's board of directors, under Liang Wen'gen, approve Xiang's strategy of "Two Entries" – Enter into the promising city of Changsha and enter into the leading industry of equipment manufacturing
 2002 Wins "Redbud Cup for Outstanding Entrepreneurs." Is awarded "China's Outstanding Entrepreneur Among Private Technological Enterprises"
 2003 Completes CEIBS EMBA Degree
 2005 Sany Heavy Industry conducts China's first successful reform of the equity division. Xiang is hailed as the "pioneer of China's equity division reform."
 2006 Xiang publishes 46 consecutive entries on his blog – at the time, a rising new media – commenting on The Carlyle Group's attempt to acquire Xuzhou Construction Machinery Group (XCMG). The blog sets off a heated debate about foreign acquisitions of Chinese industries. The row triggers the State Council to issue its first plan aimed at boosting China's equipment manufacturing industry
 2008 Succeeds Liang Wen'gen as President of Sany Heavy Industry
 Receives "Outstanding Ten CEO Award" at the *China Times*-hosted 2nd CEO Summit Forum of China

with Sany Group leading the way, rose rapidly to capture the international market for pump machinery. In the early 1990s, foreign brands held 90 percent of the China market; today, they retain just 10 percent. As one example, during the power struggle, Sany's concrete pump machinery picked up a 57% share of the domestic market and has been #1 in sales worldwide since 2005.

In stark contrast, domestic players dominate few other industries in China. Instead, local companies still tend to focus on assembling OEM projects for foreign makers – ie, “China-made” rather than “China created.” According to the Ministry of Commerce, in virtually all of the industries which China has opened to foreign investment, foreign companies dominate the top five positions. In fact, in 21 of China's 28 major industries, foreign players hold the leading positions. The issue is of grave concern for Xiang Wenbo who asks in his blog: “With an economy that is 80% reliant on foreign investments, does China have a sustainable and safe economic growth pattern?” Xiang believes sustainable development and economic security will be attained only if domestic enterprises actively promote innovation.

Looking ahead, how will Sany Group

maintain its innovative spirit? What comes next after crossing the RMB20 billion revenue threshold? In the face of the economic crisis, how will China's construction machinery industry fare against global competitors? Read on for answers to these and other questions during *TheLINK's* exclusive interview with business maverick and King of Financial Bloggers Xiang Wenbo.

THE LINK: What prompted you to start your own blog in 2006? In opposing Carlyle's acquisition of the Xuzhou Construction Machinery Group, you mentioned that industries affecting national strategic interests should not be controlled by foreign companies. What characteristics should an industry have when national strategic interests are at stake?

XIANG: In 2006, some friends introduced me to blogging – a new medium in which I could express myself in a couple of words or in a long passage as I saw fit, and in which postings can be kept online indefinitely. Blogs, in my opinion, offer an ideal channel for entrepreneurs to comb through their business thoughts and to state their personal opinions. I hope they can pave the way for a more liberal business culture without the boundaries of the corporate pecking order.

It is standard international practice, rather than my

刷新记录: 2008 年底, 三一推出 72 米世界最长臂架泵车, 实现了对混凝土泵送技术的又一次跨越。

At the end of 2008, the Sany Group developed a record 72-meter pump, a breakthrough in concrete pump transmission technology.



被誉为“中国财经博客第一人”的向文波曾多次在博客中撰文指出，“再没有比工资更重要的问题了”、“低工资竞争力是不可持续的”，他认为，自改革开放以来，中国企业享受了长达30年的超低工资成本机会，然而这也导致了中国经济对出口的过度依赖，国内需求长期疲软；中国企业应当摒弃压低成本打价格战的恶性竞争，转而发掘可持续的竞争能力，注重自主创新能力和自主品牌。

三一集团在短短十几年内书写了一个“自主创新、中国创造”的传奇：1994年实施“双进”战略后，三一的销售收入和利润开始以60%左右的年增长率向前推进，从1991年首次实现1亿多销售额到2008年突破200亿销售大关，从湖南涟源一个小山村的焊接材料厂一跃成为中国装备制造行业的标杆企业、中国工程机械上市公司市值最高的企业，2008年还被《福布斯》杂志评为“中国顶尖企业十强”，并被中国企业联合会和中国企业家协会列入“2008中国企业500强”。

三一的迅速崛起还带动了湖南工程机械产业集群的迅猛发展，15年来，湖南的工程机械业从零开始，目前已发展成为产值突破千亿的产业集群。从市场占有率而言，以三一为代表的一批本土企业迅速崛起，使得90年代初国内泵车市场的民族品牌与国外品牌10%：90%的市场占有率乾坤倒转，如今中国本土的工程机械产品基本占领了除挖掘机以外的所有市场，而且出口到欧美等工程机械强国，其中，三一旗下的混凝土泵车占据了国内57%的市场份额，且连续多年产销量居全球第一。

然而，与之形成鲜明对比的是，在大多数产业中，本土企业目前尚且处于“中国制造”的阶段。据商务部发布的报告，在中国已开放的各个产业中，排名前5位的企业几乎都由外资控制；中国28个主要产业中，外资在21个产业中拥有多数资产控制权。向文波对此深感忧虑：中国经济现在对外资的依存度高达80%，这种经济增长模式可持续吗？中国的经济安全吗？从可持续发展和经济安全的角度而言，中国要成为创新国家，中国的本土企业必须成为创新的主体。

三一如何坚定不移地探索中国创造之路？在实现200亿销售业绩之后，三一的下一步目标是什么？在遭遇2008年全球经济危机之后，工程机械业如何实现“弯道超车”？三一重工如何把握当下的海外投资之机？将“徐工案”从企业并购转化为影响政府决策重大公共事件的“中国第一财经博客”如何产生的？带着这些疑问，《TheLINK》杂志对向文波校友进行了专访：

THELINK：2006年您怎么会想到开设个人博客？在反对凯雷并购徐工一案中，您主要的反对点在于，关系到国家战略利益的产业不能由外资控股，您觉得应当如何判断哪些产业是关系到国家战略利益的？

向：2006年有朋友给我介绍了博客这种新媒体，它的形式非常自由，一两句话也行，长篇大论亦可，还能永久保存。我觉得这是企业家梳理管理心得、表达个人观点的一个很好的平台，希望能以此引领一种更加开放的文化，突破传统意义上的等级框架。

在国家战略安全相关产业对外资的限制并非我个人的首创，而是国际惯例，是在现行国际惯例框架之下讨论的问题。在美国、日本、加拿大、法国等国，外资的并购均受到政府管制；美国还专门设有针对中国投资者的审查委员会，直接对总统负责。简而言之，全球化是一个博弈的过程，各国都要将自己的利益最大化；作为一家中国企业，我们也要去海外投资，希望能够享受到外资企业在华的对等待遇，关键在于“对等”。

THELINK：从湖南涟源一个小山村的焊接材料厂起家，三一集团用短短十多年时间，一跃成为中国装备制造行业的标杆企业，销售业绩猛增200倍。在您看来，这一巨大成功背后的原因是什么？

向：从宏观方面来说，三一的成功得益于中国改革开放和发展的历史机遇，伴随着中国城市化、工业化进程的迅猛发展，基础设施建设日新月异，工程机械业的市场空间巨大。2009年国家实施了空前积极的财政政策，无论从加大基础设施建设投入还是加大信贷规模而言对三一都将会是利好消息。

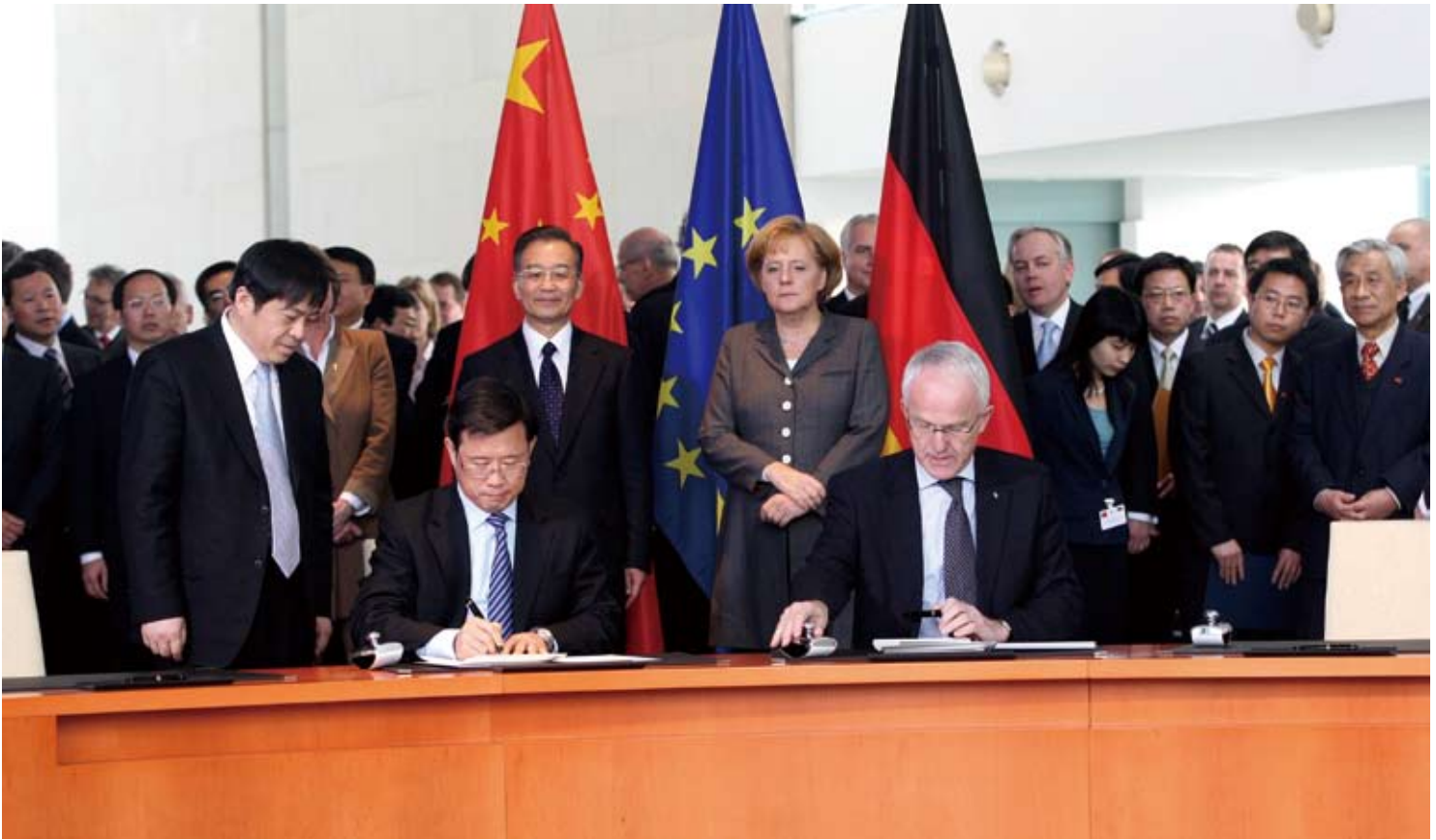
从企业经营层面来看，三一的管理团队富有理想色彩和企业家精神，具有敢于创新、敢于冒险的勇气；三一的 success 不是靠兼并重组、资本运作，而是技术推动的行业创新和技术研发；三一包容创新失败的文化，从来没有人因创新失败受到惩罚；三一提供创新的机会和平台，员工的想法可以得到充分实施；同时三一还让员工分享创新的成果。

THELINK：说到创新，离不开人才，三一是如何创建并维持优秀的团队？

向：“帮助员工成功”是三一文化的核心内容。“一切为了客户”的理念经过市场经济的多年洗礼已深入人心，但“一切为了员工”的理念对许多人来讲也许还很陌生。对企业经营来说，两者的重要性至少应该是不相上下的。

在社会上还在热议什么叫“股权激励”的时候，股权激励在三一早已实行多年。通过股权激励，三一优秀的员工培养成了合伙人。按照梁稳根董事长的说法，三一要成为“造富工厂”，要有大量百万、千万，甚至亿万富翁在三一产生，三一今天已基本做到了这一点，仅进入“福布斯”中国富豪榜的员工就有五人之多。

三一自创立以来，从来没有核心技术人员或工程技术人员集体离开三一，许多优秀的人才来到三一，并沉



海外扩张: 2009年1月29日, 三一重工在德国北威州投资1亿欧元的研发制造基地项目签约仪式在德国总理府举行, 这是迄今为止中国在欧洲最大的一笔实业投资项目。中国总理温家宝与德国总理默克尔见证了这一签约仪式。前排左起: 三一重工总裁向文波、三一集团董事长梁稳根、德国北威州州长鲁特格斯。

DONE DEAL – Chairman of Sany Group Liang Wen'gen and Governor of the German state of North Rhine-Westphalia Jürgen Rüttgers during the January 29, 2009 contract signing for a Euro 100 million R&D and production base in Cologne, Germany. The venture was the largest industry investment project in Europe by a Chinese company. China's Prime Minister Wen Jiabao (standing, second row left) and German Chancellor Angela Merkel (standing second row right) and Xiang Wenbo (standing, front row, left) witnessed the signing ceremony.

own personal theory, that industries linked to national strategic safety issues are off-limits to foreign investment. This holds true in countries such as America, Japan, Canada, and France. In America, there even exists a special committee focused on Chinese investors, directly under the control of the President. Simply put, globalization provides a playing field for every country, and each player wants to maximize his own interests. When Chinese enterprises go abroad to invest, we hope to enjoy the same treatment that foreign enterprises enjoy in China. The key point is "equality."

THE LINK: In just over 10 years, your enterprise rose from a small, unknown welding materials factory in a remote Hunan village to an international equipment production powerhouse, with revenue soaring by 200 times. What is your secret to such phenomenal success?

XIANG: Politically, we owe our success to the great opportunities brought by China's Reform and Opening Policy. With the ongoing urbanization and industrialization of the country, there is a huge demand for infrastructure construction, which means a promising picture for the engineering machinery industry. In 2009, China unveiled an unusually active fiscal policy, increasing its input in infrastructure construction and loans granted to enterprises. For us, this came as a shot in the arm.

Our operational strategy also contributed to our success. Sany's management team celebrates entrepreneurial spirit and innovation, and is never afraid to pursue its goals. Unlike some enterprises, our success is not obtained through mergers and acquisitions or capital operations, but through innovation – R&D propelled by advanced technologies. Our business culture allows for setbacks in innovation and never



向文波 Xiang Wenbo (EMBA 2001)

淀下来。

2009年，鉴于金融危机对公司经营带来的不利影响，公司董事会决定在不裁员、普通员工不降薪的基础上，2008年的年终奖按照2005年标准的120%发放。相对于2007年的年终奖，这一标准虽然有所下调，但公司设立了“千亿特别奖”承诺，当三一实现销售1000亿时，员工可获得现在年终奖10倍的奖励。按照三一集团的规划，公司计划在2012年实现销售1000亿元。

THELINK：经济学家建议有财力及能力的企业应当把握当前的危机时期，进行扩张。三一将如何利用这一契机进行全球资源整合？

向：现在是海外投资的最佳时机，因为目前的投资成本是最底的。我们同时也相信，世界经济将在3~5年之内得到恢复，现在我们去投资，两年后我们投资完成开始生产时，就可以赶上新一轮经济增长的机会。今年1月，三一斥资1亿欧元计划在德国科隆市建设一个工程机械研发制造基地。

其实，国外的投资成本并非大家想象得那么高。例如三一在亚特兰大以每亩3万多元人民币的价格购买了

1300亩土地，这远远低于中国的土地价格；此外，美国等发达国家也是吸纳优秀人才的平台，比如美国政府在招商引资时还会为企业员工提供许多免费培训。

三一要实现二次发展，实现从200亿到1000亿的跨越，必须实施海外发展。2006年，三一实现海外销售收入7000万美元，2007年，这一数据超过2亿美元，2008年预计达到5亿美元。我们的中期目标是，2012年公司实现销售收入800~1000亿元，其中海外市场占35%~40%。

THELINK：地理位置及地域文化对民营企业的模式有着很大影响，如苏南模式、温州模式，您觉得湖南的民营企业有着怎样的特点？

向：总体而言，沿海地区的企业要比中西部地区发展得好。沿海地区有其天然的地理优势，因而更多是出口型、加工型企业；而湖南地区不是外商投资的重点，作为农业大省工业基础薄弱，只能依靠自主创新。在长沙市，工程机械制造从零起步，只用了15年时间，就成为长沙工业经济第一支柱。而在整个湖南省，工程机械逐渐形成了湖南第一个产值突破千亿的产业集群。 **TheLINK**



员工为企业发展做出了巨大的贡献，在当前经济危机下，企业不能只考虑自身的经济利益，更要承担社会责任。

Employees make great contributions to the development of enterprises. In the current economic crisis, companies should not merely pursue their own economic interests, but also take care of their employees' well-being.



blames anyone for failing in his creative attempts. We also provide new opportunities for employees to test their ideas. If our employees' attempts at innovation are successful, we will share profits with them.

THE LINK: Creativity hinges on talent. How does Sany create and maintain a first-rate team?

XIANG: "Helping our employees become successful" lies at the core of our culture. "The customer is king" is a tried-and-true golden rule, but "the employee is king" is a new idea for most people. For an enterprise, customers and employees should be valued equally.

When talk of "stock options" was popular, we had already carried out this practice for many years. Through stock options, we wanted to groom our best employees to become our partners. In the words of our Board Chairman Liang Weng'en, Sany's goal is to become a "factory for the rich," the birthplace for a myriad of millionaires, even billionaires. Today, we can pride ourselves on realizing this goal by placing five of our employees on *Forbes'* China Rich List.

Since Sany was founded, we have never lost a single key technology or engineering talent. Many excellent people prepare themselves to settle down in our company after they arrive.

Our revenue in 2009 will take a hit due to the economic crisis. However, we will not use this as an excuse to fire our employees, nor will we cut the salaries of employees. We also gave out an annual bonus in 2008. While it was not as large as the annual bonus in 2007, it was 120% of the annual bonus in 2005. In addition, we promised our employees that when our sales revenue reach RMB100 billion, they will receive

a bonus 10 times larger than what they get now. We plan to realize this sales target in 2012.

THE LINK: Some economists urge financially sound enterprises to consider the economic crisis as an opportunity to expand. How will you exploit the opportunity to integrate global resources at Sany?

XIANG: Now is the best time to invest abroad, since investment costs are at an historic low. We also believe that the world economy will rebound within three to five years. If we make our investments now, we will get our production line ready in two years, which will be the perfect time for the next round of economic revival. In January, we invested Euro 100 million to set up an R&D and production base in Cologne, Germany.

In fact, overseas investment is not as expensive as people think. For example, we bought a 1,300-acre piece of land in Atlanta at a price of RMB30,000 per acre, much cheaper than what it would have cost in China. On top of that, developed countries like America also act as a magnet for talent. For example, the American government provides free training for employees in its effort to attract foreign capital.

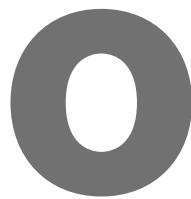
If we want to realize our second leap of sales revenue from RMB20 billion to RMB100 billion, overseas development is a must. In 2006, our overseas revenue was US\$70 million. That figure rose to US\$200 million in 2007 and US\$500 million in 2008. Our medium-term goal is to push our sales revenue up to RMB80-100 billion by 2012, of which 35-40 percent should come from the overseas market. **TheLINK**

中欧 MBA 首次跻身全球十强 LIFE AFTER THE RANKINGS

对中欧而言, 跻身全球 MBA 十强之后, 欢庆之余, 也要意识到我院与国内外名校相比, 尚且存在差距。

FOR CEIBS, CRACKING INTO THE *FINANCIAL TIMES*' GLOBAL TOP 10 OF MBA PROGRAMMES IS CAUSE FOR CELEBRATION, AND CONTEMPLATION.





On January 26, when the *Financial Times* released the results of its renowned annual global business school rankings, the CEIBS community worldwide celebrated. News quickly travelled among the school's 900 students and 7000 alumni that the *FT* now rates the CEIBS MBA Programme as #8 worldwide. The 2009 rankings mark CEIBS' first entrance into the Top 10 business schools. The CEIBS MBA Programme was ranked #11 globally in 2007 and 2008 and has been ranked #1 in Asia since 2004. The *FT* currently ranks the CEIBS EMBA Programme as 23rd worldwide and the school's Executive Education Open Programmes as #20.

"For a school that is only in its 15th year, to rank among the *Financial Times*' Top 10 is an extraordinary accomplishment," said CEIBS Executive President Pedro Nueno. "The *Financial Times* ranking is well recognized as one of the best respected, most rigorous international business school surveys. I am extremely proud of CEIBS students, alumni, faculty and staff. This is excellent news for our 15th anniversary year."

Said CEIBS President Zhu Xiaoming: "CEIBS' celebration of its 15th birthday, this year, has become all the more significant with the news that CEIBS has been ranked #8 by the Financial Times and is now among the world's Top 10 business schools. This is proof that China's adherence to the reform and opening-up policy is the right approach, and that during China's economic development CEIBS has been recognized (as

described by Chinese Premier Wen Jiabao) as the 'incubator for excellent business leaders!'"

"To be ranked by the *Financial Times* among the Top 10 most prestigious business schools in the world is not only an excellent accomplishment for CEIBS but also a success for international business education 'made-in-China', and an example of the extraordinary levels of excellence that are emerging out of the economic and social development of China," said CEIBS Dean and Vice President Rolf D. Cremer.

"This year's *FT* rankings are a tremendous endorsement of the progress that CEIBS has made, in a very short time," said CEIBS Associate Dean and MBA Programme Academic Director Professor Lydia Price. In particular, she praised the world class calibre of CEIBS students and faculty. "CEIBS owes much of this success to the partnership formed between our excellent faculty and excellent students. The community we have established fosters a culture that is engaged, proactive, influential and truly international. It is this sense of community that is driving the school forward."

The 2009 *FT* ranking follows on CEIBS' announcement on January 5 that the school has been accredited by the AACSB (Association to Advance Collegiate Schools of Business), the standard business school accreditation body in the United States. In 2004, CEIBS was accredited by EQUIS (the European Quality Improvement System) for the first time and re-accredited in 2007.



左起：中欧名誉院长刘吉教授（演讲台上），副院长兼中方教务长张维炯教授，欧盟驻华大使赛日·安博，上海交通大学校长，中欧董事长张杰院士，中欧院长朱晓明教授，上海市教育委员会副秘书长杨奇伟先生以及学院教务长兼副院长郭理默教授。

TOP TEN – Officials react to the announcement that CEIBS has made it into the global Top 10 MBA programmes. From left: CEIBS Honorary President Liu Ji (at the podium), Vice President and Co-Dean Prof Zhang Weijiong, EU Ambassador to China Serge Abou, President of Shanghai Jiao Tong University and CEIBS Board Chairman Zhang Jie, CEIBS President Zhu Xiaoming, Deputy Secretary General of Shanghai Education Commission Mr. Yang Qiwei, and CEIBS Dean and Vice President Rolf D. Cremer.

2009年2月5日，中欧国际工商学院在上海、北京和深圳三地同时召开新闻发布会宣布。在英国《金融时报》2009全球MBA百强排行榜中，中欧（CEIBS）成功跻身全球10强、名列第8，成为亚洲首家闯入世界前十的商学院。新排名和2008年年底刚获得的AACSB国际认证一起，给中欧15周年校庆献上了一份厚礼。

学院院长朱晓明教授表示，中欧今天所取得的成就，是中国三十年来改革开放的成果，也是中欧双方政府大力支持和双方办学单位精诚合作的结果。学院的创始人、国际化办学的出色教育家、已故的李家镛和张国华两位院长，为学校的发展建立了不可磨灭的功勋。

中欧国际工商学院的成功是无数个坚实的脚印夯实的进步阶梯，从2002年首进排行榜位列92，到今天跻身世界前10，所有这一切再次证明了名誉院长刘吉教授所提出的“认真、创新、追求卓越”这一校训已深深植入每个中欧人的心中并付诸实施。

出席新闻发布会的有欧盟驻华大使赛日·安博（Serge Abou），上海交通大学校长、学院董事长张

杰院士，学院院长朱晓明教授，学院名誉院长刘吉教授，上海市教育委员会副秘书长杨奇伟先生、学院教务长兼副院长郭理默教授（Rolf Cremer）、学院副院长兼中方教务长张维炯教授以及部分毕业生代表。约70余名中外记者参加并报道了此次发布会。

已故的张国华院长生前一直有个梦想，就是把中欧带进世界十强，在这一时刻，他的梦想已经实现。“跻身《金融时报》全球商学院十强行列，对于一所仅有15年历史的年轻商学院而言，着实是一项非凡的成就。”学院执行院长佩德罗·雷诺（Pedro Nueno）教授表示。

学院教务长兼副院长郭理默教授指出，“进入《金融时报》全球排名，比肩10家最具声望的国际一流商学院，不仅仅是中欧在管理教育领域所取得的杰出成就，也是中国经济与社会精彩发展的生动例证。”

朱晓明院长进一步指出，中欧应该继续以国内外名校为榜样，百尺竿头，更进一步，从新的起点，瞄准新的高度，力戒自满，持续创新，为中国经济和世界经济的发展在培养管理人才方面不懈努力。



2009年《金融时报》全球 MBA 十强排名

沃顿商学院 (1)
 伦敦商学院 (1)
 哈佛商学院 (3)
 哥伦比亚大学商学院 (4)
 欧洲工商管理学院 (5)
 斯坦福大学商学院 (6)
 IE 商学院 (6)
 中欧国际工商学院 (8)
 麻省理工学院斯隆商学院 (9)
 纽约大学斯特恩商学院 (10)

FT MBA programmes Top Ten list

Wharton (1)
 London Business School (1)
 Harvard Business School (3)
 Columbia Business School (4)
 Insead (5)
 Stanford (6)
 IE Business School (6)
CEIBS (8)
 MIT Sloan (9)
 New York University Stern (10)

FT 排名解读

中欧国际工商学院在 2009 年《金融时报》的排名成绩充分佐证了中欧的国际化特色、校友认可度的不断强化以及毕业生职业发展和薪资水平的高速发展。

在今年 FT 全球排行榜的 21 项评定指标中，中欧在“薪资增长百分比”这一占较大权重的排名指标中，回升至第 1 位，“加权薪资”亦稳居第 7 位。副教授兼 MBA 学术主任白诗莉 (Lydia Price) 教授欣喜地说：“我们非常高兴地看到，今年的薪资指标仍维持在较为强劲的地位，这表明了我们学生的优秀素质和中国强大的经济。”

中欧 MBA 项目的“国际师资”排名全球第 8 位（国际师资比例高达 69%），而衡量 MBA 学生的“国际经验”指标位列全球第 12 位。此外，中欧的“国际学生比例”达到 37%，较上一年有着显著上升；而表示校友就读 MBA 前后以及毕业三年内就业流动性的“国际流动性排名”也由上一年的第 96 位升至今年的第 83 位。

白诗莉教授对中欧世界级的学生团体和师资力量给予了高度评价。她说：“我们的学生来自世界各地，我们的校友网络也在不断地向地球的各个角落扩展。中欧的国际化特色彰显无疑。”

今年中欧的“校友推荐排名”较去年又上升了 8 位，该项由分布于世界各地的校友推荐评出，因而它货真价实地体现了中欧在全球日益增强的品牌认知度。

《金融时报》的排名是根据两份问卷调查的结果评定，一份发给商学院，另一份发给三年前的毕业生。《金融时报》全球 MBA 课程排行榜始于 1999 年，是国际工商管理教育领域内最具权威的排行榜之一，惟有通过 AACSB、EQUIS 或 AMBA 这三项国际认证其中一项的商学院方有资格参加评选。

FT Ranking Analysis

The 2009 FT rankings show an ongoing trend of increasing international character, alumni recommendation and strong salary and career progress of alumni. Here is a breakdown of the areas in which CEIBS excelled:

In the category of **"international faculty"**, the CEIBS MBA Programme ranks #8 worldwide (with 69% international faculty). CEIBS also rates #12 in **"international experience"** of students (which measures the extent of international exposure embedded in the MBA curriculum). In addition, for this year's ranking, CEIBS improved in **"percentage of international students"**: for the 2009 ranking, 37% of CEIBS students are international, compared with 32% in 2008. In the category of **"international mobility"**, the MBA Programme also improved from 96th rank in 2008 to 83rd rank this year. This measures **"employment movement"** of alumni before and after their MBA, and also during the three years following graduation. Commented MBA Programme Academic Director Lydia Price: "The high score in these categories reflects CEIBS' deliberate policy toward internationalization of the student body. This shows our international character – that our students come to CEIBS from around the world, and our alumni network also extends around the globe."

Showing CEIBS' increasingly strong brand recognition around the world, the school also moved up in the category of **"alumni recommendation"**, in which international b-school alumni are asked to name three business schools from which they would recruit employees. "We are especially pleased that CEIBS is being recognized by recruiters around the world as an excellent source of talented graduates. This reflects a growing recognition of the CEIBS brand on a world scale," said Prof Price.

Salary increase for CEIBS graduates also played a role in the school's high ranking for 2009. CEIBS ranked #1 in the survey in the category of **"salary percentage increase"**, which measures the increase in earning power before entering the MBA versus the salary three years after graduation. In addition, CEIBS rated #7 in terms of **weighted salary** (which is an average of three graduating classes, adjusted for variation between industries). Prof Lydia Price: "We are pleased that our salary data remains strong, reflecting the abilities of our students and the strength of the Chinese economy."

新荣誉,新责任

中欧国际工商学院全体师生员工和校友们：

2009年1月26日,《金融时报》(Financial Times, 下称FT)发布了年度全球MBA课程排名。中欧国际工商学院跻身十强,位列第八。在同类排名中,FT排名渊源最久、声望最高,因而学生、企业家和商学院院长们每年都怀着极大的关注,期待它的发布。

诚然,2009年度排名为中欧带来了喜讯。但一些新问题也接踵而至。究其根本,这一排名到底意味着什么?这一数字可以说明什么?又不能说明什么?这一结果对学生和雇主产生了何种影响?还有,中欧目前又面临着什么样的新挑战?

在分析这一排名结果时,最重要的一点认识是——这次排名是一个统计数据,而名次本身只是一个指标。FT排名是在全球范围内评估MBA课程的质量,而非商学院的质量。一言以蔽之,在此次调查中,FT收集到21个统计数据从而得到一个加权平均值,并对其进行分析。

FT排名所选用的衡量方式非同一般。其他排名重视投入要素,如图书馆资源或研究投入,而FT重视的是MBA课程培养的结果——MBA毕业生在市场上的受欢迎程度及其成就。中欧的新名次是第八名,它表明了与全球顶尖商学院的毕业生们相比,中欧MBA毕业生在市场上获得成功。

综上所述,测量方式的局限使得FT排名更适用于学生和雇主。对学生而言,FT排名注重MBA课程对于“投资者”(学生)的价值,提供了可信而清晰的MBA课程信息。对于雇主来说,FT排名为他们辨别哪家商学院“出品”的毕业生更能胜任国际化竞争环境中的工作提供了可靠的依据。

不过,虽然中欧MBA课程名列前茅这一点得到国际公认,但它同时也是一项挑战。

“高处不胜寒。”运作名列前茅的MBA课程的困难在于:缺乏参照对象。相反,名列前茅的课程理应出类拔萃并成为他人效仿的榜样。中欧的强项包括:50多位既受过国际化培养、又具备卓越而深厚的中国商业知识的全职教授,课程对于中国经理人的亲和力,以及员工们的杰出奉献精神。

然而,有些方面还需要引起重视。例如,国际MBA学生对职业发展服务的期待越来越高。学院管理委员会已开始着手解决这一问题,成立了一个由教务长、MBA学术主任白诗莉(Lydia Price)教授领导的新综合机构,旨在促进学院与MBA学生之间从入学直到就职这一整个课程学习期间的互动。在学术方面,新的中欧教学研究中心正着力师资的培养和发展,该中心的负责人为新任教务长许定波教授。

总之,优秀的排名在许多领域和场景中都非常重要。然而,一旦得到了领先的名次,它也就成为了一种责任——我们必须更为兢兢业业,在学院的各方面工作中都力争从“优秀”迈向“卓越”。



New Recognition, New Obligation

Dear CEIBS Community:

On 26 January 2009, the *Financial Times* published its annual world ranking of MBA programmes. CEIBS was ranked as #8. Being the oldest and most prestigious survey of its kind, the *FT* ranking is anticipated every year with great interest from students, employers and business school deans alike.

Of course, the 2009 results brought good news for CEIBS. But our new ranking also begs several questions. What, exactly, does such a ranking mean, i.e. what can – and what cannot – be read into the numbers? How do these results help students and employers? And finally, what new challenges does CEIBS now face?

The most important realization, in analyzing the results: that the ranking is a statistic, the rank itself an indicator. The *FT* measures the quality of MBA programmes worldwide, not of business schools. Simply put, the survey creates a weighted average of the 21 statistics collected and analyzed by the *Financial Times*.

The *FT* ranking uses an excellent method. While other rankings emphasize input factors, such as library resources or research, the *FT* emphasizes the key result of the MBA process – the acceptance and success of the MBA graduates in the market. CEIBS' new #8 rank, then, proves the success of its MBA graduates in the market place, as compared against their peer graduates from the best schools in the world.

With such a considered interpretation, the limitations of the measurement method make the *FT* rankings more useful for students and employers. For students, the *FT* provides reliable, transparent information about MBA programmes, with a focus on the value for the (investing) student. For employers, the *FT* ranking provides a reliable resource for identifying which schools produce graduates capable of working in an internationally competitive environment.

But while the high ranking of our MBA programme is public, international recognition, it is also a challenge.

"The air gets thinner as one rises to the top", is a good way to describe the nature of the challenge. The difficulty in operating a top-ranked MBA programme is that there are few benchmarks left. Rather, features of a top-rated programme should be outstanding, setting benchmarks for others. CEIBS strengths include its 50 permanent, internationally trained faculty with unrivalled, in-depth China business knowledge, the accessibility of the programme for Chinese managers, and the outstanding dedication of its staff.

But some areas need more attention. For example, the career development services for international MBA students must adapt to meet rising expectations. The Management Committee has addressed this issue, and a new integrated structure has been established to facilitate interaction with MBA students, from admission to placement, under the leadership of Associate Dean (MBA) Lydia Price. On the academic side, training and development of faculty are being addressed through the new CEIBS Centre for Teaching and Learning, under Associate Dean Xu Dingbo.

In summary, high rankings are very important, whether in business, sports, or politics. But once a high ranking is achieved, it becomes also an obligation – to work harder and to strive for excellence in all aspects of the school.



郭理默教授
教务长兼副院长

Prof. Dr. Rolf D. Cremer
Dean and Vice President

昔日幼树今参天

CEIBS Then & Now



短短十五年间，中欧国际工商学院已绽放为全球管理教育的一朵奇葩。通过引入国际水准的师资和课程，学院培养了大批具有国际竞争力的管理人才，为推动中国经济融入全球经济做出了重要贡献，并成为外国经理人了解中国市场和管理的最佳选择。学院的成功，是整合全球资源的成功，是按市场规律和教育规律办学的成功，是创业与创新精神的成功。衷心祝愿学院保持永不满足的追求，成长为扎根中国的世界顶级商学院！

—— 翁史烈教授，上海交通大学前校长、中欧国际工商学院名誉董事长、中国工程院院士

Within a mere 15 years, CEIBS has blossomed into a unique business school that has earned global recognition. With a faculty and curriculum that meet global standards, the school has honed large numbers of internationally competitive managerial talents and has made significant contributions in driving China's integration into the world economy. Now CEIBS has become the best choice for foreign managers who want to understand China's markets and business management. The success of CEIBS has its root in the incorporation of global resources, in its adherence to the rules of the market and management education, and in its entrepreneurship and innovation. I sincerely hope that CEIBS can stick to its goal of becoming one of the world's top business schools, firmly rooted in China!

— Prof. Weng Shilie, Former President of Shanghai Jiao Tong University, CEIBS Honorary Board Chairman, and Academician of the Chinese Academy of Engineering

短短十五年间，中欧已绽放成为全球管理教育的一朵奇葩，从引进西方管理知识转向输出中国管理新知。筚路蓝缕的创业者们同读者分享了学院的过去、现在与未来。

IN THE FIRST 15 YEARS AFTER MOVING FROM BEIJING TO SHANGHAI IN 1994, CEIBS HAS TRANSFORMED FROM A FLEDGLING STARTUP IMPORTING WESTERN BUSINESS MANAGEMENT EXPERTISE TO A TOP-TIER B-SCHOOL EXPORTING CHINA EXPERTISE. READ ON AS A SELECTION OF THE SCHOOL'S PIONEERS SHARE THEIR VIEWS ON THE SCHOOL'S PAST, PRESENT AND FUTURE.



今天的中欧已成为亚洲乃至世界一流商学院的代名词。全球经济一体化，中国经济的飞速发展，都给未来的中欧带来了新的挑战，新的机遇。希望中欧能够坚持“认真、创新、追求卓越”这一校训，坚持以国际一流商学院的品质来定位自己，坚持走国际化、市场化、特色化的道路，立足中国，放眼世界，为中国和世界经济的发展培养出更多符合时代要求的管理精英。祝愿中欧国际工商学院蒸蒸日上，繁荣昌盛！
—— 谢绳武教授、上海交通大学校务委员会名誉主任、中欧国际工商学院名誉董事长

CEIBS has now become synonymous with "first-rate business school" in Asia, and in the world. However, global integration and the rapid development of China's economy have brought both new challenges and opportunities to CEIBS. I hope that CEIBS can adhere to the school motto of "Conscientiousness, Innovation and Excellence", and stick to its objective to become a top business school that is recognised around the globe. I also hope that CEIBS can closely follow its paths of internationalization, marketization and specialization to produce more top-calibre managers who meet the demands of the times – for China and the world. I offer my best wishes for a prosperous CEIBS!

– Prof Xie Shengwu, Honorary Chairman of the Shanghai Jiao Tong University Council and CEIBS Honorary Board Chairman



百尺竿头，更进一步。我们应当清醒认识到，我院的成功不仅仅是全体师生员工共同努力的成果，同时相当重要的是中国改革开放与经济高速发展的成功所致。我们应当虚心学习国内外名校的长处，力争为我国经济社会发展提供最佳的办学设施、最优的管理课程；我们还要力争创办最好的研究机构，使我院成为我国经济社会发展的智库。惟有兢兢业业、不懈努力，我们才能一步一步地从“优秀”迈向“卓越”。

—— 中欧国际工商学院院长朱晓明教授

CEIBS will continue striving to improve. We should clearly realize that the success of our school depends on the implementation of the opening up policy and rapid development of China's economy as well as on the efforts made by our professors and staff. Generally speaking, our school still has room for improvement compared to other top business schools around the globe. We will also build the best research institutions so that CEIBS will serve as the think tank of the nation. Only continuous dedication will make our school progress to truly be world class.

— CEIBS President Zhu Xiaoming

文 / 安若丽

1994年，中欧国际工商学院在上海正式启航。起初五年，学院在上海交通大学闵行校区借用了一栋两层小楼和包玉刚图书馆的部分场地。由于那栋小楼只有一间适合EMBA和EDP的高管培训教室，所以，EDP只好经常在校外另租场地开课。午饭时间，小楼底层的食堂里几乎可以看到全院师生员工的身影。当时，连冯勇明（Joachim Frohn）执行院长和李家镐院长也只得挤在一间办公室里。

“在交大办学期间，学院的组织结构图在一块小白板上就可以列清楚了，这还得把司机和秘书都算上呢。”中欧财务学教授谢家伦回忆起当年岁月，不胜感慨：大家彼此间毫无隔阂，十分温馨，相互间都直呼其名。比如，人手不足，教授们就身兼数职，



By Laurie Underwood

When the China Europe International Business School officially launched in Shanghai in 1994, using a modest, two-story building generously donated by Jiao Tong University, the facility was so small that a single classroom was used for all EMBA and Executive Education classes. Meanwhile at noon, virtually the entire school – faculty, staff and students – could be found at a single nearby cafeteria, a traditional Chinese restaurant where the foreign professors taught the owner to make French fries. In those days, even the CEIBS Dean and President shared a single office – a daily inconvenience for then Executive President Joachim Frohn because President Li Jiahou followed the Asian tradition of an afternoon siesta.

“When we operated at Jiao Tong, the school’s entire organizational chart could fit on a small whiteboard, including the names of all the drivers and secretaries,” remembers CEIBS



今昔相较，中欧有两大变化令人瞩目。其一，学员方面，过去的被动学习模式悄然转变，如今他们对自身的职业发展有着更为明确的规划，既关注个人发展，又有更高的追求。那就是，推动中欧、中国企业、乃至中国的进一步发展。过去，中国学生的目标大多是到跨国企业工作；如今，许多人希望带领中国企业走向世界。

其二，过去中欧从国外输入知识，而今则已成为中国工商管理学科的重要基地。我们站在学科发展的前沿，向全球输出中国的管理新知。未来中欧将更积极地扮演好这一角色。

——白诗莉 (Lydia Price) 教授，中欧副教务长、MBA 学术主任

Looking back and looking forward, two significant changes stand out at CEIBS. First, the students have shifted from being passive learners to proactively determining what kind of careers they want and managing their lives in order to get there. Many also have goals beyond themselves; they seek to bring the school or their companies, or even China, to a higher level. For example, many of the Chinese students coming in are very enthusiastic about turning Chinese companies into global players. They used to focus their career goals on working for MNCs; now many focus on taking a Chinese company global. There is a very strong sense of pride in CEIBS, in China, and in Chinese companies.

The second change is that, in the past, CEIBS was importing knowledge from outside. Today, CEIBS has become a strong source of knowledge on business management in China. We are at the forefront of those exporting knowledge of China to the rest of the world. In the future, we will embrace this role even more actively.

– Lydia Price, CEIBS MBA Academic Programme Director and Associate Dean

外籍教授向导、人事经理、营销经理，什么都干。“因为规模小，所以只要出现问题，人人都能看到，大家共同解决。”

副教务长、MBA学术主任白诗莉(Lydia Price)教授回忆到：学生们也是这个温馨大家庭的一部分，学生和教授经常一同用餐，几乎每个班级毕业时都会举办告别宴，师生一道K歌，“因为你是教授，学生一定会要你先唱。”

新思维冲击

中欧国际工商学院在上海创办，也标志着学员结构发生了重大变化。1984年至1994年，学院前身(中欧管理中心)在北京办学，教学对象主要是国有企业的中层干部。谢教授说：“当时我们主要是为国企搞培训。”他说，当时的学生是首批接受国际MBA教育的中国人。“学生们觉得MBA很新奇——媒体还没有报道过这种新事物。学生们真的很兴奋。”

1994年11月8日，中欧国际工商学院在上海正式成立。这时，学生的年龄开始趋向年轻化，更多人是自费就读，并且是出于自身职业发展的需要来中欧就读；教学对象不再局限于国企干部，还有很多私营企业的管理者。他们对教学的要求更高，想让他们满意，难度自然也更大。

中欧首届EMBA校友、时任飞利浦投资公司人力资源部总监的马遇生，就是这样一位心怀壮志的“新时代”学员。谈起自己为何就读中欧，马遇生先生如是说：“中欧是我的首选，这里不单能拿到硕士学位，并且还提供最先进的在职教育。”

马遇生先生如今已是中欧的助理院长、北京代表处首席代表。他还记得自己初次接触中欧课程的情景：“印象最深的是顾凯诗(Keith Goodall)教授的第一堂课。他的教学方法很特别，打破了老师讲、学生听’的传统课堂模式，我们都给吸引住了。大家万万想不到，教授的授课方式可以如此活泼多变！他还要求学生一定要积极参与课堂讨论。”

白诗莉教授回忆说，办学早期的一大挑战，是如何弥补学生国际经验的欠缺。“与现在相比，当时学生与外部世界接触太少，所以我们在课堂上传授的许多内容对他们而言都非常新奇。教授们的作用就在于让学生了解了世界各地的商业运作。”比如，许多早期学生没见过国外的电视广告，她就安排了一堂课，专门给学生放映这类广告。白诗莉教授说：“学生不懂这些广告都在说些什么——大家觉得，为什么不像国内广告那样，把产品性能说个一清二楚呢？对他们来说，这种广告手法太新奇了。”

早期教学的另一大挑战，是如何帮助学生把课堂上学到的国际管理技能和国内的工作实际联系起来，而当时许多企业仍旧保留了计划经济时代的特



在中欧国际工商学院10年来，我亲眼目睹了学院的巨变。对于学院的发展壮大，我由衷地感到自豪。中欧的成功，不仅要归功于大家的勤奋工作，还依托了中国改革开放所提供的历史和经济机遇。因此每一位中欧人都不应骄傲自满，而应不断寻求改进。唯有如此，我们方能保持现有的竞争优势。

——马遇生，中欧助理院长、北京代表处首席代表

During my 10 years with CEIBS, I have witnessed tremendous change and I personally feel very proud of the school's growth and development. CEIBS' success depends not only on hard work, but also on historic and economic opportunities. Without China's economic policy of reform and opening up, CEIBS could not have developed so quickly. I hope we at CEIBS never become complacent. We should always seek ways to improve. Only then can we keep our current competition advantages.

— CEIBS Assistant President Ma Yusheng

Professor of Finance Kalun Tse. “There was a strong community feeling. Everyone was on a first-name basis.” Prof Tse describes an atmosphere of camaraderie and a lack of demarcation. For example, professors doubled as administrative trainers, China guides for incoming foreign professors, and HR and marketing managers. “Because the scale was smaller, everyone could see any problems arising and we all pitched in to help.”

The close-knit community also included students, remembers current MBA Academic Programme Director and Associate Dean Lydia Price. In the early years, she says students and faculty often dined together and nearly every programme ended with a banquet and karaoke party. Remembers Prof Price: “As a professor, you were always asked to sing first.”

NEW MIND-SET

The opening of CEIBS in Shanghai also marked a dramatic change in terms of students. During the initial decade of the school’s operation from 1984 to 1994, under the name of China Europe Management Institute in Beijing, the school had mainly served middle managers working for state owned enterprises. “During that time, there was an implicit understanding that we were there to help provide training to SOEs,” says Prof Tse, adding that, at that time, the students were among the very first Chinese nationals to attend international MBA classes. “There was a fascination about the MBA among the students – it was not something that was spoken about yet in the media. There was a real sense of excitement among students.”

By the time the programme relocated to Shanghai, opening as CEIBS in 1994, times had changed. Students were now younger, self-financed, career driven, and working for private enterprise rather than SOEs. They were also more demanding and harder to please.

One such ambitious ‘new era’ student was Philips executive Ma Yusheng, who explains



中欧国际工商学院是众志成城共同创业的结果：大家都怀有宏伟的愿景，拥有丰富的经验、非凡的勇气，还有彼此相辅相成的才能。但在当时，很难想象这个项目会发展成为今天的中欧——特别是在如此短的时间内。我对EFMD在其间发挥的作用深感自豪。

当下正面临全球金融危机，我希望中欧能在中国引发一场关于领导责任问题的讨论。我也希望看到中欧能更好地利用中国和欧盟共同办学这一合作优势。最后，即使排名如此诱人，我还是希望中欧不要过于追求名次，而应追求自身对校董和竞争对手的影响。

—— 莉丽安娜·彼得雷拉 (Liliana Petrella),
EFMD 业务发展总监

“CEIBS is the result of an entrepreneurial process – driven by EFMD – that brought together people of great vision, experience and courage but also complementary skills. There was certainly a desire and ambition from the very early days to see the project institutionalized... It was hardly conceivable at that time that one day it would grow into what CEIBS is today – certainly not in such a short timeframe. I am particularly proud of the role EFMD has played, especially as a catalyst, facilitator and change agent and in allowing those individuals to take actions and risks under its umbrella.

In light of the current crisis, I would like to see CEIBS driving a movement in China on issues related to responsible leadership. I also hope to see CEIBS capitalising more visibly on its unique constituencies in the PRC and Europe. Finally, tempting though it is, I would like to see CEIBS not too much driven by rankings but by the impact it has on its stakeholders and also its competitors.

– Liliana Petrella, Director Development Initiatives
EFMD

why he chose CEIBS’ inaugural EMBA class for his training: “CEIBS became my first choice because it could not only grant master degree but also provide an on-job education.”

Mr. Ma, who is now Assistant President of CEIBS Beijing operations, remembers the shock of attending his first classes: “The most impressive class at CEIBS was my first class, taught by Professor Keith Goodall. We were all attracted by his extraordinary teaching method, which broke Chinese traditional method of ‘teacher speaks, students listen.’ We never imagined that a professor could jump around the classroom while lecturing! And he forced the students to actively participate in the class discussions.”

One of the challenges during CEIBS’ early days was in closing the gap in student’s interna-



我对中欧的下一个15年满怀期待。中欧已然成长为强壮、健康、雄心勃勃的少年。下一阶段，中欧的发展将非常令人振奋，因为这位前途无量的年轻人将从青少年长大成人。

—— 中欧金融学教授谢家伦
I am looking forward to the next 15 years for CEIBS. The school has grown into a strong, healthy, and ambitious teenager. The next period of CEIBS development will be very exciting because that promising youngster will grow from a teenager to an adult."

— CEIBS Professor Tse Kalun

点。白诗莉教授说：“许多学生很快就掌握了理论知识，但是，如何把理论运用到国有企业中去，还是非常困难。大家学习劲头很足，也很聪明，但在实践中却束手缚脚。”于是，每传授完一种管理概念，白诗莉教授都会花上“同样多的时间，探讨在中国怎样实施”。比如，她记得学生们曾在课堂上探讨在中国是否可能提高消费品价格。

“这一天终于到来”

1999年10月，中欧迁至浦东校园，这也许是学

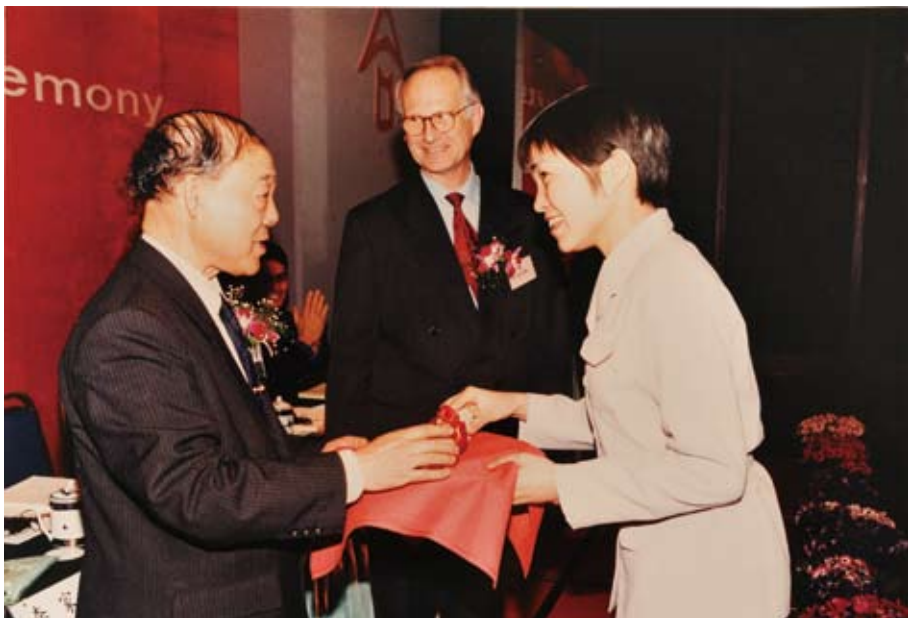
院15年历史上最重大的实体变迁了。从北京和上海交大时期陪伴学院风雨兼程的人们都认为，新校园的揭幕为学院开启了新的篇章。“搬迁至新校园是一种非常清晰有力的象征，标志着我们获得了新的稳定性。这向全世界传达了这样一条信息：学院的生存和发展，再没有任何疑义。”谢教授如是说。“新校园揭幕，学院步入成年——这一幕非常感人，可喜可贺。揭幕仪式让每一个中欧人感到，‘这一天终于到来’。”

学生们对新校园的启用也激动不已。白诗莉教授说，“我至今依然清晰地记得第一次在新校园的教室里上课的情景，而学生们对母校的自豪感也油然而生。”

在分别代表中国和欧盟合作办学单位的上海交通大学与欧洲管理发展基金会(EFMD)看来，浦东新校园的启用，标志着中欧漫长创建过程终于告一段落。上海交大前校长、中欧首任董事长翁史烈教授回忆道：“学院是根据中国政府与欧盟签署的财务协议建立的，上海市人民政府在资金、新校园选址、用地等方面对办学给予了大力支持。上海交通大学在头上三年的办学用房、后勤服务和干部配备方面也尽了最大努力。”EFMD业务发展总监莉丽安娜·彼得雷拉(Liliana Petrella)从上世纪80年代起，就与中欧结下了不解之缘。她说，创办中欧最初只是一个试探性的想法，学院排除了诸多不利因素，才得以在中国开风气之先发起第一个MBA项目。

历史时刻：中欧首任院长李家镐(左)和执行院长冯勇明(Joachim Frohn)(中)出席学院首届毕业典礼。

HISTORIC MOMENT – CEIBS first President Li Jiahao (left) and then Executive President Joachim Frohn (centre) during the school's first graduation.



tional experience, remembers Prof Price. “The students had much less exposure to the outside world than they do now, so a very high percentage of what we brought to the classroom was very new for them. As professors, our value-added was in showing them how the rest of the world does business.” For example, because many of Prof Price’s early CEIBS students had never seen foreign TV commercials, she arranged to show a special screening of foreign TV ads. Says Prof Price: “They were at total loss as to what was going on in these ads – why they weren’t explicit product descriptions, in the Chinese style. For them, it was totally novel.”

Another early challenge was to help students to bridge the gap between the international management techniques taught in class and the realities of their domestic Chinese employers – many of which still faced a degree of state control. Says Prof Price: “Many students quickly grasped the ideas in class conceptually but struggled with implementing those concepts within the state-owned structure. The students were motivated and very smart but faced a lot of restrictions.” Thus, for every international management concept introduced, she spent “an equal amount of time discussing how it could be implemented in China.” For example, Prof Price remembers heated discussions among the students about whether it would ever be possible to raise prices on consumer products in China.

“NO LOOKING BACK”

The October 1999 opening of CEIBS’ Pudong campus was perhaps the most significant tangible development in the school’s 15-year history. For those who had assisted the school since the Beijing or Jiao Tong days, the unveiling of the new campus marked a rite of passage. “Moving to this campus was a very visible, very potent symbol of our new stability. It sent a message to the world that our survivability could no longer be questioned,” says Prof Tse. Up to then, he says, CEIBS had operated in a temporary, tran-



企业靠产品赢得市场，学校凭毕业生证明实力。中欧的每位学员正以自己的出色表现印证着母校作为中国工商管理教育先驱和领导者的地位。

——徐和谊 (EMBA 1996)，北京汽车工业控股有限责任公司党委书记、董事长

An enterprise relies on its product to win market share. Similarly, a school needs its graduates to prove its quality. The outstanding performance of every single student at CEIBS demonstrates the pioneering spirit and lead role that CEIBS holds in China’s management education field.

— Xu Heyi (EMBA 1996), CPC Secretary; Chairman, Beijing Automotive Industry Holding Co.

sitional mode. “When we unveiled the plaque outside on this campus, it was like a coming of age – it was very moving. It was a truly joyful occasion. That ceremony gave everyone at CEIBS the feeling that, ‘at last, we are here and there’s no looking back.’”

The students also reacted dramatically to the opening of the new campus. Explains Prof Price, “I distinctly remember the first time I taught in a real classroom [on the new campus] – the image of the school leapt up and there was a new sense of pride among the students.”

From the viewpoint of CEIBS’ European partners at the European Foundation for Management Development (EFMD), the original founding joint venture partner with Shanghai Jiao Tong University, the opening of the Shanghai campus marked the completion of a long journey. EFMD Director of Development



迁址上海，标志着学院的历史揭开了新的一章，中欧有了“独立的地位，有了更长远的雄心壮志”。这也是走向稳定的坚实一步：与中欧管理中心的5年期合同相比，中欧国际工商学院的合同一签就是20年。彼得雷拉强调，有了这种长期信心，学院就能招聘更优秀的师资，扩大生源，获得企业赞助，并与中国和欧盟双方政府建立良好互信。

彼得雷拉说：“我认为，中欧的成功在很大程度上要归功于各界人士对学院的关心与投入。不论是学术界、政界还是企业界，都对中欧的发展给予了关注和鼎力支持。”她特别赞扬道，在学院立足未稳的最初十年里，多方协调一致，共同努力，确保了中欧的成长与壮大。

迈向卓越

对于学院从创立至今所取得的成绩，中欧院长朱晓明教授表示：中欧国际工商学院的成功历程是由无数个坚实的脚印夯实的进步阶梯，从2002年首进《金融时报》MBA全球排行榜位列92，到今天跻身全球第八，在中国内地率先获得欧洲商学院认证体系EQUIS认证后，又在去年年底获得了国际商学院联合会AACSB的认证。中欧国际工商学院今天所取得的成就，是中国三十年来改革开放的成果，也是中欧双方政府大力支持和双方办学单位精诚合作的结果。学院创始人、出色的国际化办学教育家、已故的李家镐和张国华两位院长，为学院的发展建立了不可磨灭的功勋，而名誉院长刘吉教授所提出的“认真、创新、追求卓越”这一校训也深深植入了

新星升起：纵观亚洲，中欧在《金融时报》排名中连续六年稳居亚洲第一；纵观全球，中欧从2002年的第92位飞速晋升至2009年的第八位。
 RISING STAR: CEIBS' MBA programme was ranked #1 in Asia by the FT in 2004 and has stayed there since. Globally, CEIBS went from 92nd in 2002 to 8th in 2009.



中欧传授的不仅是专业知识，更重要的是先进的学习理念和思维方式，我从中受益匪浅。

——金志国 (EMBA 2002)，青岛啤酒股份有限公司董事长

CEIBS is not just a source of professional knowledge; it also brings to the table advanced learning methods and profound ways of thinking – which are more important and greatly beneficial to me.
 – Jin Zhiguo (EMBA 2002), Chairman, Tsingtao Brewery Co.



这个课程让我开阔了眼界! 案例分析法对我来说是种行之有效的方法, 我可以用它来反思我们公司的做法, 并判断我们是否沿着正确的方向发展。我还发现, 有一个关于人力资源的案例极有帮助, 借助它能够明确自己还需要在何处做出改进, 特别是跟员工管理相关的方面。

——董明珠 (CEO 2006), 珠海格力电器股份有限公司总裁

My vision has been broadened through this programme! The Case Method is a very good way for me to reflect on my own company's methods to see whether we are going in the right direction or not. I found one of the cases that dealt with HR most helpful in identifying what I needed to improve, particularly in terms of people management.

— Dong Mingzhu (CEO 2006), President, Gree Electric Appliances Inc

Initiatives Unit Ms Liliana Petrella, who was involved with the school since the CEMI days, explains that the concept began as a fragile and uncertain programme pioneering into China against many odds. The move to Shanghai marked the beginning of a new chapter, she says, in which CEIBS had gained “an independent status and a longer-term perspective.” Another concrete step toward stability: While CEMI had operated on five-year contracts, CEIBS was formed on a 20-year contract. This longer-term commitment, Petrella stresses, allowed the school to more successfully recruit faculty and staff, attract students, secure corporate funding, and build up goodwill with the governments of China and the European Union.

“In my view, the success of the initiative had much to do with the personal investment of individuals – people from the academic, political and corporate circles – who acted as facilitators between their organizations and the development of CEIBS,” says Petrella. In particular, she praises the coordinated effort made by many different parties during the school’s tentative and uncertain initial 10-year period.

CEIBS TODAY

Looking back at the fast growth of the school over the past 15 years, CEIBS President Zhu Xiaoming comments that the progress has been rapid, but still continuous and smooth. “The success of CEIBS is composed of a solid foundation of progress, formed step by step,” he says. “The CEIBS MBA Programme achieved the #8 ranking in the *Financial Times* this year compared to 92nd in 2002 when the school first entered the Top 100 list. In addition, after CEIBS took the lead in obtaining the first EQUIS certification in mainland China in 2004, the school also won accreditation by the US-based AACSB at the end of last year. The accomplishments that CEIBS has achieved are the results of close cooperation of the Chinese and European governments as well as the 30 years practice of economic opening up and reform.” He also attributes the current success of the school to the foresight of its founding fathers. “Professors Li Jiahao and Zhang Guohua, outstanding international educators, former presidents and founders of CEIBS, have made great contributions to the school. The CEIBS motto of ‘Conscientiousness, Innovation and Excellence,’ created by Honorary President Liu Ji, is instilled into the minds of the entire school community, and is the ‘modus operandi’ at CEIBS.”

After coming so far so fast, and having survived so many difficult obstacles, what are the most important challenges for CEIBS today? Interviewees involved from the early days say the current areas of focus – in addition to grappling with the economic downturn and assisting graduates in job placement – centre on grappling with the negative side effects of CEIBS’ rapid growth.

Meanwhile, Prof Price adds that CEIBS’ fast development has brought with it new difficulties as well as benefits. “The biggest challenges come from the high rankings; it is a blessing and a pressure in equal measure,” says

每个中欧人的心中并付诸实施。

十五年来，中欧跨越了重重障碍并一直保持着高速发展。那么时至今日，中欧又面临着哪些重大挑战呢？学院开拓者们指出，当前的焦点主要是如何应对学院快速发展带来的各种压力。当然，也要妥善应对当前的金融危机，帮助毕业生就业。

白诗莉教授指出，中欧的快速发展在取得佳绩的同时，也带来了一些新的挑战。“最大的挑战来自中欧的高排名，这既令人高兴，也带来了压力。”白诗莉教授指的是中欧在《金融时报》、《商业周刊》、《福布斯》等权威媒体发布的全球商学院年度排名中屡创新高。“我们排名靠前，吸引了许多学生的兴趣。这些学生经验更丰富，学历更高，因而对中欧的期待值也更高。”白诗莉教授解释说：“我们发展道路上最关键的挑战之一，就是要持续改进各项服务，加大教学创新力度，确保‘最佳课堂’的学习体验。”

“现在，我们可谓万众瞩目，”谢家伦教授对白诗莉教授的看法深表赞同。“我们的排名非常靠前，外界对我们的期望值也就更高。在下一阶段的发展中，我们必须建成更强大的科研能力，真正成为西方管理思想与中国管理实践相结合的典范。”“我们有优秀的教授团队，万事俱备。未来这些年的挑战，是如何确保教学质量，使中欧赢得世界声誉，以‘中国的国际商学院’形象屹立于世界商学院之林。中国是全球增长最快的经济体之一，因而我们有着独特的定位。”



在中欧国际工商学院，可以聆听国际一流教授的管理课程，也可以与中国一流企业 CEO 交流管理心得；在中欧，我为过去超过 10 年的企业管理实践找到了理论依据，并对未来充满信心。学习可以在课堂上学，也可以在实践中学，还可以在辩论中学，三者结合起来，更能够提高学习效率——中欧就是一个能够将这三者有效结合起来的地方。
——徐少春(EMBA 2002)，金蝶国际软件集团有限公司 2005 年香港联交所上市) 董事局主席兼行政总裁

At CEIBS, I had the opportunity to attend management courses offered by world-class professors and to exchange ideas on management issues with CEOs from China's top enterprises. At CEIBS, I also found the theoretical basis of my 10 years of business management practices, which gave me great confidence for the future. Learning takes place in the classroom, at the practical level, as well as in discussions and debates, and at CEIBS, these three methods are beautifully interwoven.

— Xu Shaochun (EMBA 2002), Board Chairman and CEO, Kingdee International Software Group

朱晓明院长勉励全体中欧人：百尺竿头，更进一步。一方面，我们要追求比成功更高的目标；另一方面，应当清醒认识到，我院的成功除师生员工努力外，相当重要的是中国改革开放的成功所致，是中国经济高速发展的成功所致。从各个方面看，我们与国内外名校相比，仍有不少差距。我们应当力争为我国经济社会发展提供最佳的办学设施、最优的管理课程；我们还将创办最好的研究机构，使我院成为我国经济社会发展的智库。惟有兢兢业业、不懈努力，我们才能一步一步地从“优秀”迈向“卓越”。**TheLINK**

1月5日，学院召开新闻发布会宣布中欧获得AACSB国际认证。左起：中欧副院长兼中方教务长张维炯教授，上海市教育委员会薛明扬主任，中欧院长朱晓明教授，上海交通大学校长、中欧董事长张杰院士，中欧教务长兼副院长郭理默教授，中欧副教务长兼MBA学术主任白诗莉教授
CEIBS officials and VIP guests at a January 5 press conference to announce that CEIBS had been accredited by AACSB International. From left: CEIBS Vice President and Co-Dean Prof Zhang Weijiong (at podium), Director of Shanghai Education Committee Mr. Xue Mingyang, CEIBS President Zhu Xiaoming, CEIBS Board Chairman and President of Shanghai Jiaotong University Prof Zhang Jie, CEIBS Dean and Vice President Rolf D. Cremer, and CEIBS Associate Dean Lydia Price.



Prof Price, referring to CEIBS high ranking in the *Financial Times*, *BusinessWeek*, and *Forbes* annual global surveys. “The rankings attract a pool of students who have increasingly strong experience and credentials, and thus also have higher and higher expectations of what CEIBS can offer.” Explains Prof Price: “One of our key challenges going forward is to continuously improve support services and to introduce teaching innovations that ensure a ‘best in class’ learning experience.”

“All eyes are on us, now,” agrees Prof Tse. “The fact that we’ve done well in the rankings creates a lot of expectations. As we move to the next stage, we need to build up our research capability and really function as a juncture of Western management ideas and Chinese practices.” The next near-term goal for the school should be “to distinguish ourselves not just in China but in the world,” he says. “We have excellent faculty and staff, all the pieces are there. The challenges for the coming years will be to maintain quality and build up CEIBS’ distinctiveness as an international business school based in China – one of the world’s fastest grow-

ing economies. We have a unique position.

“The next 15 years will be the time to create a very strong brand with distinctiveness,” continues Tse. “Our competition now is the world’s Top Ten schools. We have a very unique position here. We cannot be another Harvard, but we compete against the Harvards of the world.”

Prof Price sums up the current challenge in this way: “We have an exciting but difficult task now: to truly fulfill our positioning of being “China rooted, with global impact.” **TheLINK**



在中欧的学习有两方面的巨大收获：第一是知识，第二是坚定了我内心许多东西。知识为我看待事物提供了更为广阔的视角和评判工具，但第二点相对更重要一些：中欧课程和讲座里，像吴老的淡定、麦天枢先生的锐利、众多老师们丰富的阅历和精深的智慧，给予我很多印证和启迪，令我品尝到充实与不惑的内心愉悦。这是对信念最有力的加持。

—— 赵小钧 (EMBA 2005)，中建国际（深圳）设计顾问有限公司总经理、“水立方”中方总设计师

One of the most important things that I gained from my time at CEIBS is knowledge. With increased knowledge, came a broader point of view and an increased capacity to make decisions. Even more importantly, I gained the clarity of vision to solidify my own personal beliefs and ideas. I was greatly influenced and inspired in many courses and lectures at CEIBS – by Professor Wu Jinglian’s moderation, by Mr Mai Tianshu’s sharpness, and by the rich experience and wisdom of many other lecturers. I thoroughly enjoyed these courses during which I felt fulfilled and carefree, which is the most effective way to strengthen my faith in myself.

– Zhao Xiaojun (EMBA 2005), General Manager, China State Construction International (Shenzhen) Design Consultants; Chief Architect of the “Water Cube” Olympic Aquatics Stadium

新书发布 NEW BOOK

杨国安教授、忻榕教授等： 探寻中国企业全球化之路

Gains and Pains: Globalization of Chinese Firms
by Professors Arthur Yeung, Katherine Xin



杨国安教授
Prof. Arthur Yeung



忻榕教授
Prof. Katherine Xin



刘胜军博士
Dr. Gary Liu



戴华女士
Ms. Nancy Dai

中国经济的和平崛起、世界空前的扁平化以及国内市场激烈而残酷的竞争，这三股力量交织在一起，形成了中国企业走向世界的强大推力。然而，在全球化的经济体系之中，企业应当如何定位自身并展开全球化布局？应当如何选择合适的全球化路径？如何才能迅速而有效地打造全球化的组织能力？

面对这些纷繁芜杂的问题，中欧国际工商学院副教务长、飞利浦人力资源管理教席教授杨国安，瑞士洛桑国际管理学院教授和中欧国际工商学院客座教授、《哈佛商业评论》中文杂志首任主编、总策划忻榕教授，中欧案例研究中心副主任、中欧陆家嘴国际金融研究院副院长刘胜军，中欧人力资源及组织管理研究中心研究员戴华共同对 TCL、明基、中集集团、趋势科技和格兰仕这五家公司开展了长达两年的跟踪研究，同时还借鉴了海尔、华为、联想等中资企业，索尼、三星、宝洁等多家跨国企业以及塔塔公司等新兴市场后起之秀在全球化经营方面的成败得失，联袂撰写了《鲜花与荆棘：探寻中国企业全球化之路》一书，由商务印书馆于 2008 年 12 月出版。

本书旨在向读者提供富有建设性和启发性的思维框架、方

法工具和企业案例，帮助有志于在全球化征程中披荆斩棘的中国企业家们进行系统性的分析与思考。

通过翔实的案例解析并依托深厚的理论基础，作者探讨了中国企业迈向全球化过程中遇到的挑战和应对的方法，其中涉及了“中国价格”和“中国品牌”的悖论、扬弃东方文化弊端、如何进行海外收购等许多与企业切身相关的问题。作者强调了全球化成败的关键是明确全球化的战略意图，选择合适的全球化路径，并脚踏实地打造全球化的组织管理能力。

“这本书的突出优点，在于它对管理学中的企业竞争力理论和各国企业全球化的实际经验进行了‘双向整合’，在理论与实际密切结合的基础上，为企业如何在全球竞争中提高竞争力给出了有理有据的答案。”中欧宝钢经济学教席教授吴敬琏在序言中高度肯定了作者将众多管理学理论融汇贯通的深厚功底以及根据问题的分析脉络来解读案例的匠心独运。宏碁集团创始人施振荣先生也作序推荐：“相信藉由杨国安教授、忻榕教授等人在本书中分享的管理知识与经验，对于有志迈向全球化的中国企业来说，将十分具有参考价值。” **TheLINK**

The combination of the peaceful rise of the Chinese economy and the unprecedented global “flattening” and the fierce competition in the domestic market have created the perfect opportunity for Chinese companies to go global by means of organic growth, mergers and acquisitions, and strategic alliances. So, how should these enterprises position themselves globally as they work towards realizing their global ambitions? How to choose an appropriate path of globalization? And how can Chinese companies quickly and effectively develop the organizational capabilities needed to make it on the world stage?

The newly published Mandarin-language book *Gains and Pains: Globalization of Chinese Firms* addresses these diverse and complicated issues with the profound insight of CEIBS Associate Dean and Philips Chair for Human Resources Management Prof Arthur Yeung; CEIBS Visiting Professor Katherine Xin, Deputy Director of Case Development Centre & Deputy Director of CEIBS Lujiazui International Finance Research Centre Gary Liu, and Research Fellow at CEIBS' Centre for Organizational and People Excellence (COPE) Nancy Dai. Over the past two years, the authors have tracked the development of a number of globalization cases, among which are five famous Chinese companies: TCL, BenQ, China

International Marine Containers Group (CIMC), TrendMicro, and Galanz. The writers also draw upon the wisdom and experience of giant Chinese corporations including Haier, Huawei, and Lenovo; leading international conglomerates such as Sony, Samsung, and P&G; and rising stars in new markets such as the global operation of Tata Consultancy Service. The book was published by the Commercial Press in December 2008.

Gains and Pains: Globalization of Chinese Firms aims to provide readers with a constructive, enlightening and practical framework, as well as tools and case studies. The authors seek to help Chinese entrepreneurs who are determined to blaze their own global trail to analyze issues and think in a systematic way.

The authors address the issues and solutions for Chinese companies going global, including such relevant topics as “the Chinese price” vs. “the Chinese brand,” the inheritance of Eastern cultural legacies, and the lessons learned from overseas acquisitions. These issues were explored with the aid of numerous case analyses based on a solid and profound theoretical framework. The authors stress that the key factors for firms going global is to clarify strategic intention, choose an appropriate globalization path, and consistently build the organizational capability for global operations and management.



The book is highly recommended by distinguished scholars and renowned entrepreneurs alike. Writes CEIBS Baosteel Chair Professor of Economics Wu Jinglian in the book's preface: "One distinct feature of the book is that it completes a 'two-way' integration of the theory of corporations' competitiveness in management and the actual experience in the globalization of enterprises in different countries, so as to offer reasonable and well-founded answers to questions such as how enterprises can improve their global competitiveness. The answers are no doubt based on a close combination of theory and practice." Prof Wu also had high praise for the authors' successful blending of various branches of management theory and their unique approach of interpreting cases within the context of an analysis of various issues. Kudos also came from Acer founder Stan Shih: "I believe that the management knowledge and experience that Professors Arthur Yeung, Katherine Xin and others shared in the book will be of great value to Chinese enterprises destined to go global." **TheLINK**

新书发布 BOOK LAUNCH

范悦安教授、安若丽女士：《中国创业者》 *China Entrepreneur: Voices of Experience From 40 International Business Pioneers* by Prof Juan Antonio Fernandez & Laurie Underwood

为什么 今日中国已经成为全球最佳创业地之一，甚至对境外企业家而言也同样如此？另一方面，又是什么原因使得中国成为大部分外籍创业者眼中最令人困惑、最复杂、风险最高的投资地之一？

由中欧国际工商学院管理学教授范悦安 (Juan Antonio Fernandez) 与中欧国际工商学院企业关系主任兼对外关系主任安若丽 (Laurie Underwood) 合著的新书《中国创业者：来自 40 位国际创业先锋的经验之谈》(China Entrepreneur: Voices of Experience from 40 International Business Pioneers, 2009, John Wiley & Sons)，对这两个看似互相矛盾的问题做出了解答。新书发布会于 2009 年 2 月 19 日在中欧陆家嘴国际金融研究院举办，中欧执行院长佩德罗·雷诺 (Pedro Nueno) 教授出席并向在场的 60 位被访企业家及与会嘉宾致辞。包括特雷通集团创始人李曦萌 (Simon Lichtenberg) 先生、PAC 集团高管金施伟 (Gene Slusiewicz) 先生以及中国创业投资有限公司创始人白德能 (Robert Theleen) 先生在内的三位被访企业家还现身说法，生动讲述了与

本书作者分享的相关案例。

本书通过对 40 位在华成功创业的外籍商业精英的深度访问，揭示了他们在实战中所学到的经验教训，诸如诉讼纠纷、地方保护、模糊条款以及令人困惑的中国式谈判技巧等。本书摘录经典引言如下：

- 关于商务合同：“中国商人认为签署一份合同更像是建立了一种私人关系，而非商业交易。”——吴晓庄 (Marjorie Woo)，美国领导发展管理中心 (中国) 创始人
- 关于中国式谈判：“许多谈判不是在会议室达成的，而是餐厅或室外。我开始抽雪茄，只是为了在中场休息时能出去，因为这时的闲谈绝对是不容错过的。”——夏·费诺兹 (Shah Firoozi)，PAC 集团创始人

本书的每个章节包括了奇闻轶事、案例分析、经典语录和学习要点。书后附录包括了对九位商业代表的采访，他们来自于和中国经贸往来最密切的九个国家，分别是澳大利亚、巴西、欧盟、印度、日本、墨西哥、尼日利亚、南非和美国。 **TheLINK**

下图：中欧执行院长佩德罗·雷诺教授及受访企业家莅临《中国创业者》新书发布会现场。

右图：中欧管理学教授范悦安 (右)、企业关系主任兼对外主任安若丽 (中) 与特雷通集团创始人李曦萌先生及其夫人合影。





ENTREPRENEURS UNITE – CEIBS Professor of Management Juan Antonio Fernandez (right) and External Communications Director Laurie Underwood (centre) pose with Trayton Group CEO Simon Lichtenberg and his wife, one of 40 China-based entrepreneurs featured in the newly-released *CHINA ENTREPRENEUR*. Previous page: interviewees, authors, and CEIBS Executive President Pedro Nueno gather at the *CHINA ENTREPRENEUR* book launch.

Why is China today one of the best places on earth for starting a new business, even for expatriate entrepreneurs? On the other hand, what makes China one of the most confusing, complex and risky environments on earth for most foreign business startups?

Both contrasting questions are answered in the latest book by CEIBS Professor of Management Juan Antonio Fernandez and CEIBS Director of External Communications and Development Laurie Underwood. *China Entrepreneur: Voices of Experience From 40 International Business Pioneers* (2009, John Wiley & Sons) officially launched with a February 19 presentation at the CEIBS Lujiazui International Financial Research Institute. At the launch, CEIBS Executive President Pedro Nueno addressed a crowd of 60 entrepreneur interviewees and their guests,

CEIBS professors and administrators, corporate sponsors, and members of the media. Three of the featured 40 entrepreneurs in the book – Trayton Group founder Simon Lichtenberg, The PAC Group negotiation specialist Gene Slusiewicz, and ChinaVest founder Robert Theleen – presented real life case studies based on the learnings shared with the book authors.

Based on in-depth interviews with 40 expatriate business men and women who have successfully launched businesses in China, the book encapsulates nearly 500 years of work experience in the Middle Kingdom and covers the lessons learned by those who have grappled with such issues as hidden internal corruption, opaque regulations, and confusing Chinese-style negotiation tactics. Sample quotes from profiled entrepreneurs include:

- *On business contracts* – “[Chinese business people] consider sign-

ing a contract as forming a closer personal relationship, rather than conducting a business transaction,” – Marjorie Woo, founder of Leadership Management International, China

- *On Chinese-style negotiations* – “Most negotiations don’t take place in the meeting rooms but in dining rooms or outside... I started smoking cigars so that I can also go out during the smoking break... I can’t afford to miss those conversations.” – Shah Firoozi, founder of The PAC Group

Each chapter includes anecdotes, case studies, and quotes as well as a summary of key learning points. The book concludes with an Appendix showcasing interviews with 9 country representatives from China’s key trading partners: Australia, Brazil, EU, India, Japan, Mexico, Nigeria, South Africa and the United States. **TheLINK**

新书发布 NEW BOOK

言培文教授：《研究市场情报，提升战略眼光》

Prof Per Jenster Releases

Market Intelligence: Building Strategic Insight



言培文教授 Prof Per Jenster

假如您对“竞争情报”的价值已经有所了解，并且知道竞争情报在战略决策制定过程中所发挥的作用，那么您不妨读一读这本书——《市场情报：培养战略眼光》。该书由哥本哈根商学院出版社（CBS Press）出版，作者为中欧国际工商学院管理学教授言培文（Per V. Jenster）和瑞典布京理工学院副教授索伊棱（Klaus Solberg Søilen）。

研究竞争情报的群体十分广泛，通常包括：中央和地方各级政府（另称“公共情报”）；军事组织（“军事情报”）；非营利组织（“非营利组织情报”）和私营公司（“私营情报”）。不过，这些不同群体对竞争情报的研究通常不存在交集。《市场情报》一书则综合了这几种不同视角，除了理论发现，该书还补充了对管理思路极有帮助的实践内容。

正如该书封底概括的那样：“《市场情报》为经理人提供了关于市场情报及其分析的有用理念、方法和点子。”此外，该书还为读者提供了从微观及宏观层面分析组织环境的方法，从而帮助读者更好地预测未来并制定决策。 [TheLINK](#)

The value of competitive intelligence, and the role it plays in strategic decision making, is the topic addressed in *Market Intelligence: Building Strategic Insight* (2009, CBS Press) the latest book by CEIBS Professor of Management Per V. Jenster, co-authored by Blekinge Institute of Technology (Sweden) Associate Professor Klaus Solberg Søilen.

Studied by a diverse research community, competitive intelligence is an effective tool used by local, national and regional levels of government (referred to as public intelligence); the military (military intelligence); non-profit organisations (NPO intelligence) and private companies (private intelligence). However these various stakeholders rarely interact. *Market Intelligence* offers a comprehensive look at competitive intelligence from all key perspectives, offering practical applications which provide vital insight for management thinking.

Designed to provide managers with “helpful concepts, tools and ideas on market intelligence and analysis,” the book gives readers the tools needed to analyze both micro and macro factors in the organization's environment in order to better predict outcomes and help decision making.” [TheLINK](#)

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言培文教授： 《探究中国在全球葡萄酒业竞争中的地位》

Prof Per Jenster on “China’s Role in Global Competition in the Wine Industry”

中国的葡萄酒业能否像其他主要产业一样，在全球竞争中胜出？2009年1月《国际酒类行业研究》（*International Journal of Wine Research*）期刊上发表的一篇研究论文对这一问题的回答是：“怎么不能？”至少中国葡萄酒业在某些方面一定会取得成功。

中欧国际工商学院管理学教授言培文（Per V. Jenster）及美国诺威奇大学研究生院市场营销学教授达瑞尔·米特里（Darryl J. Mitry）、美国加州国立大学（圣地亚哥）市场营销学教授大卫·史密斯（David E. Smith）合作撰写了这篇论文——《中国在全球葡萄酒业竞争中的地位——新竞争者及其未来趋势》（*China’s role in global competition in the wine industry: A new contestant and future trends*），剖析了在动荡的全球经济大环境中兴起的中国葡萄酒业。作者认为，“即便葡萄酒对中国人而言并不像汽车或电子产业那么重要，中国人却依然有能力如同他们在其他产业中所取得的成就那样，在葡萄酒产业中有所表现。目前中国在钢铁、造船、铁路设备、消费电子、服装、家具、制药等多种工业和消费品生产领域占据主导地位。无处不在的‘中国制造’标签彰显了在中国在世界范围内的强大竞争实力”。

该文不仅着重分析了中国葡萄酒市场及其在全球竞争战略中所扮演的角色，而且提出了中国作为创新型、战略型生产国所面临的问题及其蕴藏的市场潜力。提出这些问题的背景在于：国际葡萄酒供应商和中国葡萄酒制造商都在最近10年内逐渐意识到了中国市场的巨大潜力。

作者指出：市场份额水平显示了中国在全球葡萄酒领域中的地位逐渐攀升，这很有可能带动该产业在中国的发展。作者认为：尽管中国的收入差距问题仍待解决，但在中国消费者选购的葡萄酒之中，“中国制造”的标签将会日益增多。 **TheLINK**

Can China’s wine industry replicate the global success the country has had in other major industries? The answer, according to a new research paper published in the January 2009 issue of the *International Journal of Wine Research*, is: “Why not?” – at least in some segments!

In “China’s role in global competition in the wine industry: A new contestant and future trends”, CEIBS Professor of Management Per Jenster and his co-authors examine China’s nascent wine industry within the context of a shifting global economic landscape. “The outcome of open competition between China and developed countries in most industries appears to be *a fait accompli*,” say the authors. “While wine may not enjoy the same priority as the auto or electronics industry for the Chinese, they certainly appear to have the ability to command respect as they have already achieved in other industries. China now dominates in steel production, ship building, railway equipment, consumer electronics, clothing, shoes, furniture, pharmaceuticals, and many other industrial and consumer products. The ubiquitous ‘Made in China’ label serves to illustrate China’s ability to challenge some rivals around the world.” The paper was a collaborative effort between Prof Jenster; Norwich University Graduate School Professor of Marketing Darryl J. Mitry; and National University (San Diego, California) Professor of Marketing David E. Smith.

The article focuses on China’s impact on the global wine market both as a creative and strategic producer and as an emerging wine market with rising potential over the past decade. The authors point out that, as China’s wine market gains importance worldwide, this will positively influence the performance of domestic wine producers. As the authors note: “An increasing number of people will choose to have a glass of wine supplied from a multitude of vineyards under a growing umbrella of ownership – and probably increasingly in Chinese custody.” **TheLINK**



梁能教授 Prof Liang Neng

梁能教授：MBA 案例的框架偏向与商学院的功过

Prof Liang Neng on “Chinese MBA Cases and Erroneous Learning From the West”

西方商学院及其旗舰产品 MBA 教育，近年来在管理学界受到了很多批评。很多人批评 MBA 学生夸夸其谈却眼高手低，长于分析却不善人事，重个人发展而轻社会责任。美国前总统顾问、领导学大师沃伦·本尼斯 (Warren Bennis) 教授总结了西方 MBA 教育的三大失败：“有效技能传授、领导力培养以及道德规范塑造的失败”。

中国在引进西方 MBA 教育的过程中是否也传染了上述常见弊病呢？中欧国际工商学院管理学教授梁能与北京大学国家发展研究院博士生林淑分析比较了中国在引进西方 MBA 教育之前和之后发表的 134 个本土 MBA 教学案例，合作撰写了《西学之误？对中国 1992、1999、2003 发表的 MBA 案例的叙事分析》一文，探讨了西方管理教育理论与教学方法对中国管理教育的影响。该文刊载于《国际管理评论》2008 年 11 月刊。

作者的研究发现，中国的管理教学模式在引进西方 MBA 教育体制后发生了基本范式的重大转变。这一转型的积极影响是强化了对管理问题的经济理性面分析，改变了长期以来中国管理者拍脑袋决策、过分倚赖直觉的经验模式；其消极影响是弱化了对企业组织的人性面、政治面以及意识形态面的关注。中国文化中的一些优秀传统，如辨证施治的整体思维方式、立

足长远的目标理念以及追求共识的群体导向，在 1992 年之前（引进西方 MBA 教育模式之前）撰写的案例中得到了相当充分的体现。然而，在 1999 至 2003 年期间撰写的案例中（引进西方模式之后），这些价值观在很大程度上被西方管理理念所替代或同化：它们过度理性化，往往对植根于社会经济政治文化体系中的复杂管理问题作纯经济的分析；以“CEO 中心论”来观察世界，将管理等同于决策，片面强调组织的战略驱动论；将股东资本主义世界观视为所有市场经济制度的普世价值。

文章指出：“许多研究表明，西方管理理论的跨文化移植必须考虑本土文化和制度环境的兼容性；过去许多国家对西方管理教育采取了‘体系全盘移植、辅以本土教学材料的零星开发’的方针，事实证明，这并不能满足本土学生的管理学习需求 (Kipping et al. 2004)”。

作者指出，有必要对全盘照搬西方 MBA 教学模式的说法重新推敲。“对中国学者以及发展中国的政策制定者而言，在向西方商学院学习了 20 多年之后，目前应当适时对西方 MBA 教学模式进行更深刻的审视，并为本土企业家和经理人开发出视角更为均衡、更能体现本土经济社会文化特点的管理理论和教学案例，从而更好地培养技能全面、领导力强、行为诚信道德的管理者”。 **TheLINK**

The Western business school and its crown jewel, MBA education, have recently been under heavy fire from management academia. Much of the attack centres on the perception that though Western MBA students' lofty ambitions are glamorous, they are often unrealised; their ability to analyze is often frustrated by their inability to network, and their emphasis on personal development stands in stark contrast with their neglect of social responsibility. Advisor to four U.S. presidents, leadership theorist Warren Bennis, identifies the three main problems of Western MBA education as its failure to "teach skills effectively, to cultivate leadership and to shape a code of ethics."

Has China – in its adoption of Western MBA education – also been affected by these shortcomings? This issue is addressed in “Erroneous Learning from the West? A Narrative Analysis of Chinese MBA Cases”, a research paper co-authored by CEIBS Professor of Management Liang Neng and Shu Lin, PhD Candidate at Peking University’s China Centre for

Economic Research. The paper was published in the November 2008 issue of *Management International Review*. An analysis of 134 case studies used in Chinese MBA programmes over the last decade forms the basis of the paper, which explores the impact that Western management education theories and teachings have had on Chinese MBA education.

The findings in the paper indicate that there has been a major paradigm shift in China's management education system following the introduc-

tion of Western MBA education. The good news is that more emphasis is now placed on the rational analysis of managerial problems, and the long-established pattern of instinctive decision-making based on experience in Chinese management has been largely corrected. However, this improvement is minimized by a decline in the amount of attention given to the human, political and symbolic dimensions of organizational reality.

Urging a re-examining of the wholesale use of Western MBA mod-

els that have not been tailored to meet local needs, the authors note: "After more than 20 years of learning from the West, it is time that scholars in China and policy makers in developing countries take a more critical look at the Western MBA model and develop for their managers more balanced management theories and teaching cases that also incorporate their own culture, and in turn contribute to the cultivation of better managers fully equipped with various skills and capable of strong leadership and integrity." **TheLINK**

许斌教授： 解析中国 出口结构 升级的原因

REPORT: Prof Xu Bin on the Sophistication of China's Exports

中国 在出口方面取得成功的内在动力是什么? 刊载于《中国经济评论》(China Economic Review) 的《外商直接投资、加工贸易和中国出口复杂度》(Foreign direct investment, processing trade, and the sophistication of China's exports) 一文对此问题做出解答。该文的网络版已于 2009 年 2 月 5 日发表。

由中欧国际工商学院经济学与金融学教授许斌博士和北京大学光华管理学院路江涌教授合撰的这篇论文, 通过分析中国各类制造业出口产品复杂度的差异, 着重研究了外商直接投资 (FDI) 和加工贸易所扮演的角色。尽管学者们普遍认同“中国出口结构正在快速升级”这一观点, 但是对于这一趋势究竟源自加工贸易、外商投资还是其他原因, 学术界仍存争议。许斌和路江涌两位教授试图通过撰写《外商直接投资、加工贸易和中国出口复杂度》一文填补该领域的研究空白。

许教授和路教授认为, 对中国出口结构升级的研究将对中国的决策者有所帮助: “我们有必要弄清楚国内人力资本是否对中国出口结构升级起了积极作用, 政府出台的有关 FDI 和加工贸易的政策是否改善了中国的出口结构从而使中国获益。因此,

研究中国出口结构升级的决定因素不仅具有学术价值, 而且具有政策价值。”

两位作者采集了外商投资企业和中国本土企业的相关数据, 并进行了详细的产业分析。他们发现: 在评估 FDI 和加工贸易对中国出口结构升级的影响时, 有必要对这两个因素进一步细分, 特别是要区分外商独资企业和合资企业, 经合组织 (OECD) 企业和港澳台企业, 以及区分外资企业和本土企业的加工出口。

许教授和路教授解释道: “我们对 2000 年至 2005 年的样本研究发现, 这一期间内中国的 FDI 明显转向外商独资企业的形式。我们评估结果是: 该转型对这一阶段中国出口结构升级起到了 63% 的推动作用。在这一样本时间段内, 加工出口——尤其是中国本土企业的加工出口——在总体出口中的比例有下降趋势; 我们的评估结果认为该趋势对这一期间的中国出口结构升级起到了 25% 的推动作用。” 作者还提到, 中国政府有关 FDI 和加工贸易的政策变化, 尤其是 2001 年中国加入世界贸易组织 (WTO) 之后的相关政策变化, 对这些趋势的形成起到了作用。他们补充道: “未来的研究应该进一步关注政策变量对中国出口结构升级的影响。”

“
It is important to know if
domestic human capital
has played a positive role
in China’s rising export
sophistication
”



许斌教授
Prof Xu Bin

What has been the driving force behind China’s success as an exporter? The answer to that often-asked question is explained in “Foreign direct investment, processing trade, and the sophistication of China’s exports”, published in the February 5, 2009 online edition of *China Economic Review*.

Penned by CEIBS Professor of Economics and Finance Xu Bin and Peking University Guanghua School of Management Professor Lu Jiangyong, the paper focuses on the role of foreign direct investment (FDI) and processing trade during an analysis of the variations in the level of export sophistication across China’s manufacturing industries. While academics generally agree that China’s export structure has rapidly shifted towards more sophisticated industries, the jury is still out on whether this trend has stemmed from processing trade and FDI. “Foreign direct investment, processing trade, and the sophistication of China’s exports” seeks to fill the gap in researching the issue which, the authors note, has generated high interest but has not been adequately studied.

Their findings, they believe, will be useful for China’s policymakers. “It is important to know if domestic human capital has played a positive role in China’s rising export sophistication, and if government policies towards FDI and processing trade have promot-

ed the upgrade of China’s export structure in ways benefitting China. Thus, research on the determinants of the sophistication of China’s exports is of both academic and policy value,” said Professors Xu and Lu.

A detailed industry-level analysis was conducted using data from foreign invested enterprises (FIEs) in Hong Kong, Macao and Taiwan, OECD countries, as well as indigenous Chinese firms. The authors’ findings underline the importance of separating FDI and processing trade when assessing their impact on the sophistication of China’s exports.

They explained: “In our sample period of 2000 to 2005, there was a pronounced compositional shift of FDI in China towards the form of WFOEs; we estimate that this shift contributed 63% to China’s rising export structure sophistication in the period. The sample period also witnessed a declining trend of the share of processing exports in total exports, especially of the processing exports of indigenous Chinese firms; we estimate that this trend contributed 25% to China’s rising export structure sophistication in the period.” They noted that changes in Chinese government policies towards FDI and processing trade, especially policy changes related to China’s WTO entry in 2001, had played a role in shaping these trends. “It would be useful for future research to investigate the effects of such policies on the sophistication of Chinese exports,” they added.