



市场营销助你走出低谷

Prof John A Quelch on
“Marketing Your Way Through
a Recession”

文 / 约翰·奎尔奇教授

种 迹象表明：经济衰退的浪潮已经迎面袭来。次贷危机的蔓延不仅打击了消费者信心，而且抑制了消费支出，尤其是一直以来美国经济赖以支撑的信贷消费在此番经济危机的浪潮中备受打击。

对公司而言，2009年的营销战略应当考虑以下八个方面：

1. 研究消费者。不要盲目削减市场调查的预算，危机当前反而更加需要了解消费者心态，获悉他们如何对经济衰退做出反应并重估商品价值。价格弹性曲线在不断变化，消费者更加倾向耐用商品并且会将更多时间用于讨价还价；消费者推迟购物或减少开支的情况屡见不鲜。前车之鉴告诉我们：消费者会更加看重深受大众信赖的品牌，这些品牌仍能成功地推出新产品；但是消费者对新品牌和新类别的兴趣会降低，“炫耀性消费”将不再流行。

2. 重视家庭价值。当经济危机的阴霾笼罩，也许我们会倾向吟诵“归田园居”。我们在看广告时会更愿意看到温馨舒适的家庭场景，而不是极限运动、探险和强悍的个人主义。无厘头玩笑和惊悚游戏不再流行。然而，贺卡、电话费以及家居装饰、家庭娱乐方面的弹性开支都不会受到影响，因为对未来的不确定感不仅让我们愿意待在家里，同时也会更多地同家人、朋友保持联络。

3. 维持营销支出。现在可不是砍掉广告的时候。研究表明：经济衰退时期增加广告投入的品牌（在竞争对手削减广告的情况下），

相比经济回暖时期，可以用更低成本达到同样的效果——提高市场份额和投资回报。知名品牌需要通过广告来说服举棋不定的消费者。由于经济危机时期在家里观看电视的消费者有所增加，广告投放的千人印象成本也随之降低。资金充足的品牌也许可以在这时与广告商签订长达几年的优惠协议。如果您迫不得已，非得减少营销开支，那么您或许可以把30秒的广告减到15秒，把电视广告转为电台广告，或者增加直销，但要尽可能保持广告频率，因为广告频率对销售的影响更加直接。

4. 调整产品组合。卖家必须对每一件产品的需求量作出重新预测，因为消费者往往会锁定物美价廉的商品，例如功能朴实的汽车。在困难时期，多功能商品相比专用产品更占优势。生产线上缺乏竞争优势的产品应该下线。在副食品行业，商店的自有品牌相比其他品牌更受青睐；B2B行业的消费者则希望产品的售价和服务的售价分开标注。噱头不再有用，消费者看重的是产品的可靠度、耐用度、安全度和性能。卖家仍然可以推出一些迎合消费者现实需求的新产品，给竞争对手造成压力。但是营销应该突出的是优越的性价比，而非企业形象。

5. 支持分销商。在充满不确定因素的时期，没有人希望周转资金因库存积压而流失。预付折扣、延长结算期和较好的退货政策可以让分销商动心。如果您的产品是未经市场验证的新产品，这些措施就更有必要了。将产品扩至低价分销渠道要尤为小心，这样做有可能破坏您与现有分销商的关系，还有可能破坏品牌形象。此时应当放弃业绩不佳的分销商，聘用被其他公

司裁掉的销售人员来升级您的营销团队。

6. 调整价格战术。顾客会货比三家寻找最优购买方案。您不一定非得降低标价，不过您也许需要提供更多的临时减价促销活动、降低商品打折的数量门槛、增加老顾客积分或是更多地改用小包装标价。在困难时期，降价比抽奖等促销活动更能吸引消费者。

7. 注重市场份额。除了少数前景良好的科技类公司，所有公司都在为市场份额奋战，甚至是进行殊死较量。如果您了解公司的成本结构，您就可以确保在削减成本和精简结构的同时将对顾客的影响降至最低。像沃尔玛和西南航空这样在同行业中地位稳固、成本结构极为合理的公司有望增加市场份额。其他公司如果资产负债情况良好，也可以通过收购较弱的竞争者来实现市场份额的增长。

8. 强调核心价值。尽管大量公司都在裁员，公司负责人仍然可以向留下的员工保证：公司已经度过了困难期；公司仍将保持原有品质；公司将有的放矢地为现有顾客提供服务而非分散精力四处撒网。这些承诺可以坚定员工的忠诚度。在经济衰退时期，财务总监的资产负债表也许会比销售总监的业绩报告更重要；管理周转资金也很可能比管理客户关系更重要。首席执行官必须考虑到这一点：成功的公司不会在经济危机时期放弃营销战略，而是调整战略。TheLINK

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By Prof John A. Quelch

The signs of an imminent recession are all around us. The spill-over from the subprime mortgage crisis is weakening both consumer confidence and the consumer spending – much of it on credit – that has been buoying the U.S. economy.

Companies should bear eight factors in mind when making their marketing plans for 2008 and 2009:

1. Research the customer. Instead of cutting the market research budget, you need to know more than ever how consumers are redefining value and responding to the recession. Price elasticity curves are changing. Consumers take more time searching for durable goods and negotiate harder at the point of sale. They are more willing to postpone purchases, trade down, or buy less. Must-have features of yesterday are today's can-live-withouts. Trusted brands are especially valued and they can still launch new products successfully, but interest in new brands and new categories fades. Conspicuous consumption becomes less prevalent.

2. Focus on family values. When economic hard times loom, we tend to retreat to our village. Look for cozy hearth-and-home family scenes in advertising to replace images of extreme sports, adventure, and rugged individualism. Zany humor and appeals on the basis of fear are out. Greeting card sales, telephone use, and discretionary spending on home furnishings and home entertainment will hold up well, as uncertainty prompts us to stay at home but also stay connected with family and friends.

Now may be the time to drop your

weaker distributors and upgrade your sales force.

3. Maintain marketing spending.

This is not the time to cut advertising. It is well documented that brands that increase advertising during a recession, when competitors are cutting back, can improve market share and return on investment at lower cost than during good economic times. Uncertain consumers need the reassurance of known brands, and more consumers at home watching television can deliver higher than expected audiences at lower cost-per-thousand impressions. Brands with deep pockets may be able to negotiate favorable advertising rates and lock them in for several years. If you have to cut marketing spending, try to maintain the frequency of advertisements by shifting from 30-second to 15-second advertisements, substituting radio for television advertising, or increasing the use of direct marketing, which gives more immediate sales impact.

4. Adjust product portfolios.

Marketers must reforecast demand for each item in their product lines as consumers trade down to models that stress good value, such as cars with fewer options. Tough times favor multi-purpose goods over specialized products, and weaker items in product lines should be pruned. In grocery-products categories, good-quality own-brands gain at the expense of national brands. Industrial customers prefer to see products and services unbundled and priced separately. Gimmicks are out; reliability, durability, safety, and performance are in. New products, especially those that address the new consumer reality and thereby put pressure on competitors, should still be introduced, but advertising should stress superior price performance, not corporate image.

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5. Support distributors. In uncertain times, no one wants to tie up working capital in excess inventories. Early-buy allowances, extended financing, and generous return policies motivate distributors to stock your full product line. This is particularly true with unproven new products. Be careful about expanding distribution to lower-priced channels; doing so can jeopardize existing relationships and your brand image. However, now may be the time to drop your weaker distributors and upgrade your sales force by recruiting those sacked by other companies.

6. Adjust pricing tactics. Customers will be shopping around for the best deals. You do not necessarily have to cut list prices, but you may need to offer more temporary price promotions, reduce thresholds for quantity discounts, extend credit to long-standing customers, and price smaller pack sizes more aggressively. In tough times, price cuts attract more consumer support than promotions such as sweepstakes and mail-in offers.

7. Stress market share. In all but a few technology categories where growth prospects are strong, companies are in a battle for market share and, in some cases, survival. Knowing your cost structure can ensure that any cuts or consolidation initiatives will save the



王建铆教授： 政府投资应坚持引导作用

Prof Wang Jianmao on
“The Exemplary Role of
Government Investment”

为 了应对金融危机以及促进发展，中央政府实施了4万亿的投资计划。2009年3月6日，国家发改委主任张平详解了中国四万亿投资的构成：其中，中央政府的投资是11800亿，有一些需要地方政府承担，还有一些可以吸收社会投资，包括企业的投资和民间的投资。

对此，中欧国际工商学院经济学教授王建铆认为：发改委关于四万亿投资的说明中，基建投资比重有所降低，保民生、调结构支出比重上升，这表明了政策偏重民生和产业升级这样的大方向。

他同时强调，不要再盲目扩大加工工业和基础原材料工业的规模。“这四万亿投资，不应该再推动新一轮的重化工业大跃进。在十大产业调整振兴规划中也包括一些基础原材料工业，但是我们应该以调整促振兴，注重提高质量而不是扩大数量。”

他认为，要特别注意加大创新的投入，以创新推动产业升级。“目前我国研发投入占GDP的比重只有1.52%，远远落后于15年科技发展规划设定的在2010年达到2%的目标”。另外他还强调，从低附加值向高附加值的产业升级对于中国经济从制造

业为主向服务业为主的转型也是必不可少的，因为如果企业没有高利润、家庭没有高收入，生产性和消费性服务业就都发展不起来。

在投资方面，他认为应坚持由市场起资源配置的基础性作用，让企业成为经济活动的主体，尽量发挥民间资金的作用。中央和地方政府的投资，应着重在一些回报率低、风险高、社会效益大的项目上起“四两拨千斤”的引导作用，可以采取贴息、保值等办法，大力引导民间资金进入。除了吸引企业资金外，也可以采取发行债券的形式吸引个人资金，考虑到促进人民币的国际化进程，甚至可以向国外投资者发行人民币债券。

最后，他强调，基础设施的投资一定要全盘考虑、长远打算，注重效率。比如铁路新线的建设要考虑到充分发挥现有线路的作用；农村沼气池等设施的修建也应充分考虑到农村城市化进程，杜绝出现使用率过低、使用期过短的浪费现象。 **TheLINK**

来源：腾讯网（记者吕卫红 特约记者赵磊）

In response to the sliding economy and the demand for continued development, the Chinese central government unveiled a RMB4 trillion stimulus package. On March 6 2009, Director of the National Development and Reform Commission Mr Zhang Ping gave a detailed analysis of the package. Investment from the central government accounts for RMB11.8 billion, some of which will be defrayed by local governments and some of which will be financed through social investment by both enterprises and individuals.

CEIBS Economics Professor Wang Jianmao shared his opinion of the stimulus plan on March 6. Excerpts of the interview follow:

Said Prof Wang: “The package has a higher percentage of investment in people’s standard of living and economic restructuring, while investment in infrastructure is decreasing.” This indicates that the central government is focusing its investments largely on projects that boost living standards and upgrade industries, he added.

Prof Wang stressed that China’s processing industry and the basic raw material industry should not be expand-

ed without a well-thought-out plan. He urged: “The stimulus package should not be used to push through another round of the ‘Great Leap Forward’ for heavy industry. Although some basic raw material industries are included in the Plan for Readjustment and Revitalization of 10 Key Industries, when developing these industries, we should focus on readjustment instead of expansion, on quality instead of quantity.”

Prof Wang also maintained that, in order to help upgrade industries, more funds should be dedicated to innovation. “At present, R&D input only takes up 1.52% of GDP, far behind the 2% goal set by the 15-Year Science and Technology Development Plan for 2010,” he said. Prof Wang stressed that upgrading from low value-added industries to high value-added ones is vital in China’s transition from a manufacture-oriented economic structure to one that is service-oriented. Only an economic climate in which businesses are profitable and household incomes are high will it be possible for the producer and consumer service industries to thrive, he said.

Turning to the issue of investment, Prof Wang said that the market should continue to play its fundamental role in resource distribution, so that business-

es will take the lead role in economic activity and private capital can be given full play. Investments – whether from the central government or from the local levels – should be exemplary, mainly going to projects that have high ROI, low risk and large social benefits, he said. Prof Wang also put forward several methods of attracting capital: subsidized interest and value guarantees would pull in non-government enterprise capital, while bonds would attract private capital. Given the ongoing internationalization of the Chinese currency, he explained, RMB bonds would also be attractive to foreign investors.

Finally, Prof Wang emphasized that there should be an effective, long-term, across-the-board plan for infrastructure investment in China. The benefits of such a plan would include: ensuring that existing rail networks are taken into consideration during the construction of new railroads; and factoring in the impact and rate of urbanization when methane pools are being built in rural areas. The goal for China, he said, is to avoid building facilities that are then only rarely used. **TheLINK**

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most money with minimum customer impact. Companies such as Wal-Mart and Southwest Airlines, with strong positions and the most productive cost structures in their industries, can expect to gain market share. Other companies with healthy balance sheets can do so by acquiring weak competitors.

8. Emphasize core values. Although most companies are making employees redundant, chief executives can cement the loyalty of those who remain by as-

suming employees that the company has survived difficult times before, maintaining quality rather than cutting corners, and servicing existing customers rather than trying to be all things to all people. CEOs must spend more time with customers and employees. Economic recession can elevate the importance of the finance director's balance sheet over the marketing manager's income statement. Managing working capital can easily dominate managing

customer relationships. CEOs must counter this. Successful companies do not abandon their marketing strategies in a recession; they adapt them. **TheLINK**

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金融家沙龙聚焦金融危机

Global Crisis Dominates CEIBS Finance Salons



美国教训：美国耶鲁大学金融学终身教授陈志武在第 12 期中欧陆家嘴金融家沙龙上为大家解读了美国金融模式及其对中国未来经济金融发展模式的启示。
LESSONS LEARNED – Yale School of Management's Finance Professor Chen Zhiwu outlined how China can learn from the successes and difficulties experienced in the U.S. in his December 7 talk on financial capitalism.

最近 四期中欧陆家嘴金融家沙龙继续聚焦愈演愈烈的全球金融危机，四位国内外金融专家学者在深入剖析金融危机根源的基础上预测了未来全球经济，特别是美国及中国经济的走势。200 多位金融机构高管及中欧校友出席了这些活动。

“美国人天生爱消费，中国人本性爱存钱”并非自然而然。2008 年 12 月 7 日，美国耶鲁大学金融学终身教授陈志武博士做客第 12 期中欧陆家嘴金融家沙龙，详细解读了美国金融市场 100 多年的发展史、美国金融模式的特点以及对未来经济金融发展模式的启示。

1880 年至 1920 年，美国经济逐渐从生产驱动转向消费驱动：经过 100 年的工业革命，规模化工业生产已趋于成熟，工业产能开始过剩，消费需求替代生产成为增长的瓶颈，一如中国目前的状况。陈教授指出，中国过去 30 年的经济发展模式

主要依靠投资和出口来推动经济增长，现在则应当转向消费驱动的增长模式。转型中的中国在很多方面，都应该继续学习美国金融市场的发展。

陈教授认为，总体而言，美国遭遇此次金融危机的原因，一方面在于借款家庭（即资金最终使用方）和出资方（美国国内和国际投资者）之间存在的委托代理链过于复杂。主要解决办法是应争取将委托代理关系链带来的利益扭曲最小化。美国金融危机的另一个重要原因是 CDS（信用违约掉期）市场过于分散，主要解决办法是推出 CDS 交易所，同时建立一个中央清算公司。

美国金融危机爆发后，有的学者断言美国金融经济模式开始走向终结，甚至提出全球化时代也将终结。而陈教授则认为，对于整个社会来说，靠金融产品支持的消费增长，不会因为这次金融危机而终结，而是肯定会继续下去。在美国过去

200 年历史中，差不多每隔十年就有一次规模不等的金融危机，但每次金融危机也成为了推进新的改革的一种动力，使美国进一步金融化、资本化的能力得到提升。他预测，奥巴马入主白宫之后，将会使美国社会的信心出现一个大跳跃，美国经济发展也会有一个转折。

此次金融危机的总体前景不容乐观，由于危机的起源是在美国金融发展模式和美元霸权主导下的高消费，所以走出危机的唯一出路就是美国人必须提高储蓄率：在 12 月 24 日的第 13 期中欧陆家嘴金融家沙龙上，中欧陆家嘴国际金融研究院副院长殷剑峰博士提出了这一观点。

关于当前的金融危机，殷剑峰博士指出，从宏观层面来看，归根到底反应了美国经济增长动力的消失。其次，消费至上的金融模式已经发展到了极致，美国居民的储蓄率已经降到无法再降的 0%。至于危机之后的复苏，殷博士认为这次危机持

Coping with the ongoing global financial crisis was the focal point for discussions during four recent Finance Salons held at the CEIBS Lujiazui International Finance Research Centre (CLFC).

The impact of the crisis on the Chinese economy was the theme of a January 12 salon featuring Committee Member of the Chinese Academy of Social Sciences (CASS) and Director of the CASS Institute of Finance Li Yang. The former member of the People's Bank of China's Monetary Policy Committee addressed the topic from four different angles including the root of the US financial crisis and its effects on the Chinese market. Prof Li was speaking at the 15th CEIBS Lujiazui Finance Salon.

During his speech, Prof Li pointed out that, among the Chinese central government's guidelines to "maintain growth, expand domestic demand and adjust the economic structure," maintaining growth is the top priority. China's economic growth relies on investments – which require the right combination of fiscal and monetary policies – rather than foreign demand or domestic consumption, he said. Prof Li also explained the detailed measures behind China's "moderately easy" monetary policy – a term covering a spectrum of financial policies from credit policies to financial reform. Finally, he warned China against taking a "great leap forward" in the area of investments.

Four days earlier, the 14th CEIBS Lujiazui Finance Salon featured Standard Chartered Bank Senior Economist and Chinese Studies Director Stephen Green. Beginning with a look at the U.S. economy, Dr Green said he expects a slow rebound in the fourth quarter of 2009 and a further rebound in 2010.

Turning to expectations for the Chinese economy in 2009, Dr Green explained why some Western economists have expressed concern that China's

high investment rate (accounting for some 42 percent of GDP in 2007) will trigger a 'hard landing' for the Chinese economy. These fears have formed, Dr Green said, because investment is very volatile in Western countries, as it is largely generated by private enterprises. In the West, investment quickly dries up once a financial or economic problem occurs, Dr Green said. In China, Dr Green believes that, although investment has slowed recently, the impact will be minimal. Why? China saves more than it invests, thus providing sufficient capital without foreign investment. In addition, Dr Green added that the Chinese government will provide the main source of domestic investment in 2009.

Despite earlier signs of growth, Dr Green expects domestic Chinese consumption to slow during the near term. According to the National Bureau of Statistics, expenditures from urban Chinese residents have been rising slightly. Although China's exports have been growing more than 10 percent per annum in recent years, Dr. Green was not optimistic about the figures for 2009. With foreign demand accounting for about 30 percent of China's national economy, a number of domestic factories are expected to face bankruptcy as foreign demand decreases. Concluding with the topic of exchange rates, Dr. Green stressed that although the RMB appreciated substantially in mid 2008, the currency is still undervalued due to China's large trade surplus.

Deputy Director of the CEIBS Lujiazui International Finance Research Centre Dr Yin Jianfeng also shared his thoughts on the financial crisis at the December 24 finance salon. Dr Yin discussed the reasons for America's low savings rate, then explained changes in the U.S. financial model, the evolution of the U.S. dollar credit creation mechanism, and the origins and future of the crisis. "From the macro perspective, the current financial crisis reflects the disappearance of U.S. economic

续时间会比较长。当然，也有一些有利的因素，如各国迅速启动的货币、财政政策，全球化背景下各国的相互协调等等。

最后，殷博士指出，美元的信用创造机制目前也暂时性地崩溃了。未来的根本出路就是改革国际货币体系。但中国还是要学习美国的金融模式，以此形成以消费为主导的经济发展新格局，并推动人民币的国际化。

2009年1月8日，渣打银行高级经济学家、中国研究部主管王志浩（Stephen Green）博士做客第14期中欧陆家嘴金融家沙龙，预测2009年中国的GDP增长将在6.8%左右。

王志浩博士首先分析了当前的美国经济形势。他指出，美国经济已经陷入衰退，2009年第四季度可能会有一个缓慢的反弹，2010年会有进一步反弹。但总体而言，美国这次金融危机比历史上任何一次金融危机都要严重。

针对中国的宏观经济走势，王志浩博士认为，2009年中国的GDP增长预计在6.8%左右，2008年的GDP增长大约为9.5%。其中，投资是最主要的一个拉动因素；只有政府的支出会增加，中国政府在2009年将会成为最重要的投资者。

消费方面，王志浩博士认为2009年中国的消费不会再有强劲的增长。统计局发布的城镇居民收入和支出实际增长率显示，中国居民的支出增长速度已经大幅下降。出

口方面，2008年中国的出口尽管受到了一些冲击，但还是有10~12%的实际增长。但估计2009年出口前景比较悲观。在2009~2010年，中国的净出口会变成负增长。中国经济目前70%依靠国内需求，而30%依赖其他国家的需求，出口占经济增长的比例非常高，所以外部需求一旦发生问题，中国将会有许多工厂倒闭。

最后，王志浩博士分析了人民币的汇率问题。他指出，人民币的“有效汇率”，即人民币兑英镑、日元、美元等所有货币的平均值，从2005年汇改起，基本上没有什么变动。直到2008年中的时候，人民币的有效汇率才开始大幅度升值，目前已处于近20年最高水平。但是，鉴于中国还是有巨额的贸易顺差，人民币目前依然被低估，但尚且无法确定人民币具体需要升值多少。

此次美国金融危机为上世纪大萧条以来仅见，目前，危机开始进入“洗牌”阶段，由于金融危机和实体经济危机交织，全球经济恢复可能需要很长时间。2009年1月12日下午，中国社会科学院学部委员、中国社会科学院金融研究所所长李扬教授做客第15期中欧陆家嘴金融家沙龙，分享了他对于美国金融危机及其对中国经济影响的见解。

李扬教授分析了美国金融危机对中国的经常项目、资本项目、外汇储备的影响，认为金融机构境外资产损失有限，国际大宗商品价格下跌利弊互见。在危机对中国国内经济的影响方面，李扬教授指出目前中国出现了城镇固定投资只有名义增长且增长缓慢、房屋销售价格急跌、CPI和PPI下行、电力生产和消费增速下降、税收增速下降等令人担忧的现象。

李扬教授指出，2008年中央经济工作会议确定了“保增长、扩内需、调结构”的总方针，其中，保增长成为第一要务。中国经济增长难以依赖外需和国内消费，保持中国经济增长仍然依靠投资，但启动投资需要财政政策和货币政策配合，需要贯彻落实科学发展观，特别注意把“调结构”融入“保增长”措施之中，把促进就业放在优先的位置，处理好金融创新和风险防范的关系。

关于适度宽松的货币政策，李扬教授从宏观措施、信贷政策、稳定发展资本市场、保险、鼓励金融创新、改进外汇管理、加快金融服务业现代化、加强财税政策与金融政策的配合、深化改革和防范风险等九个方面进行了论述。 **TheLINK**

金融头脑风暴：李扬教授分享了他对美国金融危机及其对中国经济影响的见解。

MEETING OF FINANCE MINDS – Prof. Li Yang addresses guests during a talk on the root of the US financial crisis and its effects on the Chinese market.





左起：李扬、王志浩 (Stephen Green)、殷剑锋 From left: Li Yang, Stephen Green and Yin Jianfeng

growth power,” said Dr Yin.

Noting several positive spinoffs from the financial crisis, Dr Yin stressed the implementation of better monetary and fiscal policies and improved cooperation among leading countries in the finance sector. Predicting that the current economic slump will continue in the near term due to the high consumption rate resulting from the U.S. financial development model, Dr Yin said the only way to address the problem is to increase the U.S. savings rate.

Concluding by pointing to the temporary collapse of the U.S. credit creation mechanism, Dr Yin argued that the best solution is international monetary reform. He said China should push for the internationalization of the RMB, but recognized that this would be a daunting challenge given the need to reform the current financial system. Although China has generally viewed the U.S. financial model negatively, he urged Chinese policymakers to learn from the U.S. experience in creating a new consumption-led economic structure.

“The Past and Future of American Financial Capitalism” was the topic explored by Yale School of Management Finance Professor Chen Zhiwu when he addressed the 12th CEIBS Lujiazui Finance Salon on December 7. Prof Chen outlined the historical development of the U.S. financial market, the features of its financial system, as well as the lessons and experiences for China today.

According to Prof Chen, the source of the financial crisis is the complicated relationship between the money borrowers (U.S. households) and the money lenders (U.S. and international investors). The solution rests in simplifying these relationships through better designed products, he suggested.

Another key reason behind the financial crisis, he added, is the lack of regulation for the Credit Default Swap (CDS) market. Thus, Prof Chen called for the establishment of a CDS exchange – a central clearinghouse that would facilitate risk evaluation for CDS.

Dr Chen cautioned against assuming that the current financial crisis signals the end of the U.S. financial model. According to the professor, despite the challenges being faced by Americans, China has much to learn from the U.S. in terms of financial market development. Facing enormous pressure to transform its economy from “investment and export driven” to “consumption driven”, China could benefit from studying the financial development of the U.S. over the past century, he said.

In closing, Prof Chen expressed confidence in the adaptability and vitality of the American financial system. The U.S., he explained, suffers a financial crisis almost every 10 years and each crisis becomes the momentum for the reformation and improvement of the country's financial system. The current crisis will not be an exception, he said.

The four CEIBS Lujiazui Finance Salons attracted more than 200 attendees comprised of CEIBS alumni and business executives. **TheLINK**



培育精英: 3月6日, 中欧副院长兼中方教务长张维炯教授与熙可集团 CEO 朱演铭先生握手祝贺双方就设立熙可领导力发展基金达成协议, 该基金主要用于资助领导力发展项目和 2009 级 MBA 学生。

DEVELOPING LEADERS – A congratulatory handshake between CEIBS Vice President and Co-Dean Zhang Weijiong and CHIC Group CEO Edward Zhu on March 6 launched the new CHIC Group Leadership Development Fund, which offers tuition scholarships to CEIBS MBA students.

熙可与中欧签署熙可领导力发展基金协议

2009年3月6日, 中欧国际工商学院与熙可集团就设立熙可领导力发展基金达成协议。该基金面向2009年入学的中欧全职MBA学生, 主要用于资助领导力发展项目和2009级MBA学生。

该基金限两个名额, 截至3月初, 已有超过30名学生提交了申请。基金获益人将获得熙可资助的全额学费, 并在毕业后获得由熙可提供的工作机会, 同时还将会参加熙可在职领导力发展项目。熙可集团曾在去年向中欧捐赠了100万元用于资助学院的发展。今年, 熙可又在中欧设立了这一领导力发展基金, 这充分体现了公司专注于人才培养与发展的策略。

在签字仪式上, 中欧国际工商学院副院长兼中方教务长张维炯教授发表了欢迎辞。他高度评价了熙可集团CEO朱演铭先生富有远见的战略眼光以及对于中欧教育工作的不断支持。他同时指出, 在这个全球经济低迷的环境下, 熙可仍然坚持投资教育、投资人才的举动是值得敬佩的, 这也显示了熙可公司在商业营运上取得的骄人成绩。

随后, 朱演铭先生发表了演讲, 赞扬了中欧与熙可双赢的合作关系, 并且向张维炯教授以及中欧的教师队伍表达了衷心

的感谢, 感谢他们在过去几年来为熙可的人才发展提供了极富价值的帮助。与此同时, 他相信今后熙可与中欧的合作关系将更加紧密并富有成效。

签字仪式结束后, 双方进行了深入会谈, 对于未来合作项目的可能性充分交换了意见。2008级学生代表龚澜说: “熙可领导力发展基金不仅为学生们提供了学习资金, 更提供了学习公司管理的实践机会, 这对我们来说是一个非常难得的机会。”



CHIC GROUP ESTABLISHES LEADERSHIP DEVELOPMENT FUND

CEIBS and CHIC Group signed an agreement on March 6 establishing the CHIC Group's 2009 Leadership Development Programme Fund for CEIBS MBA students. The fund is a sponsored leadership programme offering two openings for full-time CEIBS MBA students. More than 30 students rushed to submit applications for the fund, which provides selected MBA students with full tuition scholarships plus the opportunity to join the CHIC Group after graduation

In 2008, the CHIC Group contributed RMB1 million to the CEIBS' Education Development Foundation to help finance the school's operations. The establishment of the new CHIC Group LDP Fund further illustrates the group's commitment to talent development.

During the Signing Ceremony, CEIBS Vice President and Co-Dean Zhang Weijiong thanked CHIC Group CEO Edward Zhu for his vision and strategy in continually emphasizing talent development and for strongly supporting CEIBS' academic efforts. Prof Zhang also mentioned that CHIC's sponsorship displays the group's steadfast focus on human resource development, as well as its excellent financial performance despite the global economic downturn.

Mr Zhu next took to the podium to praise the synergistic relationship between CHIC Group and CEIBS. He thanked Prof Zhang and the faculty of CEIBS for their contribution to leadership development at the CHIC Group. In closing, CEIBS MBA Programme Academic Director Lydia Price introduced the CEIBS MBA programme and students, and stated her confidence in the success of the new programme.

The Signing Ceremony concluded with a discussion between CHIC Group and CEIBS on future partnership projects. Summing up the ap-



左: IBM 全球市场营销副总裁凯瑟琳·怀特女士
右: 中欧市场营销学教授弗沃德



Left: IBM Global Marketing VP Kathryn White
Right: CEIBS Professor of Marketing & Strategy
Waldemar Pfoertsch



SMART MARKETING IN A DOWNTURN

CEIBS and IBM joined forces on March 4 to host a half-day seminar, at the CEIBS Lujiazui International Financial Research Centre, entitled "Smart Marketing in a Downturn". The event opened with a presentation by CEIBS Professor of Marketing & Strategy Waldemar Pfoertsch entitled "Thoughts in the Midst of the Global Tsunami." Prof Pfoertsch pointed to companies that are now using the downturn period to strengthen their business model. He highlighted the example of Alibaba founder Jack Ma, who visited the US in February to recruit 5000 high-tech professionals. Prof Pfoertsch warned against common "downturn mistakes" including: cutting spending across-the-board, damaging employee morale, ending employee training and development, nixing product development, and especially slashing prices. Instead, he advised companies to take such protective measures as: developing an Early Warning System for economic trouble, and constructing key scenarios and strategic options. For those considering investing during the downturn, he advised first ensuring that your company has the "skill," the "will," and the "till." In short, he advised the audience "Don't waste a crisis."

"Smart Marketing in the New Economic Environment" was the topic for the presentation by IBM Worldwide Vice President of Marketing Ms Kathryn White. Focusing on the need to use the correct "message, model and mix," Ms White stressed that the current environment involves fast change. "Who will lead in your industry? Will it be you?" she asked the audience, adding that: "Innovation is mandatory in these times." Turning to IBM's experience in the downturn, she commented that the company is now replacing the traditional advertising "mix" of TV, print media, and events, with more creative strategies such as "pay per results," as well as more use of online, alternative and emerging medium. "We must resonate with the new economy," said Ms White, detailing new web-

preciation of CEIBS to CHIC Group, CEIBS MBA 2008 student representative Angela Gong, said: "The CHIC LDP Fund not only offers financial support, but also provides precious opportunity to enhance management skills."

巧妙营销，应对衰退

2009年3月4日，中欧国际工商学院和IBM公司在中欧陆家嘴国际金融研究院联合举办了题为“巧妙营销，应对衰退”的研讨会。此次活动历时半天，开场演讲为中欧市场营销学教授弗沃德(Waldemar A. Pfoertsch)关于“全球金融海啸中的思考”。弗沃德教授例举了在眼下经济衰退之时增强自身商业运作模式的公司。他特别提到，阿里巴巴创建者马云于今年2月远赴硅谷招揽IT精英。弗沃德教授提醒大家不要犯“经济衰退期的常见错误”：全面裁减开支、使员工士气受挫、终止员工培训、冻结产品研发以及大幅降价。他建议公司采取一些防御性措施，比如：开发针对经济问题的“预警系统”并确立主要战略规划和战略选择。他还建议那些考虑在经济衰退期进行投资的公司首先要确保公司本身具备足够的“能力”、“意志力”和“财力”。简而言之，他建议大家“不要浪费危机”。

IBM全球(市场营销)副总裁凯瑟琳·怀特(Kathryn White)女士就“新经济环境

下的巧妙营销”为题，集中讨论了如何正确利用“讯息、模式与组合”。怀特女士强调，当前的环境变化很快。她向听众席发问：“谁将引领你的行业？是你吗？”她接着说道：“在这种情况下必须创新。”当话题转向IBM在经济衰退期的作为时，怀特女士提到：公司目前开始摒弃传统意义上结合电视、平面媒体和举办活动的“组合”广告战略，而是采用了更具创造性的营销战略，诸如更多使用网络和新兴媒体，还包括“按每次结果付费”。怀特女士详细解释了公司如何利用新型的互联网服务，通过博客“听取”顾客的意见并做出回应。她说：“我们必须与新经济合拍。”

罗门哈斯公司副总裁何儒仕(Bruce Hoechner)先生做了题为“成功度过产业周期”的演讲。他以自己12年来在亚洲积累的经验，建议与会者制定“蓝图”或“路线图”以引导团队走出困境。何儒仕先生强调在危机期间树立“迫切感、合作意识乃至兴奋度”。至于其他的企业生存之道，何儒仕先生奉劝大家不要裁减销售人员；另外，与其减少行政工作，不如把面对面的会议改成虚拟会议、把年度业绩审查改为月度或周度。

活动最终在热烈的小组讨论中收尾，与会者彼此交流了各自对“巧妙营销、应对危机”的心得体会。

based services that allow companies to “listen in” and respond to customers via blogs.

In his talk on “Managing Through Industrial Cycles,” Rohm & Haas Corporate Vice President Bruce Hoechner drew upon his 12 years of experience in Asia to advise attendees to create a “blueprint” or “roadmap” to guide operations through difficult times. Other street-tested advice included: get close to your customer, understand their behaviour; focus on 3 to 5 initiatives, then communicate the plan. Mr Hoechner emphasized the need to create a sense of “urgency, alignment and even excitement” during the crisis. Among his other survival tips, Hoechner advised against cutting sales forces but suggested instead cuts to their administrative work, shifts from face to face to virtual meetings, and changes from yearly to monthly or weekly performance reviews.

The event concluded with a lively workshop in which attendees shared their learnings on smart strategies for the current downturn

中欧教授与拜耳“展望 2015”

2009 年 3 月 3 日，拜耳（中国）与中欧国际工商学院在位于上海的拜耳总部联合举办了题为“展望 2015”的专题讲座。中欧副教授长、飞利浦人力资源管理教授杨国安（Arthur Yeung）就中国未来几年内的人才招聘、保留与发展给出了专业预见。该预见基于这样一个预测：到 2015 年，中国将在全球市场上发挥更为重要的决策性作用。杨教授还提出了三项具体的近期预测：中国仍需要大量训练有素的国际化人才；公司应当在中国市场上建立更多的技术研发中心，从而有效利用大量相对低成本、高技能的员工（这是目前许多中国公司的趋势）；中国很快会迎来更多海外归国人员和技能娴熟的退休人员参加工作。

中欧经济学教授王建翎演讲的基本主题是：中国经济发展必须进行制度改革。王教授的乐观态度让大家松了一口气：他预测中国年度 GDP 增长率将在 2011 年回升至“趋势水平”，即 9% 到 9.5% 之间——特别是如果我国在城市化、扩大内需和创新这几个重点领域获得成功的话。王教授指出：昔日以破坏环境为代价的“捞快钱”



展望未来：3 月 3 日，中欧教务长兼副院长郭理默教授为拜耳高管做了题为“展望 2015”的专题讲座。

LOOKING AHEAD – CEIBS Dean Rolf D Cremer addressed Bayer executives at the March 3 “Outlook 2015” briefing.

方式以及劳动力、资本、土地等资源的过度低廉现象将在中国消失。未来几年内的投资优惠政策将主要面向知识密集型产业和“绿色”产业，尤其是中国内地欠发达地区。王教授总结道：他预计 21 世纪将成为全世界“发展的世纪”。

出席此次讲座的有：拜耳（中国）总裁科尼希（Micheal Koenig）博士、首席财务官康鹏思（Ernst Coppens）、法务总监朱丽仙（Celina Chew）、企业公关传媒总裁唐少瑰（Sharon Tang）、人力资源总监归梅萍（Cathy Gui）以及总裁助理顾蕾（Magali Collet）。



CEIBS PROFESSORS BRIEF BAYER CHINA ON “OUTLOOK 2015”

Bayer and CEIBS co-organized an exclusive briefing entitled “Outlook 2015” at the Bayer headquarters in Shanghai on March 3. In his presentation, Associate Dean and Human Resource Management Professor Arthur Yeung shared his expert predictions for China’s talent recruitment, retention and development in the near term, premised by the underlying expectation that China will play a more strategic role in the world market by 2015. Prof Yeung offered three specific near-term predictions: that demand for highly sophisticated and globally oriented talent will

remain strong in China; that corporations should fully leverage China’s abundant supply of relatively low-cost, highly skilled knowledge workers by increasing innovation and technical centres in the China market (a trend currently used by many Chinese corporations); and that China will soon see an increased supply of overseas returnees and skilled retirees in the workforce.

The need for institutional reforms in China’s economic development was the underlying theme of the talk by CEIBS Economics Professor Wang Jianmao. Offering a breath of optimism, he predicted that China’s annual GDP growth-rate would return to the “trend level” between 9 and 9.5 percent by 2011, especially if the nation successfully focuses on urbanization, domestic consumption and innovation. Prof Wang argued that the days of easy money and overly-cheap labour, capital, land, and resources – at the expense of environmental protection – are ending in China. Investment incentives in the near-term will focus more on knowledge-intensive and “green” sectors, with an emphasis on underdeveloped regions of interior China. In conclusion, he predicted that the 21st century will become the “Century of Development” for the world. Attending the briefing were Head of Bayer China Dr Micheal Koenig, as well as Bayer China’s Chief Financial Officer Ernst Coppens, Head of Legal Celina Chew, Head of Communications Sharon Tang, Head of Human Resources Cathy Gui, and Assistant to Head of Bayer China Magali Collet.

言培文教授为 GE 高管解说“经济低潮期的管理”

2009年3月4日，中欧国际工商学院管理学教授言培文(Per Jenster)带领通用电气(GE)“中国客户管理项目”的成员们热烈讨论了当前经济危机下公司管理的注意事项。此次活动在浦东 GE 培训中心举行。

中欧副院长兼中方教务长张维炯教授以及 GE (亚洲) 首席教育官戴一楠(Nina Danfort)女士为全体学员做了开幕发言。50余位 GE 的中国客户公司高管聚集一堂，畅谈各自在当今艰难商业环境中的商业战略与管理措施。

在与学员分享了有关“经济低潮期的管理”的专业意见后，言培文教授敦促公司对其当务之急进行重新考量，尽快适应新环境并采取新的管理战略。乐观来看，他指出，此次衰退也为公司交易带来了更多机遇，尤其是一些对手公司的实力已被削弱。许多企业在盈利未果后，最终关闭或闲置了自身的核心业务。这也为那些在经济衰退期深谋远虑、追求均衡发展的企业提供了机会。言培文教授鼓励公司继续投资发展其核心优势，例如生产创新及客户服务。在经济衰退期间，继续为员工提供培训的企业会比忽视培训的企业更具竞争优势；继续秉承客户至上理念的企业将赢得更多的尊重和顾客忠诚度。另一个秘诀是，在试图通过降低成本获取利润增长时，切忌因走捷径而损害公司长期的持续发展。

保留高素质员工也是一个优先事项，言培文教授指出，无论你是像往常一样开拓业务，还是进行针对性结构调整，关键要确保留住重要人才。

最后，言培文教授建议公司对并购进行“战略思考”。经济衰退可能导致不良资产出售的增加，如今公司应评估其整体投资组合以及目前的收购和剥离战略。



PROFESSOR PER JENSTER PRESENTS TO GE ON MANAGING IN A DOWNTURN

CEIBS Professor of Strategic Management Per Jenster led a hot discussion on management do's and don'ts during the current economic crisis as part of GE's "China Customer Executive Program." The March 4 event was held at GE China Learning Center in Pudong.

CEIBS Vice-President and Co-Dean Zhang Weijiong, together with GE Asia's Corporate Learning Officer Ms Nina Danfort opened the floor on the first day of the programme, in which more than 50 senior executives among GE's China-based clients gathered to share business strategies and practices in the current tough business environment.

In sharing his expert recommendations for "Managing in a Downturn," Prof Jenster urged corporations to "reset" their priorities to adapt to

the new reality and to adopt new management strategies. The up-side to a recession, he stressed, includes more opportunities for deal-making, especially as some players weaken. Many companies either hunker down or stray outside their core business in a desperate bid for growth, creating openings for companies willing to pursue thoughtful and balanced recession strategies. The professor advised companies to keep investing in their core competencies, such as product innovation and customer service. Organizations which invest in upgrading their employee skills during a downturn are more likely to gain a competitive edge than those which neglect this area. Through a downturn, businesses that continue to support customers as their priority will gain respect and customer loyalty. Another tip: when striving to improve profits by cutting costs, be careful not to take short-cuts that damage the long-term health of the business.

Retention of quality employees should also be a priority, Prof Jenster argued. Whether you are struggling to deliver business as usual or managing a targeted restructuring, a vital first step is to identify the critical talent that cannot be lost.

Finally, the professor advised companies to "think strategically" about possible M&As. The recession may cause an increase in distressed assets for sale. Now is the time for companies to evaluate their overall portfolio and assess their current acquisition and divestiture strategy.

危机宝典：3月4日，言培文教授(中)与通用电气“中国客户管理项目”的成员们分享了他对当前经济危机下公司管理的意见。
DOWNTURN DO'S & DON'TS – CEIBS Prof of Strategic Management Per Jenster (centre) presented tips to GE executive customers on March 4.



中欧教育发展基金会 - 企业赞助伙伴

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

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

中欧教席捐赠基金



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上海市
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CEIBS FOUNDATION - CORPORATE SPONSOR PARTNERS

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

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

CEIBS Chair Endowment Fund



CEIBS Campus Fund



CEIBS Development Fund



CEIBS Scholarship Fund



CEIBS Research Fund



约翰·奎尔奇博士担任中欧管理学客座教授

CEIBS Welcomes Dr John A. Quelch, La Caixa Visiting Professor of International Management

2009年1月1日, 哈佛商学院资深副院长、国际知名营销学教授兼畅销书作家约翰·奎尔奇(John A. Quelch)博士正式加盟中欧国际工商学院, 担任 La Caixa 国际管理学客座教授兼学术委员会主席。同时, 他仍继续担任哈佛商学院 Lincoln Filene 工商管理学教授。

在1998年至2001年间, 奎尔奇教授曾出任伦敦商学院院长。在此之前, 他在哈佛商学院担任 Sebastian S. Kresge 营销学教授兼营销学系联合系主任。奎尔奇教授的主要研究领域包括: 品牌与品牌经营、全球化、国际市场营销及社会企业等。

对于邀请奎尔奇教授担任客座教授, 中欧院长佩德罗·雷诺教授表示: “奎尔奇教授是堪称我院青年教授表率之学界翘楚。无论是传道授业还是学术造诣, 无论



是推动商学院抑或商界的发展, 奎尔奇教授均做出了卓越贡献。”

奎尔奇教授在首次到访中欧期间, 分别就“奥巴马竞选中的营销制胜之道”和“如何打造全球品牌”为全体师生、校友及媒体做了精彩演讲。(详见“要闻”部分)

在哈佛商学院执教的20年中, 奎尔奇教授的案例分析已售出270余万份, 在哈佛历史上位列第三。1995年, 他发行

了第一部哈佛商学院互动教学光盘。1999年, 他设计并制作了一个关于营销管理的系列广播节目, 共12集, 每集1小时。他在“哈佛商学院在线”网站上开设的博客(“营销窍门”, Marketing Know: How), 已结集成册, 由哈佛商学院出版社和 BusinessWeek.com 合作出版, 现已有中文与越南语版本。

奎尔奇教授在国际市场营销、新兴及成熟市场的品牌研究方面造诣颇深。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。奎尔奇教授关于营销策略的文章发表在《哈佛商业评论》、《麦肯锡季刊》和《斯隆管理评论》等多本世界一流管理期刊上。(详询 <http://www.ceibs.edu/faculty>)

Andre Wierdsma 博士担任中欧组织与管理学教授

Management and Organization Prof Andre Wierdsma Joins CEIBS

2009年1月1日, 荷兰奈耶罗德商业大学组织与共同创造学教授 André Wierdsma 博士正式加盟中欧国际工商学院, 担任组织与管理学教授。

Wierdsma 教授与中欧有着深厚的渊源。1986年, 他是第一批加入中欧管理中心(中欧国际工商学院前身)的教授。从1991年起, Wierdsma 教授开始在中欧管理中心教授高层管理课程。

Wierdsma 教授毕业于荷兰奈耶罗德商业大学工商管理系。在飞利浦公司工作两年后, 他在荷兰阿姆斯特丹自由大学教授组织与临床心理学。1978年以来, 他一直在荷兰奈耶罗德商业大学工作, 是奈耶罗德商业大学执行管理发展中心(EMDC)的联合创始人之一, 曾担任EMBA项目主任(1986~1993年)和公司内训项目主

任(1993~2002年)。目前, Wierdsma 教授担任奈耶罗德商业大学高级管理项目(AMP)主任。

Wierdsma 博士的教学与研究重点集中在组织变革、组织动态学、复杂决策的制定、跨文化沟通、界面管理及领导力等方面。

Wierdsma 博士是获奖畅销书《如何成为学习型组织》(1990)的合撰者。他的博士论文《变革共建》(1999年)曾被荷兰组织咨询师协会提名为“年度最佳图书”。他最新的出版物有:《领导变革共建》(2001年)与《组织学习》(2002年)。

Wierdsma 博士曾在全球10个国家开设并教授执行发展课程, 在此方面有着丰富的经验。他合作过的公司包括: 荷兰银行(ABN-AMRO)、荷兰全球人寿保险国



际公司(Aegon)、Digital公司、DHV咨询公司、敦豪(DHL)、帝斯曼(DSM)、荷兰铁路(Dutch Railways)、德勤(Deloitte)、美国ETEC公司(Etec)、安永(Ernst & Young)、Fortis银行、毕马威(KPMG)、IBM公司、安泰(ING)、PTT电信公司(PTT-Telecom)、飞利浦(Philips)、壳牌(Shell)、西门子(Siemens)、施耐德(Schneider)等。

Harvard Business School Sr. Associate Dean, world-renowned author and professor of Marketing John A. Quelch joined the CEIBS faculty on January 1, 2009. Prof. Quelch is the "La Caixa Visiting Professor of International Management and Chairman of the Academic Council" at CEIBS. He will also continue to serve as Lincoln Filene Professor of Business Administration at HBS.

Prof Quelch was Dean of London Business School from 1998 to 2001. Prior to 1998, he was the Sebastian S. Kresge Professor of Marketing and Co-Chair of the Marketing Unit at HBS. Prof Quelch's key areas of research are: brands and branding, globalization, international marketing and social enterprise.

Commenting on the appointment of Prof Quelch, CEIBS Executive President Pedro Nueno said: "Professor

Quelch has long been one of the leading academic role models whom I urge young professors to emulate. During his impressive career, he has made a balanced contribution: classroom knowledge, business school development, real business world, international perspective, and a generous contribution to society."

During his first visit to CEIBS since assuming his new post, Prof Quelch delivered two presentations to students, media, and alumni, speaking on "The Marketing of a President" and "Global Branding."

During his 20 years at HBS, Prof Quelch has seen his case studies sell more than 2.7 million copies, third highest in Harvard history. In 1995, he developed the first HBS interactive CD-ROM exercise (on Intel's advertising budgeting process). In 1999, he developed and presented a

series of 12 hour-long programmes on Marketing Management for the Public Broadcasting System. His *Marketing Know:How* blog, published by HBS Publishing and syndicated through BusinessWeek.com, is now available in Chinese and Vietnamese.

Professor Quelch's areas of research focus include global marketing and branding in emerging, as well as developed, markets. He is the author, co-author or editor of 25 books, including *Greater Good: How Good Marketing Makes for Better Democracy* (2008), *Business Solutions for the Global Poor: Creating Social and Economic Value* (2007), and *The New Global Brands* (2006). His articles on marketing strategy have been published in *Harvard Business Review*, *McKinsey Quarterly*, *Sloan Management Review*, and others. (For full bio, please see www.ceibs.edu/faculty.)

Dr André Wierdsma, Professor in Organizing and Co-creating at Nyenrode Business Universiteit, was appointed Professor in Management and Organization at CEIBS effective January 1, 2009.

Prof Wierdsma's history with CEIBS dates back to 1986, when he joined the first group of faculty who taught at the China Europe Management Institute (CEMI), the forerunner of CEIBS. Prior to his work in China, Prof Wierdsma studied business studies at Nyenrode, and after two years at Philips, taught Organization and Clinical Psychology at the Vrije Universiteit in Amsterdam where he graduated cum laude. Since 1978, he has worked at Universiteit Nyenrode and in addition to being one

of the founders of the Executive and Management Development Centre (EMDC), he has also been Programme Director of the Nyenrode Executive MBA (Nemba 1986-1993); and Director In-company Programmes (1993-2002). He is currently Nyenrode's Programme Director for the Advanced Management Programme (AMP).

Prof Wierdsma teaches in the fields of Management and Organization with a focus on organizational dynamics. His areas of expertise and publications are: the learning organization, management of change, complex decision-making and group dynamics, interdepartmental cooperation and leadership.

Dr Wierdsma is co-author of *Becoming a Learning Organization*

(1990). His PhD. thesis *Co-creation of Change* (1999) was nominated as 'Best Book of the Year' by the Dutch Association of Organizational Consultants. His latest books are: *Leading Co-creation of Change* (2001) and *Organizing for Learning* (2002).

Dr Wierdsma has extensive experience in designing and teaching executive development programmes in 10 countries worldwide. His client companies include ABN-AMRO, Aegon, Digital, Danzas, DHV consultants, DHL, DSM, Dutch Railways, Digital, Deloitte, Ecadi, Etec, Ernst & Young, Fortis, KPMG, IBM, ING, PTT-Telecom, Philips, Randstad, Shell, Siemens, Schneider, VVAA, Vitens and others.

如何令中间力量 优化为中坚力量?

重视中层培养，从中欧“管理发展课程”开始

管理发展课程

2009年5月开课(模块制)·上海
2009年9月开课(模块制)·北京

坚

中间力量

企业要致胜商场，落实战略规划，达成预期目标，需要整个中高层管理团队的密切配合与共同努力。作为企业的中间力量，中层管理队伍是否与企业高层有相通的思维方式和知识基础，决定了他们能否完全领悟企业高层的战略意图，能否从全局利益出发来思考日常的管理问题，从而积极配合高层制定并贯彻执行相关决策。

课程内容

本课程为模块制，每个模块为期5天，涵盖2个管理主题，共3个模块，确保学员在最短的时间内对管理的各个主要领域有所了解与学习。

- 有效的人员管理
- 管理会计
- 财务信息解读
- 运营管理概略
- 战略思维模式
- 市场营销精要

在三个模块之间，我们引进明茨伯格首创的国际实践管理教育的先进管理教育理念，设计和安排了一系列体现本课程实践性的学习活动。

详情请洽：

王女士 电话：021-2890 5238 / 138 1805 9653 传真：021-2890 5183
张女士 电话：021-2890 5231 传真：021-2890 5183 电邮：wdanney@ceibs.edu

对象

课程招生对象为企业中具有3年以上管理经验的中层管理人员，他们在各自的管理职能领域表现卓越，显示出很强的管理潜能，并被企业认定为将被赋予更多领导责任的明日之星。

受益

学员受益：参加课程的学员将：

- 学习除了目前所担任的职责以外的管理领域，为未来的职业发展打下坚实的基础
- 全面认识公司运营机制，更好地理解并执行公司的政策与战略
- 培养全局观，更全面地考虑与处理日常复杂问题，更有效地与各部门进行沟通
- 挖掘并激发个人的管理与领导潜能，在短时间内，个人管理能力得到全面而快速的提升

企业受益：本课程将帮助企业在规定时间内将中间力量提升为中坚力量，完成人才第二梯队的建设与完善工作，从而促进企业在快速提升整体运营绩效与执行力的同时为实现长期的战略发展规划打下必要的基础。

中欧同时提供为公司量身定制的公司特设课程，
详情请查询网站www.ceibs.edu/csp

丁远教授应邀加盟《会计学与公共政策杂志》编委会

Prof Ding Yuan Joins *JAPP* Editorial Board

2009年1月，中欧国际工商学院会计学教授丁远博士应邀成为《会计学与公共政策杂志》编委会成员之一，该杂志是国际会计学界公认的十大权威期刊之一。

丁远教授研究成果丰富，论文广泛发表于《会计、组织与社会》、《企业创业杂志》与《国际管理评论》等主流学术刊物。2008年，权威学术期刊《公司治理》为丁远教授与张华讲师的合著论文《盈余管理：中国私营与国营上市公司的对比》颁发了2007年度“最佳论文奖”。

CEIBS Professor of Accounting Dr. Ding Yuan accepted an invitation in January to join the editorial board of the *Journal of Accounting and Public Policy (JAPP)*, considered one of the world's top ten accounting journals.

A prolific author, Prof Ding has been published in influential academic journals including *Accounting Organizations and Society*, *Journal of Business Venturing* and *Management International Review*. In 2008, the prestigious *Corporate Governance: An International Review* awarded Prof Ding and co-author Dr. Zhang Hua with the "2007 Best Paper" for their article "Private versus state ownership and earnings management: Evidence from Chinese listed companies."



以善行丰富心灵 用爱心感受生命
哈哈爱心嘉年华



中欧校友爱心联盟年度活动——哈哈爱心嘉年华

时间：2009年5月9日 10:30-15:30

地点：东方路796号96广场B1层

内容：“哈哈美丽新世界”门票发售、SMG知名主持人现场互动、爱心捐品义卖、拍卖、波士桦义卖、亲子心理学讲座、魔术教授、儿童游戏区，期待校友家庭参与。参加费用500元/三口之家，联系人朱瑾 021-28905332。

主办：中欧校友爱心联盟 哈哈少儿频道

协办：哈哈 欢乐家庭网 聚中文化 等...



2007 级 MBA 毕业晚宴华丽落幕

MBA Class of 2007 Goes Out In style

激情四射的舞蹈、盛况空前的奖项、感人至深的演讲——2009年2月20日，中欧国际工商学院2007级MBA毕业晚会在学生们自编自导的影片“CEIBS BREAK”中落下帷幕。近200名MBA学子即将告别中欧，踏上新的征程。

在上完最后一堂课后，2007级MBA学生拍摄了毕业照。下午，学生们参加了在中欧校园举行的香槟酒会，学院领导表示欢迎他们在毕业之后常回母校看看。在欢声笑语过后，学员们紧紧拥抱，甚至有人眼中满含泪光。

充满欢笑与惊喜的毕业晚宴是当天庆祝活动的高潮。学生们自创的蒙太奇摄影技术捕捉了过去18个月来大家共同参与的学习、社交与文化活动的画面，既精彩又感人。

随后，极具创意的晚宴组织者颁布了许多充满新意的奖项，将晚会的气氛推向高潮。会计学教授赵欣舸献唱了京剧，全体学员们合唱了由胡伟创作的班歌，并由监制 Bryan Wong 进行全程录像。

继承中欧每届MBA毕业班制作一部电影的优良传统，颁奖环节自然不能少了“中欧奥斯卡提名”。“CEIBS BREAK”新系列提名作品制作精良、明星云集，影片制作班底及演员受到了全场的一致好评（见文本框）。宴会结束前，数十名舞者走上舞台做了压轴表演，为晚宴画上了完美的句号。

俗话说：“天下无不散之宴席。”虽然2007级MBA学员毕业了，但是无论他们走到哪里，在中欧这18个月的点点滴滴以及2月20日的毕业典礼，都会永远成为同学们心底最恒久的回忆。 **TheLINK**

中欧国际工商学院

CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL



A gala evening of spicy dance performances, a new CEIBS anthem, dozens of ‘first-time ever’ awards, emotion-fueled speeches, and the stunning debut showing of the student-produced film *CEIBS Break* on February 20 capped off the celebrations as the 200-members of MBA Class of 2007 bid farewell to life as MBA students and embraced their new roles as CEIBS graduates.

The day began with the last official classes for the MBA 2007 group, then progressed to official photographs, and an afternoon on-campus champagne reception at which students were encouraged to “come home” to CEIBS often after graduation.

The grand dinner at the Crowne Plaza Hotel, the high-point of the celebrations, brought an evening of surprises. The student-created photo-montage capturing images of the academic and social activities of the past 18 months left the ballroom full of tear-filled eyes.

The innovative members of the MBA 2007 class next unveiled many “ground-breaking” awards for their classmates. One of the most thrilling moments came when Accounting Professor Zhao Xinge took to the stage to perform Peking Opera followed by classmate Wavey Hu unveiling a new anthem to the class, sung by class members and captured on video by producer Bryan Wong.

Following the CEIBS tradition of each graduating class producing a movie, the award ceremony had to include the CEIBS “Oscars.” A screening of the action-packed and star-studded new series *CEIBS Break* – including CEIBS commercial breaks – earned the cast and production team a standing ovation (see box). As a grand finale, dozens of



最后的狂欢：离别在即，2007级MBA学生走上舞台尽情舞蹈。

THE LAST HURRAH – Members of the MBA 2007 class capture their last moments as students (below), and perform a dance routine as part of the activities that marked their last day of classes.



female and male dancers took to the stage for a gender-based dance off with a shocking conclusion.

As the Chinese saying goes: “No banquet lasts forever.” Still the vivid images of the MBA 2007 class Last Day of Class celebration – and the highlights of their 18 month journey at CEIBS – will be remembered by all classmates and the entire CEIBS community. **TheLINK**

影片制作班底

主要演员

Cadillac – Zachi Schor
 Scomeadow – Eugene Chang
 Professor – Bill Parr
 Warden – Rolf Cremer
 Guards – Michael Xu, Mark Zhen

影片摄制组

导演 / 剪辑 – Jeffrey Pi
 摄影 – Roy Cheung
 编剧 / 制片人 – Adam Lang
 构思 – Rika Hayashi (MBA 2008)
 制片助理 – 钟玲
 照明助手 – Siva Guduru
 布景 / 道具 – Jimmy Grossman
 化妆 – Sher Le Chua
 布景 – Eric Schreiber

The Makers of Movie Magic

CEIBS BREAK CAST

Cadillac – Zachi Schor
 Scomeadow – Eugene Chang
 Professor – Bill Parr
 Warden – Rolf Cremer
 Guards – Michael Xu, Mark Zhen

CREW

Director/Editor – Jeffrey Pi
 Cinematographer – Roy Cheung
 Writer/Producer – Adam Lang
 Story/Concept – Rika Hayashi (MBA 2008)
 Assistant Producer – Zhong Ling
 Best Boy – Siva Guduru
 Grip – Jimmy Grossman
 Makeup – Sher Le Chua
 Location – Eric Schreiber

<http://www.yungtay.com.cn>

beyond your needs

上海永大電梯成立於1993年7月，是臺灣永大機電工業股份有限公司在中國大陸投資的機電產品製造企業，臺灣永大於1989年在臺灣證券市場上市，隨及以充足的資金、先進的技術、高素質的領導團隊，迅速擴充了經營版圖，穩健拓展、銳意創新，因此上海永大得益其堅實基礎，秉承“技術第一”、“品質第一”、“服務第一”的經營宗旨，自1995年建成投產以來，一直以卓越的產品以及優質的售後服務系統，在國內立下良好的口碑。

同時，上海永大亦積極開拓外銷市場，目前產品已回外銷至臺灣、日本、新加坡、中東等地區，未來上海永大亦將繼續發揮精益求精的產品及熱誠周到的服務、恪守信譽且追求完美的形象，與你共創美好的生活空間。

Shanghai Yungtay Elevator Co. Ltd. was established in July 1993, which is an enterprise majored in manufacturing engineering products in China invested by Taiwan Yungtay Engineer Industrial Co. Ltd. Taiwan Yungtay went public in Taiwan Security Market in 1989 with its abundant capital, advanced technology, and a leader team of high quality, which helps it to aggrandize its business territory rapidly, to expand steady, and to aim at innovation. Therefore, Shanghai Yungtay has benefited to Taiwan Yungtay's solid foundation, and has insisted in the business principle of "Technology First", "Quality First", and "Service First". Since its first production in 1995, it has earned a good domestic reputation with distinguished products and superior after-sale service system.

At the same time, Shanghai Yungtay also actively explores the oversea market. At present, its products have been sold to areas of Taiwan, Japan, Singapore, and the Middle East. In the future, Shanghai Yungtay will continually develop perfecting products, provide cordial and thoughtful services, abide by reputation, pursue perfect image, and to create fantastic life space with you.

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SHANGHAI YUNG TAY ELEVATOR EQUIPMENT CO., LTD.

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Songjiang District, Shanghai

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Fax: 8621-5763 2251

永大電梯

永遠為您多想一些



阵痛中的思考: 2009年2月14日, 中欧总经理课程(AMP)2008级7班的毕业典礼在上海校园举行。值此经济危机席卷全球、国内经济进入下行通道之际, 为了启发和帮助各位同学在困境中寻找企业发展的突破口和新的增长点, 淘宝网总裁陆兆禧先生为2008级7班总经理课程校友和来自企业界的近百位听众做了题为“阵痛中的思考——中小型企业如何顺利转型”的主题演讲。淘宝通过对销售模式的革命, 帮助用户压缩流通成本从而提高利润。在淘宝提高业务量、创造经济效益的同时, 也没有放松企业文化建设、团结合作并拥抱变化。

SMOOTH TRANSFORMATION – Taobao CEO Lu Zhaoxi (centre) delivered an inspiring speech on finding innovative solutions to the ongoing global economic downturn during his keynote address at the February 14 graduation ceremony for CEIBS' Advanced Management Programme (AMP). His talk, entitled “The Smooth Transformation of SMEs in Tough Economic Times,” drew upon Taobao's success in developing an online marketplace to cut costs and increase profits.



Joo Yi (MBA 2008) 在加尔各答举办的奥林巴斯竞赛中夺冠: 在2009年1月8日至11日为期三天的艰苦“领导技能”比赛中, Joo Yi (图右) 技压群雄, 打败了来自其他知名商学院的七名决赛选手, 夺得2009届奥林巴斯竞赛第一名, 并赢得了15万印度卢比的奖金。由印度管理学院主办的此次比赛, 内容包括即席论文写作、演说演讲以及于凌晨三点进行的模拟危机管理测试。中欧国际工商学院是中国唯一一所参赛的学院。另外, 来自印度管理学院和沃顿商学院的代表分别包揽亚军、季军。

OLYMPUS VICTORY – After a gruelling three-day “leadership skills” contest from January 8 to 11, CEIBS MBA 2008 student Joo Yi (at right) beat seven other international b-school finalists to win the 2009 Olympus competition, taking home the top prize of 150,000 Indian rupees. Hosted by the Indian Institute of Management in Calcutta, the competition covered a range of CEO skills including impromptu essay writing, simulated crisis management (at 3AM!), and persuasive speaking ability. CEIBS was the only China-based school to compete. IIMC and Wharton finished 2nd and 3rd, respectively.



FORUM FOR DISCUSSION – CEIBS Vice President and Co-Dean Zhang Weijiong (right) and Secretary-General of the Boao Forum for Asia Mr Long Yongtu during the February 18 episode of the Guizhou TV programme Forum.

媒体关注：中欧 MBA 课程新晋世界十强

在今年 1 月 25 日英国《金融时报》发布了 2009 年度全球 MBA 课程排名——中欧国际工商管理学院在其中名列世界第八——之后，总计有 26 家国际媒体做了相关报道，语言覆盖了英语、西班牙语、德语、俄语、葡萄牙语、保加利亚语、日语和韩语等。发布媒体包括英国《经济学人》网站、美国 CNN 网站、《日本经济新闻》、德国《商报》、Die Presse.com、Карьера、《印度报》等。

排名公布当天，《金融时报》以《艰难才市，灵活求职》为题，刊登了对中欧 MBA 学术主任白诗莉 (Lydia Price) 教授的采访。1 月 28 日，中欧 MBA 项目主任李璠女士也应邀做客 FT 在线座谈节目。2 月 5 日，上海外语频道 (ICS) 还对朱晓明院长和欧盟驻华大使赛日·安博 (Serge Abou) 进行了访谈。

75 家主流中文媒体对这一新闻做了相关报道。2 月 5 日，上海教育电视台、第一财经频道、新闻综合频道：三大电视台同时在黄金时段播出了中欧 MBA 项目首次跻身全球十强的消息，这也是亚洲商学院首次跻身世界十强。3 月 6 日，《解放日报》头版大幅报道了这一新闻：英国《金融时报》“MBA 全球百强榜”近日公布，最初排名 92 位的中国上海“中欧国际工商学院”名列第 8，成为亚洲首家闯入世界十强的商学院，也是十强中最年轻的后起之秀。

媒体关注 CEIBS IN THE MEDIA

张维炯副院长与龙永图：中小企业的困境与机遇



贵州电视台

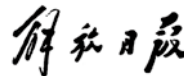
2009 年 2 月 18 日，中欧国际工商学院副院长兼中方教务长、民营企业研究中心主任张维炯教授做客贵州卫视对话节目《论道》，与博鳌亚洲论坛秘书长龙永图共同探讨中小企业的困境与机遇。张维炯教授认为，“民营企业（长期以来）的一个普遍问题，就是企业家缺乏长远的战略眼光。”他希望中小企业力争做行业链条中的“隐形冠军”。“这次经济危机应该促使我们反思一下，我们的中小企业在长期市场竞争中，应该如何学习德国那些百年企业的做法。”

约翰·奎尔奇：“购买美国货”条款难以付诸实施



2009 年 2 月 23 日，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 Quelch) 教授接受第一财经频道《财经夜行线》记者专访，他认为“购买美国货”条款难以付诸实施。

丁远：三五年股市或现更大泡沫



2009 年 2 月 17 日，中欧国际工商学院会计学教授丁远接受了《解放日报》的独家专访，今年以来，中国股市以

28.8% 的涨幅名列全球股市涨幅榜首，丁远教授指出：现在的 A 股并没有基本面的支撑，或许这轮反弹会比想象中更久，但最终会回归理性。

中欧国际工商学院：企业走出困境的“必需品”



席卷全球的经济危机对各国经济造成了不同程度的影响，《中国商界》于今年 2 月撰文指出，中欧国际工商学院在此特殊社会环境下采取的变革和措施对启发整个商业教育领域具有重要意义，并对中欧 MBA 部门相关负责人就 MBA2009 课程改革相关内容进行了专访。

到中国读 MBA



2009 年 2 月 23 日，《经济观察报》的头版刊登了对中欧国际工商学院三位外籍 MBA 学生陈俐蓉、Zachi Schor、德文·尼克松 (Devon. A. Nixon) 的采访。来中国读 MBA，现在这样想的外籍学生比几年前要多很多。持续两年的金融动荡也是一个催化剂。

尼克松侄孙上海读 MBA



中国经济前景持续被看好，即使遇上金融海啸亦难以阻挡其发展势头。为把握进入中国大市场的先机，越来越多外国人涌入内地求发展。中欧国际工商学院 2008 级 MBA 学生、美国前总统理查德·尼克松的侄孙德文·尼克松在接受《香港文汇报》(2009 年 2 月 18 日刊) 的专访时表示：不要总是留恋欧美老牌商学院，最重要还是考虑学校水准以及所在城市和国家的发展潜力。



CEIBS Economics Professor Xu Bin on the China Visit of US Secretary of State Hilary Clinton – February 19 interview.

CEIBS External Communications Director Laurie Underwood on 'China Entrepreneur book launch' – March 11 interview on book co-authored with CEIBS Professor of Management Juan Antonio Fernandez.



CEIBS Professor of International Management John Quelch on the US 'Buy American' policy – February 16 interview.

FINANCIAL TIMES

"New horizons for MBAs" – On March 9, CEIBS MBA Academic Programme Director Lydia Price discussed the spring 2009 outlook for job placement among top MBA programmes worldwide.

"Tools for the challenges ahead" – On February 17, CEIBS MBA2006 student Paolo Mulazzani printed this essay on studying and job-hunting in China.

"Soapbox: China's schools in ascendancy" – On February 17, CEIBS Dean and Vice President Rolf D Cremer penned this column on the rise in China-based business schools.



"Marketing during economic downturns" – On February 18, CEIBS Prof of Marketing & Strategy Willem Burgers published this column on surviving the financial crisis.



"Despite the Downturn, MBA Spring Break Lives" – On March 10, CEIBS was mentioned in this report on top b-schools worldwide.



"China erobert die Welt" – CEIBS Dean and Vice President Rolf D Cremer was interviewed

on February 6 discussing the school's rising profile.

"Lucha de materia gris en el IESE entre los mejores MBA" – On March 2, CEIBS featured in this article on the best business schools worldwide.

"Green in a recession" – On February 25, CEIBS was featured in this article on b-schools embracing green business.



"Ready for the course?" – On March 3, CEIBS was featured in this article on b-school preparation.

"The key to international MBA experience" – This February 2 article highlighted CEIBS among top tier schools.

ADVANCING TO #8: Coverage of the CEIBS MBA Programme 2009 Financial Times Ranking

Within one month after news of the 2009 results in the annual *Financial Times* MBA Programme global ranking – in which CEIBS now ranks #8 worldwide – a total of 26 articles were published by international print or online media groups, in English, Spanish, German, Russian, Portuguese, Bulgarian, Japanese and Korean. Media included *Economist.com*; *CNN international.com*; *Nikkei*; *Handelsblatt*; *Die Presse.com*; *Карьера*, and *The Hindu*. On January 25, the day of the 2009 ranking release, CEIBS MBA Academic Programme Director Lydia Price was interviewed in the *FT* story entitled: "Flexibility is crucial in a difficult job market."

Three days later, MBA Programme Operations Director Yvonne Li was also featured as one of 5 chosen MBA Executives on *FT.com*'s "Meet the Experts" online panel on January 28, following the ranking announcement.

TV coverage included a February 5 interview on *ICS TV* with CEIBS President Zhu Xiaoming and European Ambassador to China Serge Abou. Among Chinese-language coverage of the ranking, CEIBS was featured in 75 articles around China mainstream media. *Jiefang Daily* and *China Economic Observer* put the feature story on the front page. TV coverage included *CCTV 2*, *Shanghai TV Station*, *China Business News TV*, and *Shanghai Education TV* which headlined CEIBS Ranking News for 1 minute.

老板绝不会有错,要错一定是我错

The boss is never wrong;
it must be me

文 / 蒋歆



曾经从朋友那里听过一个笑话段子,叫做“老板绝不会有错”,全文如下:

1. 老板绝不会有错。
2. 如果发现老板有错,一定是我看错。
3. 如果我没看错,一定是因为我的错,才让老板犯错。
4. 如果是他自己的错,只要他不认错,他就没有错。
5. 如果老板不认错,我还坚持他错,那就是我的错(而且是大错特错)。
6. 总之老板绝不会有错,这句话绝对不会错。

回顾十多年的职场生涯,我有过近 20 位老板:从地域上来说有上海人、香港人、台湾人、英国人、澳大利亚人、印度人、美国人、德国人、新加坡人,年龄范围跨越了 30~50 岁,性别上男性占绝大多数。

曾经有时会认为老板这件事做得不对,那方面可以改进,有时甚至会冒出来这样的念头:怎么这样也能做老板。后来才发现当初对老板的理解太少,直到自己领导团队去完成业务目标,做出了和老板一样的行为,才发现当时的想法十分稚嫩。

接下来同大家分享一下,职场环境中,员工可能会对老板行为产生意见的情况以及作为下属应当采取的对策。

意见 1: 工作安排常忘记

早年 and 一位顾问公司老总去打单子,聊天中发现他认为顾问 A 做了系统安装,其实是顾问 B 做的。后来我发现老板到了某个阶段之后会非常忙碌,记错事的

情况时常发生。所以作为下属要经常向老板汇报情况,千万不要认为自己做的事情老板自然会知道,在这个快节奏的工作环境中,要恰当地让老板知道你的工作内容和结果。

另外一个类似的现象是:这件事情明明已经郑重其事地向老板汇报过,怎么老板又需要汇报了呢?其实老板之所以可以轻易忘记(或者说不用多记)就是因为有你的存在,需要的时候让你汇报一下情况,绝对是理所当然的。老板日里万机,如果事无巨细都记下,那真的很难记下其他更加重要的事情了。

意见 2: 你认为很重要的事,老板却不怎么重视

曾经在负责客户支持的时候向老板提出了有关客户支持的改动建议,不过当时没有被老板拿到议事日程上来讨论,我当时还有些没有被重视的感觉。后来我的工作转向了销售市场方面,才发现在销售市场上要花的精力非常多。老板的精力有限,先看销售和市场是无可厚非的,因为老板往往会总揽全局考虑问题。

意见 3: 老板压根不知道我在做什么

有时候下属做得很辛苦,但是老板似乎没有了解其中的细节,好像认为我做的事情很简单一样。其实聪明

A friend once told me this joke:

1. The boss is never wrong.
2. If I think he's wrong, I must have made a mistake.
3. If I haven't made a mistake, I must have caused the boss to make a mistake.
4. Even if he IS wrong, he is NOT wrong if he does not admit that he is wrong.
5. If I still think he's wrong after he has admitted no such thing, I am making a mistake – a really big one.
6. The boss is never wrong; this is the one thing that is always right.

by Kevin Jiang

During my more than 10-year professional career, I have worked for more than 20 bosses. They have come from Shanghai, Hong Kong, Taiwan, Britain, Australia, India, the US, Germany, and Singapore, and have ranged between 30 to 50 years of age, and have been mostly men.

There were times when I thought my boss could have improved something or even got something wrong – and there were times when I even wondered how such a person could have risen to an upper management level. Later, I found that I had understood too little about what it takes to be a boss, and it was not until I became a leader and began to drag my team toward a business goal that I started to do things exactly the way my bosses had done. I also realised then that I had been truly naïve.

Here are my observations about some of the complaints employees often make about their bosses and useful strategies to handle these situations.

1. THE BOSS MIXES UP, FORGETS YOUR RESULTS

Early on in my career, I was playing pool with the boss of a consulting agency. During our chat, I found that he thought Agent A had installed a system while it was actually Agent B who had done it. I couldn't understand how he could make such a basic mistake. It was only later that I realized that bosses tend to be extremely busy during certain times, and might easily forget individual employees' work schedules and results. My advice on coping with this: report to your boss often and never assume that he or she automatically knows everything you

have done. In today's fast-paced work environment, it is critical to communicate with your boss about your work – especially your achievements.

Here is a similar case: you may wonder why your boss is asking for a report on something you have already reported to him before. The reason for your boss' tendency to forget information: he has *you* to provide reports, and it is absolutely a matter of course that he asks you for a report whenever *he* needs it. The simple fact is that your boss looks at the big picture. Focused on more important issues, it would be impossible for him to remember every scrap of information you have provided.

2. THE BOSS NEGLECTS THE REALLY IMPORTANT THINGS

Once when I was in charge of one of the company branches, I made some suggestions to the boss on how we could improve customer support. My suggestions did not even get onto our agenda, and I felt ignored. Later, when I began working in the sales and marketing department, I realized how much time and energy we had to spend on sales and market development. A boss does not have unlimited energy, and he is not to be blamed for not putting one division – such as sales and marketing – first. He must maintain a global view of the company's operations.

3. THE BOSS IS COMPLETELY IGNORANT ABOUT YOUR JOB

Sometimes employees work really hard, but the

的老板会注意细节，在恰当的时候给予下属认可往往是最好的激励方式。但是老板常常很忙，如果让他像你一样对你的工作细致过问，那你的价值在哪里呢？如果你把工作完成得很好，老板却没有给予应有的褒奖，这的确有些让人失望。

根据我的经验，大多数情况下，老板是知道你的付出的，只是他们忘了对你的行为进行认可。不是每一个老板在激励员工这方面都做得很在行。别太往心里去，如果他没有对勤劳聪明的你进行表扬，他可能也没有表扬别人。如果你发现“那个家伙没有做什么实事，却得到老板的夸奖”，那么你或许可以考虑换老板或者观察一下那个家伙的行为并从中学习相关技巧。

意见 4：部门之间的不公平

这类事情常常发生在两个销售业务线之间或部门与部门之间，你可能会觉得老板更偏心某一个人或部门。其实老板要做到一碗水端平是比较困难的。很多时候必须有一个部门作出牺牲，但是聪明的老板会在恰当的时候给牺牲者给予补偿。如果你觉得你的部门一直处于牺牲或付出的状态，也许这也是事理使然。

意见 5：你认为理所当然的要求其实让老板很为难

我曾经在做经理的时候认为需要资源，雇用新人，并向新加坡老板提出，后来才发现老板其实没有这项直

接权力，招募一名新人需要经过层层审批。让老板头痛不如让自己头痛，但是要让老板知道你很头痛。

意见 6：老板忘记自己说过的话，或者矢口否认曾经的承诺

不要希望老板过目不忘。也许老板有时候的确是信口开河，其实承诺也不能太计较，谁叫这个世界变化太快呢？老板也不是神，常常会做一些匆忙的判断决定，发现错误然后改正也是非常正常的，不要盯住老板说过的话不放让他尴尬。

意见 7：宰相肚里能撑船，老板怎么对这点小事还斤斤计较

千万不要以这个理由为自己的错误开脱。老板对事物的敏感程度是不一样的，有些老板对报销的规则非常看重，不允许弄虚作假；有些老板对准上下班很敏感，有些老板对他提到的事物需要人迎合非常敏感。虽然我们希望宰相肚里能撑船，但是不是每个老板都是宰相，而且他们也有压力大、心情糟的时候，所以这时候作为下属应对老板多一些理解。

老板永远不会错的原则其实也可以推广到有可能成为你老板的人。总而言之，如果你发现老板可以做得更好，一定要用心记下来，以便以后自己做老板后不断学习，提醒自己不要用这种错误的方式去对待别人。 **TheLINK**



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 His thoughts on career development: I go with the flow.
 Self-description: Come and view my blog and you will know what kind of person I am.

boss doesn't seem to grasp the complexities of what is involved. He may regard your jobs as a piece of cake. If you have done a really good job but your boss does not praise you, you may be really disappointed. Clever bosses do pay attention to detail and realise that a good way of motivating employees is to acknowledge their achievements, but they are often so busy that they simply forget. Another point to think about: if you expect your boss to be as focused on your job as you are, what then would be *your* value to the company?

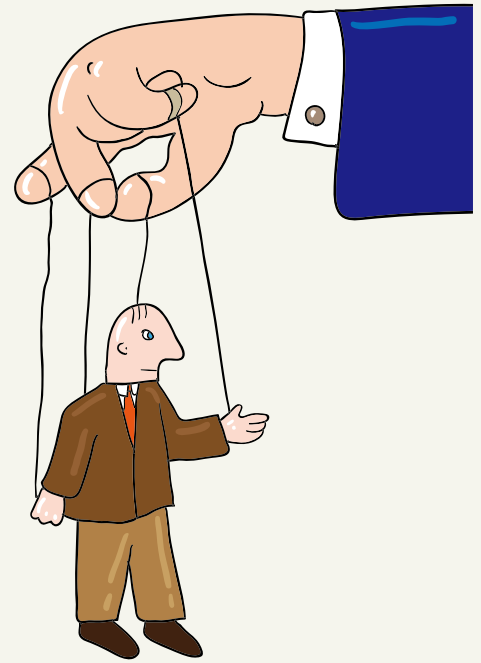
Based on my experience, in most cases, the boss knows about your hard work and commitment to the job – it's only that he forgets to acknowledge your efforts. Not every boss knows all he needs to know about motivating employees. So don't take it personally. Also remember that, if he does not praise a smart, hard-working employee like you, he has probably not praised anyone else. If you notice that a co-worker whom you think is a non-performer is often praised by the boss, don't follow your knee-jerk reaction of thinking that you need to find a new boss. Instead, check and find out whether you can learn by observing what your praiseworthy co-worker does. You might be surprised.

4. THE BOSS PLAYS FAVORITES

This is often an issue between two teams or between departments, and you may feel that the boss favours a particular person or one entire department over another. In fact, it is virtually impossible to be a perfectly fair boss. In many cases, a department has to make sacrifices, but a clever boss will know when to make it up to all its members. If you feel your department is constantly sacrificing or giving too much, maybe that's just the way it should be.

5. THE BOSS REFUSES YOUR SMALL REQUESTS

Once when I was a manager, I demanded more hands and asked my Singaporean boss to recruit additional staff. I found out later that he did not actually have the power to do this, and there was a lot of red tape that came with taking on new staff. Remember: It



is better to trouble yourself than to trouble your boss, but *do* let your boss know when you face trouble.

6. THE BOSS FORGETS HIS PROMISES

Glibly-made promises should be taken with a grain of salt. A boss is not a god, he is not perfect and often makes hasty decisions. It is natural for him to realise his mistakes and then correct them. Don't focus on your boss' mistakes to embarrass him.

7. THE BOSS HAGGLES OVER PETTY THINGS

Never try to cover your own mistakes with this excuse. Different bosses have different levels of sensitivity about certain things. Some bosses may only focus on big issues such as cheating on expense claims, others may be sensitive to employees' punctuality, while another may insist on employees supporting each of his ideas. While we all would prefer tolerance, not every boss is capable of this. After all, they are only human and they do face a lot of pressure. Also, just like the rest of us, they have bad moods. When this happens, employees should try to be more understanding.

Does any of this sound familiar? If you think any of these seven points apply to your boss, pay attention. You can learn from his mistakes and remind yourself – when you're the one in the driver's seat – how *not* to treat your employees. **TheLINK**



中欧天津校友分会新一届理事会 (均为北京班学员)
2009 CEIBS Tianjin Alumni Chapter Council Members
(All from Beijing Classes)

会长

赵航 (EMBA 2001)
 中国汽车技术研究中心
 中心主任

秘书长

郭世杰 (EMBA 1999)
 天津新巨升电子工业有限责任公司
 总经理

理事

李金铭 (DIMP 1999)
 富臣企业管理咨询有限公司
 董事总经理

左晔 (EMBA 2002)
 天津赛恩投资集团有限公司
 董事长

李庚生 (EMBA 2003)

天津市津能投资公司
 党委书记兼总经理

房大海 (EMBA 2004)
 天津泰达发展有限公司
 副总经理

倪宣琪 (EMBA 2005)
 摩托罗拉中国电子有限公司
 高级事业部运营经理

晏青 (EMBA 2007)
 天津普友机电设备制造有限公司
 董事长兼总经理

President

Zhao Hang (EMBA 2001)
 Director, China Automotive Technology
 and Research Centre

General Secretary

Guo Shijie (EMBA 1999)
 General Manager, Tianjin Xinjusheng
 Electronic Industry Co.

Council Members

Li Jinming (DIMP 1999)
 Managing Director, Fuchen Business
 Management Consulting Co.

Zuo Ye (EMBA 2002)
 Board Chairman, Tianjin Sun Investment
 Group Co.

Li Gengsheng (EMBA 2003)
 General Manager,
 Tianjin Jinneng Investment Corp

Fang Dahai (EMBA 2004)
 Deputy General Manager, Tianjin Teda
 Development Co.

Ni Xuanqi (EMBA 2005)
 Sr Operations Manager of Business Unit,
 Motorola (China) Electronics Co.

Yan Qing (EMBA 2007)
 General Manager and Board Chairman,
 Tianjin Puyou Mech. & Elec.
 Equipment Mfg. Co.

天津校友分会新春联谊暨理事增选仪式 圆满举行

2009年3月5日, 中欧国际工商学院校友会天津分会新春联谊暨理事增选仪式在别具特色的天津建设路80号别墅圆满举行, 20余位校友齐聚一堂。活动由天津校友分会秘书长郭世杰(EMBA 1999)先生主持, 中欧助理院长、北京代表处首席代表马遇生先生、中欧北京代表处副首席代表肖斌女士等应邀出席。

马遇生老师首先向各位校友通报了学院发展的近况, 他讲到, 2009年对中欧来说是一个特殊而重要的年份, 今年是中欧建院15周年, 前不久, 学院获得了AACSB国际认证, MBA课程首次跻身全球10强、名列第8, 这些成绩的取得离不开广大校友对母校的关心和支持。备受瞩目的中欧北京新校园工程即将完工, 并将于11月校庆之际举行隆重的落成典礼。马先生代表学院, 诚挚地邀请校友们届时重返母校, 共同见证新校园落成的历史时刻。此外, 马先生还希望校友们为母校发展献计献策, 特别是积极推荐优秀管理者报考中欧, 使校友队伍不断壮大。

郭世杰先生代表所有天津校友, 感谢学院对天津校友分会的关心, 表示将会一如既往地母校工作鼎力支持。郭先生宣读了经过校友推荐并公示的天津校友分会理事增选名单, 宣布天津校友分会新一届理事会正式上任。

天津分会于2003年成立, 发展至今已有60余位成员, 活跃在天津经济建设和社会发展的各个领域。

TIANJIN CHAPTER PREPARES FOR 15TH ANNIVERSARY CELEBRATION, ANNOUNCES COUNCIL MEMBERS

A March 5 gathering of the CEIBS Alumni Association Tianjin Chapter provided an opportunity for the more than 20 grads who attended to receive an update on the activities planned as CEIBS celebrates its 15th anniversary this year. The association's new council members were also officially announced during the meeting.

CEIBS Assistant President and Chief Representative of the Beijing Office Ma Yusheng, Deputy Chief Representative of CEIBS Beijing Office Xiao Bin, and other staff members were among the invited guests. Mr Ma, who gave an update on school activities, stressed this year's importance for CEIBS. Not only is it a time for reflection as the school marks its anniversary but it has already been a year that has brought new accomplishments. Said Mr Ma: "CEIBS has recently been officially accredited by the AACSB and its MBA programme is ranked among the World's Top 10

for the first time (#8 worldwide in the *Financial Times* rankings). All these achievements would not have been possible without the care and support from large numbers of alumni. The new eye-catching CEIBS Beijing Campus is near completion and its inauguration will be held during CEIBS 15th Anniversary celebration in November." He urged all alumni to return often to their alma mater, and to contribute ideas for its development. He also urged them to strengthen the school's already impressive alumni network by recommending CEIBS to top tier executives.

In his address, Mr Guo expressed their gratitude for CEIBS' support of the Tianjin Alumni Chapter. He also vowed that the association would provide continuous support for CEIBS-organised activities. Mr Guo then revealed the new council members elected by alumni for the Tianjin Chapter (see box).

The Tianjin Alumni Chapter, founded in 2003, now boasts more than 60 members. These active chapter members have gained prominence in a variety of fields in Tianjin's economic construction and social development.

无锡校友分会筹建信托基金

无锡校友分会牛年第一次聚会于2009年3月7日在风景秀丽的无锡金陵山水丽景酒店举行。近40位来自无锡的校友和学员参加了此次活动，苏州分会的部分校友也应邀出席。无锡校友分会会长张健、副会长韩晓枫和朱渭平、秘书长赵正红及校友关系事务部代表出席了活动。

在国联证券董事长雷建辉校友的主持下，大家就国联证券为无锡校友分会定制的投资信托基金方案展开了热烈讨论。多位校友就信托基金的构成、投资组合、管理费用和国联证券的以往业绩等进行了发问和讨论。最后，在秘书长赵正红的主持下，大家举手表决一致同意筹建该信托基金并由雷建辉校友提供该信托基金的详细方案。

Wuxi Branch Establishes Alumni Trust Fund

The first get-together of 2009 for the CEIBS Alumni Association Wuxi Branch was held at picturesque Jinling Lakeview Wuxi (Hotel) on March 7. Nearly 40 CEIBS alumni and students attended, joined by Suzhou-based alumni. Attendees from the Wuxi Branch included: President Zhang Jian (EMBA 1999), Vice Presidents Han Xiaofeng (EMBA 2003) and Zhu Weiping (EMBA 2007), and Secretary General Zhao Zhenghong (EMBA 2001). Representatives of CEIBS Alumni Relations Office also participated.

With Guolian Securities Chairman Lei Jianhui (EMBA 2002) hosting the meeting, the alumni enjoyed a spirited talk on the customized investment trust fund plan which Guolian Securities created for the Wuxi Branch. After a discussion about the investment composition, the fund's management fee, and Guolian Securities' track record, participants voted to establish the fund and adopt a detailed fund plan outlined by Lei Jianhui.



跻身十强 名列第八
连续六年 亚洲第一

资料来源：2009年英国《金融时报》

No. 8 Worldwide,
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台湾校友分会理事会换届圆满完成

2009年1月30日晚，中欧国际工商学院校友会台湾分会在台北市西华饭店二楼的 Henny's Bar 举办了热闹的校友新春聚会，约有 30 位校友参加了此次活动。按照章程规定，大家通过投票最终选出校友分会的新一届理事会。

台湾分会希望通过这一平台使得校友们欢聚一堂，集思广益，新一届的校友分会理事会将继续担负起联系广大台湾校友与母校的桥梁作用，通过开展活动，促进校友们的沟通交流，增强校友之间的凝聚力，更好地增进校友之间的联系与感情，为大家提供一个相互交流的平台。

中欧台湾校友分会当选人员名单如下：

会长：顾忆华小姐 副会长：刘伯宏先生

秘书长：陈契宪先生 理事：杨正平先生

财务：李仁志先生

高尔夫俱乐部负责人：

郝孝华先生（上海）、李有邻先生（台北）

学术组负责人：黄正宜小姐、王庆瑞先生

活动组负责人：林善光先生、李欣小姐

ALUMNI ASSOCIATION TAIWAN CHAPTER ELECTS NEW OFFICERS

Thirty alumni gathered at the Taipei Xihua Hotel on January 30 to elect new council members for the CEIBS Alumni Association Taiwan Chapter. The newly elected officers are:

President: Miss Gu Yihua (EMBA 2006)

Vice President: Mr Liu Bohong; (EMBA 2006)

Secretary-General: Mr Chen Qixian (EMBA 2006)

Director: Mr Yang Zhengping (EMBA 1997)

Treasurer: Mr Li Renzhi (EMBA 2007)

Golf Club Coordinators: Mr Hao Xiaohua (Shanghai, EMBA 2006), Mr Li Youlin (Taipei, EMBA 1999)

Academic Affairs Coordinator: Miss Huang Zhengyi (EMBA 2007), Mr Wang Qingrui (EMBA 2006)

Events Coordinator: Mr Lin Shanguang (EMBA 2006), Miss Li Xin (EMBA 2008)

The new Council will facilitate interaction between alumni and their alma mater. Officers said they will work towards making the Taiwan Chapter a platform for bringing alumni closer together as they pool their collective wisdom, share information and learn from each others' experiences.

江西校友分会五年首次活动纪实

2009年2月20日，中欧的江西校友们应江西校友分会副会长邓从国之邀来到浦发银行南昌分行，共同探讨了“2009锁定财富还是布局未来”。

持有“国际金融理财师”资质的杨小勇经理就人生财富的规划做了深入浅出、言简意赅的演讲：从个人财富需求分析到财富获取方式、从名人财富分配的危机到财富规划的现实意义。演讲结束后，校友们还针对目前金融危机下的投资方向、不同银行的产品和服务差异、金融投资和实物投资的对比、投资区域的分配比重等问题一一请教了在场专家。

在随后的晚宴中，校友们就今后的校友活动规划达成初步共识，“原则上”同意江西校友分会每季举办一次活动、主办人员递交活动报告、拟定4月中旬的活动主题及时间等“重大”事项，并对一直以来致力于江西校友分会平台建设的程德生校友表示深深的谢意。

Jiangxi Branch Holds 1st Event of 2009

CEIBS Alumni Association Jiangxi Branch held a gathering for local alumni on February 20 at the Nanchang branch of SPD Bank. The event, organized by Alumni Association Jiangxi Branch Vice President Deng Congguo (EMBA 2007), explored the topic "2009: Immediate Wealth, or Groundwork for the Future?".

Drawing on his knowledge as a Certified Financial Planner, SPD Bank Nanjing Branch Manager Yang Xiaoyong delivered a talk covering the topics of obtaining wealth, the 'personal demands' of wealth, celebrities' struggles to manage wealth, and the "real meaning" of financial planning. After the formal speech, Yang and Deng shared further thoughts with alumni on subjects including proper investment orientation during the financial crisis, differences between various banking products and services, a comparison between financial investment and investment in kind, and the optimized distribution of investment in different investment fields.

During the post-event dinner party, Jiangxi-based alumni agreed to hold quarterly events going forward. Participants also expressed their sincerest thanks to CEIBS alumnus Cheng Desheng (EMBA 2005), one of the key facilitators promoting the development of the alumni branch in Jiangxi.

南京校友分会举办葡萄酒品鉴活动

随着生活品质的提升，人们越来越多地关注健康，葡萄酒也因此受到青睐。然而如何识别、品鉴葡萄酒？在南京校友分会的精心策划下，2009年2月21日，来自西班牙的资深葡萄酒专家 Alvarez Javier 先生 (EMBA 2003) 在银城大厦为来自南京及周边地区近 30 位校友讲授了葡萄酒的历史文化、基本知识以及地道的品酒技术。

Nanjing Branch Hosts Wine Tasting Event

As China's living standards have improved, more and more people have become increasingly focused on their health. That's why drinking grape wine – long recognized as a healthy habit, in moderation – has gained popularity. The new challenge, though, is providing the knowledge that will enhance the experience of enjoying good wine. With this in mind, the CEIBS Alumni Association Nanjing Branch invited veteran Spanish wine specialist Alvarez Javier (EMBA 2003) to share his knowledge of the history and culture of wine as well as his expertise in choosing and tasting wine. His talk at Ench Tower on February 21 attracted 30 CEIBS alumni from Nanjing and neighbouring areas.

中欧在加纳开设 EMBA 课程

CEIBS Adds EMBA Programme in Ghana

2009年3月4日，中欧国际工商学院在加纳首都阿克拉开设 EMBA 课程，来自加纳和尼日利亚的 42 位学员报名参加了这一项目。

在接下来的 22 个月里，每两个月将会有 34 名加纳高管和 8 名尼日利亚高管接受为期 8 天的培训，在中欧教授的指导下淬炼自己的管理技巧。这一项目将秉承中欧的一贯理念，在全球化背景下开展跨国、跨文化的案例研究。根据前期调研，新课程的设置会根据当地情况做适当调整，如更加注重创新，增设企业管理与伦理学等课程，中欧的教授还会选用一些非洲的案例。为了压缩学生们往返于加纳和其他国家如尼日利亚之间的时间，授课时间安排为每两个月一次。

这一 EMBA 课程的录取要求与中欧的其他 EMBA 课程要求同样严格：报名者必须展示优秀的专业及职业背景，包括不少于 5 年的管理经验。参与第一轮课程授课

的教授包括市场营销学与战略学教授柏唯良 (Willem Burgers)、管理学教授傅礼斯 (Gerald Fryxell) 和管理学客座教授霍华德·沃德 (Howard Ward)，他们对本届非洲学员的素质十分满意。

首届加纳班的 42 名学员中，仅 5 名学员是从所在企业获得经济支持的（整个课程学费为 2.1 万美元）。负责这一项目的市场营销学和创新管理学教授鸿嘉吉马 (Kwaku Atuahene-Gima) 说：“这使我明白：一旦人们认识到了学位的价值，为了接受更好的教育，他们的决心有多么坚定。”

非洲课程还包括在上海举办的一次为期 12 天的授课；组织中欧 MBA 学生参观加纳的项目也在计划中。除了中欧日益上升的国际声望、高水平的教学队伍，以及由 7000 多名校友构成的强大的全球网络之外，这些交流机会也使得阿克拉的课程在当地高管眼中成为极其诱人的选择。 **TheLINK**

3月12日，首届加纳班学员合影

INAUGURAL CLASS – Students gather for a group photo on March 12.



学员资讯速递 Who's enrolled?

班级规模	42 名学员
生源	98%非洲, 2%亚洲
性别	81%男性, 19%女性
平均年龄	43 岁
平均工作时间	16 年
Class size	42 students
Origin	Africa 98%, Asia 2%
Gender	81% male, 19% female
Average Age	43
Average work experience	16 years

单位 Employer

政府	7%
Government	
合资企业	12%
Joint Venture	
私营和集体企业	31%
Private & Collective Enterprise	
国有企业	14%
State Owned & Shareholding Enterprise	
外资企业	36%
Foreign-owned Enterprise	

行业 Industry

研发 / IT/ 工程	12%
R & D/ IT/ Engineering	
咨询	5%
Consulting	
综合管理	38%
General Management	
项目管理	5%
Project Management	
人力资源	7%
Human Resource	
市场营销与销售 / 商务拓展 / 战略规划	9%
Marketing & Sales/ BD/ Strategic Planning	
金融与会计	17%
Finance & Accounting	
其他	7%
Other	

专业背景 Academic Background

语言和艺术	29%
Language & Arts	
商务与管理	21%
Business & Management	
科学与工程	50%
Science & Engineering	



3月6日，学员正在进行小组讨论。

WORK MODE – Students engaged in a discussion on March 6, the first day of classes after two days of orientation.

CEIBS added another EMBA programme to its offerings on March 4, with a group of 42 students from Ghana and Nigeria attending CEIBS-taught classes in Ghana's capital, Accra.

Over the next 22 months, 34 Ghanaian executives and their 8 Nigerian counterparts will dedicate eight days, every two months, to honing their management skills. The 24-month Africa programme will have CEIBS' signature focus on case studies that delve into multinational, multicultural business issues relevant to an ever-globalizing business environment. Based on market research, however, there will be minor adaptations such as a stronger emphasis on innovation, and additional courses (including corporate governance and ethics) for which there was a strong level of interest from enrollees. CEIBS professors will also adjust their lesson plans to include Africa-based cases. And in order to limit students' travel time between Ghana and other countries like Nigeria, classes were scheduled for every two months, instead

of the usual every month in China.

Participants in the Ghana-based programme face the same stringent entry requirements as with CEIBS China-based EMBA programme: they must demonstrate a solid academic and professional background including at least five years at management level. The professors who taught the first set of classes between March 4 and 13 – Prof of Management Dr Howard Ward, Prof of Marketing and Strategy Dr Willem Burgers, and Prof of Management Dr Gerald Fryxell – were all impressed by the quality of students enrolled in the programme (see box for class profile). As Professor Xu Dingbo, who will teach upcoming classes, stated, these professors view the Ghana programme as an opportunity to “learn from the students” as they teach.

The Africa programme includes a 12-day course in Shanghai and plans are underway to organise a Ghana visit for China-based MBA students as part of the MBA programme's regular goal of

strengthening global ties between members of the CEIBS community.

These are some of the added benefits – along with CEIBS' increasing global recognition, high-calibre faculty, and 7,000-member strong global alumni network – that have made the Accra-based programme such an attractive option for the region's executives. While it is fairly common for companies to defray some of the fees for students enrolled in the CEIBS EMBA programmes offered at the school's China locations, the majority of participants enrolled in the inaugural Ghana class – where the fee is currently US\$21,000 – have done so without financial support from employers. Among the first group of 42 students, only 5 are receiving partial financial help from their companies. “That shows me how committed individuals are to enhancing their education once they recognise the value of the degree,” says Professor of Marketing and Innovation Management Prof Atuahene-Gima, who serves as Executive Director for the Africa Programme. **TheLINK**

摄：高斐 Gao Fei



摄：刘钧 Liu Jun



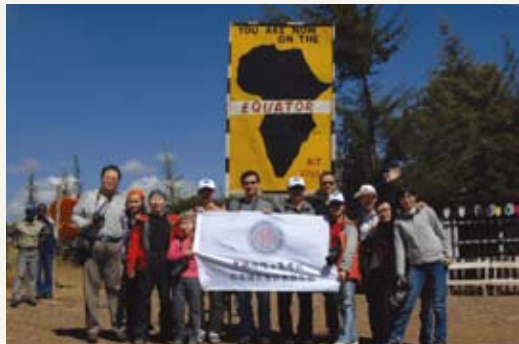
原野的笑容 肯尼亚采风

Worth A Thousand Words

摄：韩颖、肖英勃 Han Ying & Xiao Yingbo



摄：高斐 Gao Fei



非洲瞬间：2009年春节期间中欧校友摄影爱好者俱乐部(上图)赴非洲肯尼亚采风拍摄，带回了大量珍贵和精彩的作品。

CLICK – Members of the CEIBS Photography Club (above) captured these scenes during a visit to Kenya during the 2009 Spring Festival.

摄：韩颖、肖英勃 Han Ying & Xiao Yingbo



惊鸿一瞥：当地的文化、民俗以及珍稀物种让摄影爱好者们惊叹不已。

BREATHTAKING SIGHTS – Local customs and culture competed with exotic animals for the shutter-bugs' attention.

摄：邓辉 Deng Hui



摄：邓辉 Deng Hui



摄：刘钧 Liu Jun





蒋锡培 Jiang Xipei (CEO 2008)



朱新礼 Zhu Xinli (CEO 2003)

朱新礼、蒋锡培校友当选“2008CCTV中国十大经济年度人物”

2009年1月20日晚, 经过由经济学家、商界精英和中外权威财经媒体总编组成的百人评审团评选及社会公开投票, 被誉为中国经济领域“奥斯卡”的2008CCTV中国经济年度人物最终揭晓, 其中两位中欧校友榜上有名, 他们分别是: 中国汇源果汁集团有限公司董事长朱新礼 (CEO 2003) 和中国企业联合会副会长、远东控股集团有限公司董事局主席蒋锡培 (CEO 2008)。

朱新礼校友的获奖理由是: 他融汇天下资本, 将源自沂蒙山十六年的果香, 凝成可口的国际佳酿。朱新礼校友在《我的中国梦》主题演讲中说: 记得那是九十年代初, 我在报纸上看到一幅照片, 面对一车卖不掉的水果, 一位老农民露出满脸的无奈和悲愤, 拿起一个水果狠狠地咬了一口。画面的解释说, ‘卖不掉, 我就吃了它’。这幅照片深深刺痛了我, 这是我当初辞职下海独自创业的动因。推动中国传统农业的工业化、规模化、集约化和科技化, 大中国、大农业, 大有作为, 这就是我的中国梦!

蒋锡培的获奖理由是: 一个用责任称

量财富的企业家, 十年来, 他最关心的不是电缆铺了多远, 而是连通了多少残疾人的心灵。他领导的远东控股集团旗下的电缆业务连续10年位列行业第一, 同时他安置的残疾员工多年来也位列全国第一, 远东共安置近2000名残疾人士就业。2007年5月17日, 远东出资8296万元成立国内第一家定向资助残疾人就业培训的慈善基金会, 短短一年多时间远东已通过这一慈善基金会向社会捐赠近千万元, 为残疾人就业培训项目提供资助。

CCTV中国经济年度人物评选于2000年启动以来, 一直被业界称为中国经济领域的“奥斯卡”奖, 吴敬琏、周小川、张瑞敏、柳传志等都曾获得该项殊荣。这一中国经济界顶级评选活动始终关注着影响中国经济的年度热点话题与人物, 从一个独特的视角, 刻画出中国经济留下的脚步, 成为反映中国经济发展动向的风向标。今年的评选标准是: 责任、探索、远见和凝聚力。

CEIBS ALUMNI TAKE 2 “CHINESE ECONOMY OSCARS”

Two CEIBS alumni are among “CCTV’s Magnificent Ten of the Chinese Economy Award for

2008”, an honour that’s regarded as the Oscars of the Chinese economy. They are: Zhu Xinli (CEO 2003), Chairman of Huiyuan Group; and Jiang Xipei (CEO 2008), Vice President of China Enterprise Confederation and Chairman of Far East Holding. The results were announced on January 20 after public voting and a selection process by a 100-member panel of veteran economists, editors-in-chief at prestigious Chinese and international financial media, and business elites.

Zhu Xinli was selected based on the success of his internationally known beverage, Huiyuan Juice, which is brewed from fragrant fruit grown in the Yimeng Mountains. He also has a growing global reputation for his financial skills. In his keynote speech “My Chinese Dream”, delivered during the awards ceremony, Mr. Zhu spoke about his memory of a photo in an early-1990s newspaper, where an old farmer bit furiously into a fruit from his cart with all his anger and frustration as his hope of selling his cartload was vanishing. The caption was even more stunning: I cannot sell, but I can eat! Said Mr. Zhu: “I was deeply disturbed by the photo. That was the very reason I quit my job and became an entrepreneur. My dream is to promote the industrialization and intensification of traditional Chinese agriculture, to increase its scale through technological innovation, and to forge a brand of ‘Grand China, Grand Agriculture, and Grand Acts!’”

Jiang Xipei received the award in acknowledgement of his efforts, over the past decade, to assist the disabled. Far East’s cable company has been the industry leader for ten consecutive years, and within the industry it is also the largest employer of persons with disabilities: nearly 2000.

Since its inception in 2000, the “CCTV Magnificent Ten of Chinese Economy Award” has been awarded to Wu Jinglian etc. As the Chinese economy’s top honour, the award tracks the annual issues and personalities that leave a lasting impression on the country’s economy. The criteria used in selecting recipients of the award for 2008 included their sense of responsibility, exploration, insight, and their ability to be a rallying force.

校友俱乐部活动

CEIBS ALUMNI CLUB HAPPENINGS

中欧服务外包产业同学会黑龙江修学之旅成功举行

2009年2月8日，中欧国际工商学院服务外包产业同学会一行20多位校友开始了在黑龙江省亚布力和哈尔滨两地的新春修学之旅，共历时4天。校友们不仅与政府代表开展了深入交流，而且与业界人士分享了宝贵经验，为同学会的下一步工作奠定了基础。

在亚布力，中欧服务外包修学团全程参与了“第九届亚布力中国企业家论坛年会”，并承办了其中一场分论坛——“大变局时代，服务外包行业的发展趋势”。东软集团董事长兼CEO刘积仁、用友软件董事长兼总经理王文京、北京宅急送执行总裁陈显宝等作为演讲嘉宾出席了此次分论坛。

年会期间，黑龙江省委常委、副省长盖如垠亲切会见了中欧修学团的全体成员。双方就人才培养、服务外包产业发展等话题进行了深入交流，同学会代表结合自身企业的具体情况，探讨了未来与黑龙江的合作机遇，并对黑龙江服务外包产业的发展提出诸多建议。

2月11日，在哈尔滨，中欧和黑龙江省政府共同主办了“黑龙江省服务外包产业发展研讨暨中欧黑龙江校友联谊会”，中

欧服务外包修学团成员、中欧黑龙江校友、黑龙江省企业家代表共100余人出席。黑龙江副省长孙尧，商务部外资司副司长、中欧服务外包产业同学会顾问林哲莹分别从政府角度为企业家们解读了服务外包产业的宏观政策，并表示希望通过本次研讨会，中欧校友们能与当地企业家充分交流，帮助黑龙江省抓住更多机遇。中欧服务外包产业同学会会长刘颢、大庆油田有限责任公司总会计师闫宏等中欧校友，以及当地企业家代表进行了精彩发言。

本次联谊会也是中欧校友会黑龙江分会成立前的预热活动，来自哈尔滨、大庆、七台河等地的10余位中欧校友专程参加了此次活动。据悉，中欧校友会黑龙江分会即将于今年6月正式成立。

OUTSOURCING SERVICES ALUMNI ASSOCIATION HITS HARBIN'S SLOPES

A workout for both the body and the mind awaited the 20 members of the CEIBS Outsourcing Services Alumni Association (OSAA) during its Spring Break Study Tour to Yabuli, Heilongjiang from February 8 to 12. The tour included the exhilaration of skiing the region's famed ski trails, and also of exchanging ideas with successful entrepreneurs participating in the Ninth Annual China Entrepreneurs Convention in Yabuli.

The tour also included a forum entitled "Development Trends of the Outsourcing Services

Industry in a Time of Great Change," featuring insightful speeches by Neusoft Corp. CEO Liu Jiren, Ufida Software General Manager Wang Wenjing, and Beijing ZJS Express Executive President Chen Xianbao.

OSAA study tour members also met with Heilongjiang Province Vice Governor Gai Ruyin during the annual convention. Heilongjiang Province Assistant to the Governor and State-owned Assets Supervision and Administration Commission Director Zhao Jie, Information Industry Department Director Sun Shen, and other provincial leaders attended the meeting. The two sides discussed how to cultivate talent and ensure continuous development of the outsourcing services industry. OSAA representatives also discussed future cooperation with Heilongjiang Province and offered suggestions on the development of the region's outsourcing services industry.

On February 11, CEIBS and the Heilongjiang Provincial Government co-hosted a "Symposium on Heilongjiang Province's Outsourcing Services Industry & Gathering of CEIBS Longjiang Alumni" at the Sofitel Wanda Harbin. More than 100 guests attended, including members of CEIBS Outsourcing Service Study Tour, CEIBS alumni in Heilongjiang, and invited area executives. Heilongjiang Provincial Vice Governor Sun Yao and the Commerce Ministry's Foreign Investment Administration Deputy Director Lin Zheyang (also

北国风光：中欧服务外包产业同学会赴黑龙江进行了为期4天的新春修学之旅。

COMPLETE WORKOUT – Members of the CEIBS Outsourcing Services Alumni Association during a Spring Break study tour to Heilongjiang Province.



an OSSA advisor), spoke on the industry's macroeconomic policies. The officials hope CEIBS alumni will continue to exchange their views with local entrepreneurs at future forum in order to help Heilongjiang Province take advantage of more business opportunities. Speakers included President of Gopha Investment Company Limited Liu Ting (EMBA 2006) – who also serves as CEIBS OSSA President; Chief Accountant of Daqing Oilfield Company Limited Yan Hong (EMBA 2006); and other CEIBS alumni. The gathering, which attracted more than 10 of CEIBS grads travelling from areas including Harbin, Daqing and Qitaihe, also served as a warm-up to the founding of the CEIBS Alumni Association Heilongjiang Chapter, planned for June 2009.

With the recognition that government departments at all levels are now actively promoting the development of outsourcing service, the study tour provided alumni with an opportunity to hold in-depth talks with government representatives, share valuable experience with industry professionals, and lay a solid foundation for the OSAA's future development.

校友市场营销俱乐部第三届理事会第一次会议胜利召开

校友市场营销俱乐部(以下简称“营销俱乐部”)第三届理事会第一次会议于2009年1月14日在中欧上海校园召开。陈芳、陈宇、陈海军、金进、刘荣海、马勇、邱荣浩、孙隽、王睿、徐卫东、赵雨润、周林古、朱琦、李梅(校友关系事务部)和田雨鑫(G-net)等15人出席了会议。会议选举了俱乐部会长、副会长和秘书长并修订了俱乐部章程。同时,每位理事就俱乐部的发展规划、对俱乐部工作的建议以及当前的营销热点等问题进行了热烈的探讨。大家一致达成如下约定:

1、同意黎瑞刚校友担任营销俱乐部第三届理事会会长,孙隽校友、马勇校友和刘荣海校友担任营销俱乐部第三届理事会副会长,孙隽校友兼任秘书长,赵雨润校友和朱琦校友担任副秘书长。

2、修订俱乐部章程相关内容:

1) 将“中欧校友市场营销学会”更名



翘首期待: 校友市场营销俱乐部第三届理事会第一次会议与会者合影。

MARKETING GURUS – Participants at a January 14 meeting of the CEIBS Alumni Marketing Association.

为“中欧校友市场营销俱乐部”;

2) 营销俱乐部会费从原来的“终生会费1000元”变更为“终生会费600元”;

3) 增加“理事会会员连续三次不参加理事会活动,其理事资格自动取消”这一规定

3、俱乐部发展方向:围绕行业热点举办大型活动、小型沙龙并定期发送电子行业期刊,为俱乐部会员和相关校友搭建行业交流平台;

4、俱乐部2009年活动方向(暂定):

1) 传媒营销

校友市场营销俱乐部第三届理事会名单(按姓氏顺序)

姓名	班级	俱乐部职务	公司 & 职务
陈芳	EMBA 2008	理事	上海市小耘律师事务所高级合伙人
陈蓉	EMBA 2008	理事	上海文广新闻传媒集团制片人、主持人
陈宇	MBA 2002	理事	米其林(中国)投资有限公司亚太区品牌经理
陈海军	EMBA 2007	理事	欧莱雅中国大众化妆品总经理
金进	MBA 1998	理事	上海远威营销管理咨询有限公司总经理
黎瑞刚	EMBA 2007	会长、理事	上海文广新闻传媒集团总裁
刘荣海	EMBA 2003	副会长、理事	福建南平南孚电池有限公司执行董事
马勇	EMBA 2004	副会长、理事	扬特品牌同盟董事总经理
邱荣浩	EMBA 2008	理事	尤尼森营销咨询(上海)有限公司 商务解决方案总监
任向晖	EMBA 2008	理事	梅花信息有限公司首席架构师和创始人
施纯敏	DIMP 2002	理事	强生(中国)医疗器材有限公司营销总监
孙隽	EMBA 1997	副会长、 理事、秘书长	创想空间商务通信服务有限公司副总经理
王睿	EMBA 2007	理事	上海将进广告有限公司总经理
徐卫东	EMBA 2006	理事	上海美特斯邦威服饰股份有限公司副总经理
徐永刚	EMBA 2007	理事	可口可乐(中国)饮料有限公司区域副总经理
赵雨润	EMBA 2007	理事、副秘书长	上海盛大网络发展有限公司娱乐制作人
周林古	EMBA 2007	理事	上海零点市场调查公司董事总经理
朱琦	MBA 2003	理事、副秘书长	法国雅高企业服务项目总监

- 2) 欧莱雅营销
- 3) 美特斯邦威营销
- 4) 零点调查
- 5) 南孚电池营销
- 6) 虚拟经济营销
- 7) 创办定期发行的行业电子简讯

ALUMNI MARKETING CLUB ELECTS NEW LEADERSHIP

The election of officers and modification of the club's constitution to reflect a name change were among the items that topped the agenda during the January 14 meeting of the CEIBS Alumni Marketing Association on the school's Shanghai campus.

After discussions and a tallying of votes by some 15 committee members and alumni affairs staff in attendance, the newly elected top leaders were:

President: Li Rui Gang (EMBA 2007)

Vice President: Sun Jun (EMBA 1997) and Liu Ronghai (EMBA 1997)

Secretary-General: Sun Jun (EMBA 1997)

Deputy Secretary-General: Zhao Yurun (EMBA 2007) and Zhu Qi (EMBA 2007).

Votes were also passed to amend the clubs constitution to change the name of the club from "CEIBS Alumni Marketing Association" to "CEIBS Alumni Marketing Club"; to decrease the lifetime membership fee from RMB1,000 to RMB600 per

person; and to automatically cancel the membership of committee members who miss three consecutive committee activities.

Club members also agreed on a slate of activities for 2009 aimed at increasing the organisation's effectiveness. Activities include: large-scale events, small salons, or write-ups in the club's on-line magazine. Throughout the year, the club will host events focusing on marketing from the perspectives of: the media; L'Oreal; Metersbonwe; Horizon-china research; Nanfu; and the virtual economy. There will also be heavy emphasis on its industry e-newsletter.

校友金融与投资俱乐部投资理财系列讲座

由2007年美国次贷危机引发的全球金融危机仍在愈演愈烈，这场金融危机究竟要走向何方，在危机笼罩下的2009年我们应当如何投资？校友金融与投资俱乐部于近期举办了两场讲座活动，共吸引了近600位校友积极参加。

“从冬眠到冬泳：明星私募基金经理谈09年投资策略”——校友金融与投资俱乐部2009年首场投资理财系列讲座于2009年2月21日在中欧上海校园举行，好买基金总经理杨文斌先生担任主持。

上海从容管理有限公司基金经理吕俊先生讲述了他的投资策略——磁性战术，从容地进行投资是其核心投资理念。上海世诚投资管理有限公司的陈家琳先生认为，



范安南博士 Dr V. Anantha-Nageswaran

2009年是一个“危”与“机”并存的年份，“危”体现在：美国经济复苏的时间被一再往后推，其他经济体也是自身难保，中国的内需和投资的拉升并不能弥补外需的减少，宏观经济可能会二次探底，近期流动性虽然明显好转但长期性有待检验。“机”体现在上市公司的重组和并购，基于政策预期的主题、B股和信用债的投资机会。

活动视频回放请点击：<http://webcasting.gnetis.com/event/CEIBS/Archives/CEI090221/>

2009年2月28日，瑞士宝盛银行亚太区首席经济学家兼投资总监范安南博士（Anantha-Nageswaran）做客中欧，探讨





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中欧国际工商学院必须坚持国际一流的办学水准，始终走在管理教育的最前沿！

Pedro Nuño 教授 中欧国际工商学院执行院长

2009年，上海、北京、深圳三地全面实施春、秋两季招生

中欧国际工商学院EMBA连续五年全球25强 —— 英国《金融时报》

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了在动荡的金融环境下如何赢利的金融投资策略。校友金融与投资俱乐部秘书长文武校友担任主持。

范安南博士预计 2009 年将是实体经济备受冲击的一年。关于投资策略，范安南博士建议：长线（6 至 10 年）主要关注股票、债券、外汇，亚太金融股表现优越，亚洲或新兴市场高息债券组合有卓越的投资价值，货币看好未来新加坡、挪威、加拿大的货币。中线（3 至 5 年）关注一些商品价格，押注通胀，黄金会成为一种绝好的投资品种，石油和农产品有可能会上涨。短线（1 至 2 年）押注在一些极端结果以保护投资组合价值。

谈到未来经济走势，范博士认为：2010 年底六个极端的价值有可能出现，它们是标普 500 指数介乎 400 或 1400 点之间，黄金介乎 300 或 2000 至 3000 美元一盎司，欧元兑美元介乎 0.90 或 1.80 至 2.00 之间，美国 10 年期国库券息率为 1% 或 4% 至 5%，原油在 20 或 80 至 100 美元一桶，恒生指数介乎 8,000 至 20,000 点之间。范博士建议我们在两极中寻找投资机会，世界将会见证两极化的现象。

ALUMNI FINANCE & INVESTMENT CLUB ADDRESSES INVESTING IN A DOWNTURN

Investment during these challenging economic times was the focus of two events hosted by the CEIBS Alumni Finance & Investment Club in February. The first, held on February 21, featured advice from successful fund managers Shanghai Congrong Investment Management Company's Mr Lv Jun and SHMTI's Mr Chen Jialin. The event was organised by club committee member Lian Kai and General Manager of How Buy Fund Mr. Yang Wenbing.

Speaking to 300 CEIBS alumni, and reaching another 200 who linked in online, Mr Lv stressed the importance of one simple but vital point when investing: buy low and sell high. He also stressed the importance of taking a long-term approach to investments.

In his address, Mr Chen outlined his policy for this year by warning: "Year 2009 is no doubt

a dangerous year." Stressing that the global financial crisis will impact every country worldwide, Mr Chen told the audience that an increase in domestic consumption and investments would not be enough to compensate for the sharp drop in China exports. He predicted a contraction of the Chinese economy and highlighted the need for flexibility when investing in order to weather the tough times ahead.

Julius Baer & Co Chief Investment Officer for the Asia-Pacific Region Dr. V. Anantha-Nageswaran was the guest speaker at the club's February 28 event. Beginning by pointing out that the root cause of the crisis was the virtual economy's rapid expansion versus that of the real economy, he also advised investors to adopt different strategies for the short- and long-term. For the long-term (six to 10 years), focus on stocks – especially within the Asian markets – as well as bonds and foreign exchange. For the mid-term (three to five years), investors should look to commodities such as gold, petroleum and agricultural products. For the short term (one to two years), investors should pay attention to polarization.

校友汽车产业俱乐部专题讲座暨 2008 年度年终会议报道

2009 年 1 月 17 日，中欧国际工商学

院校友汽车产业俱乐部“中国汽车产业形势分析和零部件企业发展之道”专题讲座暨 2008 年度年终会议顺利召开。

中国汽车工业协会政策研究会副主任陈炳炎先生应邀担任讲座嘉宾，他通过形象生动的图表以及案例，重点阐述了中国汽车产业的现状、发展趋势以及当前中国零部件企业存在的主要问题。校友们还纷纷就燃油税收政策、O3 排量标准、新能源汽车等炙手可热的话题咨询了陈先生。

在随后的 2008 年度汽车产业俱乐部年终会议中，俱乐部副秘书长徐锦泉对 2008 年俱乐部的工作进行了回顾并对 2009 年进行了展望。去年，俱乐部本着“探究中国民族汽车产业发展之路”的宗旨，顺利开展了系列考察行活动—湖北行。2009 年在考察活动安排上，俱乐部将继续挖掘校友的资源，海外行和国内考察相结合，相继开展美国行和一汽考察这两次大型的探究民族汽车之行活动。除此之外，俱乐部还希望据此出版一本“探究民族汽车产业之旅”的著作。

为保证俱乐部持续良好地经营，去年年底，俱乐部决定邀请更多从事于汽车行业或拟进入该行业的校友加入。通过为期 3 周的俱乐部理事会改选后，新的理事会名单于当天公布：

秘书长：楼周仁（MBA 1997）

继往开来：校友汽车产业俱乐部 2008 年终会议。

DRIVING THE FUTURE – Auto Club members gathered for a look ahead during a January 17 meeting.



副秘书长: 徐锦泉 (EMBA 1999)

理事: 那莉 (EMBA2001)、秦国利 (MBA 1998)、马爽 (MBA 2001)、马静 (EMBA 1999)、李刚 (EMBA 1999)、胡文艳 (EMBA 2001)、潘丽华 (EMBA 2006)、赵淳 (MBA 1997)、方蔚豪 (EMBA 2004)、王兵 (EMBA 2001)、何千 (EMBA 2001)、欧阳旭 (EMBA 2005)

AUTO CLUB EXPLORES INDUSTRY'S FUTURE

The current climate in China's auto industry and the 'best way forward' were the topics explored during the CEIBS Alumni Auto Club's annual party on January 17. The theme for the evening was "An Analysis of Prospects of the Chinese Auto Industry". The guest speaker was the China Association of Automobile Manufacturers' Deputy Director of Policy Analysis Mr Chen Bingyan.

In addition to sharing his thoughts on what lies ahead for the industry as a whole, Mr Chen also shared his views on the future of auto accessory-related sectors, the new fuel tax, as well as the new energy and O3 emissions standards.

Mr Chen's speech was followed by a review of the club's activities in 2008, highlights of which will be presented in a book to be published this year. The annual party also provided an opportunity for the announcement of the newly elected officers:

General Secretary: Mr Lou Zhouren (MBA 1997)

Deputy General Secretary: Mr Xu Jinquan (EMBA 1999)

Committee members: Ms Na Li (EMBA 2001), Mr Qin Guoli (MBA 1998), Mr Ma Shuang (MBA 2001), Mr Ma Jin (EMBA 1999), Mr Li Gang (EMBA 1999), Ms Hu Wenyan (EMBA 2001), Ms Pan Lihua (EMBA 2006), Mr Zhao Tun (MBA 1997), Mr Fang Weihao (EMBA 2004), Ms Wang Bing (EMBA 2001, Beijing), Mr He Qian (EMBA 2001), Mr Ou Yangxu (EMBA 2005, Shenzhen)

心在跳舞

校友健康俱乐部新春活动纪实

2009年2月26日晚,在健康俱乐部理事陈瑶和刘芳校友的精心安排下,来自荷兰的著名舞蹈治疗师 Zvika 先生做客中欧,带领50多位校友、家属和中欧员工体验了一场神奇的心理舞蹈治疗。

“你会说英语吗?”有人摇头;“那你会说身体语言吗?”大家微笑肯定。Zvika 先生开场的两个问题让大家对神奇的舞蹈治疗顿生亲切之感。活动之初,老师带领

心在跳舞: 著名舞蹈治疗师 Zvika 先生在做动作示范。

DANCING HEARTS – Dance therapist Zvika Frank in action.







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吴敬琏 教授 中欧国际工商学院宝钢经济学教授

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50 多人围成大圈有条不紊地做各项热身动作，悠扬而舒缓的音乐在空气中流淌，浸入身体的每个细胞，校友们十分投入，在老师的口令声和音乐的节奏中尽情地舒展身体。不一会儿，原本发冷僵硬的身体就慢慢暖和起来，精神也更加饱满，大家惊奇地发现原来在支出能量之后反而可以获取更多能量。接下来，大家通过各种不同舞蹈动作、组合，尽情地舞动，无拘无束地舒展，现场不时传来酣畅淋漓的欢笑声。在体验活动结束前，Zvika 老师结合现场的体验介绍了一些有关舞蹈治疗的理论知识，并针对大家的各种疑问一一解答。一场让心灵去跳舞的体验之旅在校友们的意犹未尽中成为美好的记忆。

中欧校友健康俱乐部几年来一直通过各类丰富的活动，在校友及其家庭中提倡“大健康”的概念，即在“身、心、灵”三方面达到健康、和谐和统一，寻求幸福感并达到高质量的人际互动。目前认同这一理念的校友越来越多，健康俱乐部的长期会员已近 180 位。

HEALTH CLUB HOSTS “DANCING HEARTS”

A chilly wind and heavy rain could not keep more than 50 CEIBS alumni – plus their family members and CEIBS staff – away from a dance

therapy session on February 26 hosted by the CEIBS Alumni Health Club. The “Dancing Hearts” event was taught by renowned American Dance Therapy Association (ADTA) registered dance therapist Mr. Zvika Frank, who has successfully introduced American-based dance therapy in his native Holland.

Mr Frank began with an introduction of the basic benefits of dance therapy, explaining that body and mind are interrelated through dance and movement. Daily pressures, he said, can be relieved by expressing feelings of confusion and frustration through movement. A temporary suspension of cognitive thinking may give the body just enough room, through the sensations created by movement, to find the source of the problem. Our movements are then full of meaning, and we feel better, he explained.

After a brief overview, the attendees got a chance to experience these sensations for themselves. During the warm-up, they immersed themselves in soft, soothing music. The slight chill in the air soon melted away, replaced by warm and energetic bodies that seemed to grow stronger with each move. With participants given the freedom to dance at will, choosing their own style and pace, the room was soon overflowing with the sound of laughter.

The dance lesson was capped off with more detailed explanations about dance therapy's links to psychology, and Mr Frank's helpful responses to his eager pupils' questions.

Over the years, CEIBS Health Club has advocated the concept of “Comprehensive Health” through various activities. It aims to provide every member with health, harmony and integration of the “body, mind and spirit”. With more and more alumni supporting this concept, the club now boasts 180 long-term members.

校友高尔夫三亚邀请赛成功举行

2009 年 2 月 21 日至 22 日，“东和福湾”中欧校友三亚高尔夫邀请赛在红峡谷高尔夫球会和亚龙湾高尔夫球会举行。40 多位校友从全国各地飞抵三亚，在红峡谷和亚龙湾球会进行了 36 洞的个人和团队对抗竞逐。在感受亚龙湾春日热情的阳光之余，经过两天的角逐，最终赛果如下：

总杆冠军：李京哲 (EMBA 2007)
 总杆亚军：郭立新 (EMBA 2006)
 总杆季军：赵卫东 (EMBA 2002)
 净杆冠军：王宏 (EMBA 2000)
 净杆亚军：王敏 (EMBA 1999)
 净杆季军：常涛 (EMBA 2005)
 最远距离奖：李宁军 (EMBA 2005)
 最近球洞奖：夏天 (EMBA 2005)

相约在冬季：三亚高尔夫邀请赛全体球友合影。

GOLF FANS – CEIBS alumni gathered for the February 21-22 “DOHE Crabapple Bay” tournament in Sanya.



团队冠军：华东队

本次赛事得到了重庆东和恒浦房地产有限公司、东和-海南福湾项目的鼎力赞助，全程赛事在海上高尔夫三亚办公室的鼎力协助下顺利进行。

中欧校友高尔夫俱乐部成立于2004年4月，至今注册会员已有800多人，校友遍布华东、华北、华南和西南地区，汇聚各行各业精英人士，是目前国内成立最早的商学院系高尔夫俱乐部之一。

EASTERN REGION WINS ALUMNI GOLF TOURNAMENT

The "Eastern Region" players emerged as the top team during the February 21-22 "DOHE Crabapple Bay" CEIBS Alumni Golf Tournament. Held at the Sun Valley Golf Club and Yalong Bay Golf Club in picturesque Sanya, the event pulled in more than 40 CEIBS alumni from across China. It was hosted by Chongqing DOHE Real Estate Co.

After two days of intense competition, individual prizes went to:

Gross score 1st place: Li Jingzhe, EMBA 2007

Gross score 2nd place: Guo Lixin, EMBA 2006

Gross score 3rd place: Zhao Weidong, EMBA 2002

Net score 1st place: Wang Hong, EMBA 2000

Net score 2nd place: Wang Min, EMBA 1999



球场英姿：在2009年2月28日举办的年度中欧校友迎春网球公开赛上，两位2008级EMBA学员张文贵（左）和卢大印（右）携手摘得男双冠军。陈凯校友（中）（MBA 2000）及其所在的金元比联基金公司全程赞助了这一赛事。

KINGS OF THE COURT – Men's Doubles Winners Zhang Wengui (at left) and Lu Dayin (right), both from EMBA 2008, celebrate their win during the 2009 CEIBS Alumni Spring Tennis Tournament, held February 28. At centre is Chen Kai (MBA 2000) from KBC-GoldState Fund Management Co, which sponsored the match.

Net score 3rd place: Chang Tao, EMBA 2005

Farthest hole: Li Ningjun, EMBA 2005

Nearest hole: Xia Tian, EMBA 2005

CEIBS Alumni Golf Club was founded in April

2004. Over the past five years, the club has grown to include more than 800 registered members from throughout China. CEIBS Alumni Golf Club is one of the first golf clubs established by Chinese business schools.





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金志国 中欧国际工商学院EMBA2002级学员 青岛啤酒股份有限公司董事长

2009年，上海、北京、深圳三地全面实施春、秋两季招生

中欧国际工商学院EMBA连续五年全球25强 —— 英国《金融时报》

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MBA1999

谢犁 SHERRY XIE

我于 2008 年 5 月离开了担任副总裁的雷曼兄弟亚洲投资有限公司，并随后加入了渣打全球直接投资公司担任董事，仍着重中国地区的 PE 投资业务。

非常感谢校友们在雷曼破产事件后对我的关心，深深体会到了中欧大家庭的温暖！

徐波 RONNIE XU

离开德国电信后我加入了世界第三大应用软件厂商 Sage，我们的 ERP/CRM 软件为全球范围内超过 550 万户企业服务。希望能与各位校友密切合作，助力校友公司提升运营管理能力。

After leaving T-Systems, I moved into the Application Software field working with Sage China. Sage is the 3rd largest application vendor serving more than 5.5 million enterprises with its ERP and CRM solutions worldwide. If your company ever needs ERP/CRM to facilitate operations management, please give me a call.

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MBA2000

黄东涛 LUCY HUANG



从中欧毕业七年来，在职场管理者、妻子和母亲这三重角色的转换间，让我对人生充满了从未有过的热情和感悟。2008 年底回国后，我创建了百缘网 (baiyuanlove.com)，专注于提供专业、全程、高品质的严肃婚恋服务，希望可以用我们的专业和真诚帮助到周围的单身朋友们，在事业成功的同时拥有健康快乐的人生。

Over the past seven years, since graduating from CEIBS, my various roles – manager, wife and mother – have made me more passionate about life, and a lot more introspective. Towards the end of 2008, I created Baiyuanlove (baiyuanlove.com), a matchmaking company that provides high-quality service to overseas and domestic singles. I hope our professionalism and sincerity will help our single friends find joy and success in both their professional and personal lives.

周频 PETER ZHOU



高德软件有限公司市场总监

中国国家天文杂志副社长

中国汽车信息服务高峰论坛
Telematics@China 组委会秘书长

2009 年 1 月我们公司刚签约赞助上海世博会，成为指定导航地图应用服务商，并向上海世博局赠送中国首次绕月球探测工程全月球影像图。

春节携爱妻重游 16 年故地，使我得以实地考证收集中日历史上第二次大战——万历朝鲜战争之日方史料部分，希望能够拨开迷雾探寻 400 多年前的历史真相。

MBA2001

郭风华 CATHERINE GUO

在奢侈品行业工作了五年以后，我于 2008 年在云南大理组建了子非鱼工作室，以关注和推广中国文化为主旨，主要涉及书法、茶文化、民乐、国画、民俗艺术、少数民族文化以及语言学习（普通话）等等 (www.smart-fish.cn)。子非鱼工作室也组织慢动作系列身心陶冶旅行计划，详情请洽 www.slow-motion.cn

After working in the luxury industry for 5

years, I founded Smart Fish Culture Studio (www.smart-fish.cn) in Dali, Yunnan, in 2008. The Studio aims to promote Chinese culture – through Chinese calligraphy, tea culture, traditional music and painting, folk art and minority groups' culture. Smart Fish also offers custom-designed Mandarin classes, and organizes Slow Motion Body & Mind Travel Programmes in Yunnan (www.slow-motion.cn).

MBA2004

任刚 JASON REN

My partners and I have launched *Little Thing Magazine* – a bi-monthly fashion/creative life-style magazine for young women. Available in 15 cities including Hong Kong, Beijing and Shanghai, *Little Thing Magazine* is almost a year old. I'm the Marketing Director and we have lots of stories to share about the challenges of launching a creative start up. We'd also love to share a lot of our great photos, examples of the services we provide as professional fashion photographers. Check out our website at www.littlethingmagazine.com.

Tel: +86 755 25468851

Fax: +86 755 82473270

Email: jasonren@littlethingmagazine.com

张林辉 LEONARD ZHANG

各位校友，我于 2008 年离开了前后工作近 8 年的原公司，加入了一家美国网络测试仪器公司 BreakingPoint Systems 并担任亚洲区执行总监，负责亚洲业务的运作和开拓。希望能和大家保持联系！

邮件: Leonard_Zhang2000@yahoo.com.cn

I joined BreakingPoint Systems, a U.S network testing company, as Managing Director, APAC in 2008 after being at my previous job for about 8 years. Now, my job is to develop business opportunities in the APAC region and lead regional operations. Let's keep in touch!

Email: Leonard_Zhang2000@yahoo.com.cn

EMBA1997

余锋 WILLIAM YU

现职：英格索兰公司气温控制技术亚



太区副总裁

地址：上海市遵义路100号虹桥上海城B栋9楼

Current Title: Vice President - Business Development and Marketing, Asia Pac, for Ingersoll Rand Climate Control Technologies.

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Fax/ 传真：86 21 6237 1991

EMBA2001

叶朋 YE PENG



大家好！我是2001级EMBA北京一班的叶朋。2008年4月，加入百度公司任首席运营官，主要负责公司的销售及运营。十分希望有机会与中欧校友有更多的联系及合作。

Hi Everyone! I'm now with Baidu as Chief Operating Officer, responsible for the company's sales & operations. I look forward to catching up with you and exploring potential business opportunities.

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EMBA2005

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公司网址：<http://www.hejia.cn/>

李本杰 LI BENJIE



我是2005级EMBA5班的李本杰，目前在上海健康领域创业，代理日本进口的健康疗养产品：日本医学博士堀口升先生历经三十多年研发，模拟瀑布、海洋、森林空气环境生产的SERUMI空气维他命疗养机与安娜奇治疗仪，主要面向家庭、办公、车载、高端公共场所使用，既不耽误休息也不干扰工作，可有效改善因环境污染、电磁辐射、压力失眠等造成的现代病症，显著提高人体自愈能力，尤其对呼吸道、心脑血管、高血脂三高、酸痛乏力、头晕烦躁、皮肤炎老等环境污染恶化引发的不适有神奇的疗养效果，欢迎有需求的校友前来查证体验。

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Website/ 网站：www.serumi.com.cn

郑公望 ZHENG GONGWANG



我是2005级3班的郑公望，我喜爱帆板，在一个俱乐部的论坛里发了不少帖子（网名ichzgw），记录了我自己玩帆板的一些体会：感觉在大海上驰骋的急速快感，欣赏海天一色的壮美，体验风大浪高的惊险，享受沙滩阳光的慵懒……

总之，爱上帆板这个“蓝色鸦片”，只想泡在海边，等风来了就冲向大海。

下面是论坛网址：<http://www.a2.com.cn/bbs/read.php?tid=8110>

郑谦 ZHENG QIAN



我是2005级EMBA3班的校友。20年德企工作经历后，我于2007年始加入无锡宝昌金属制品有限公司，任总经理。希望帮助这家从事不锈钢板材加工的民营企业于2011年上市。

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职位：董事长兼总经理

EMBA2008

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大家好，我叫张利江，是2008级EMAB 2班的学员，现服务于上海宝华国际招标有限公司，担任总经理。今年宝华招标自主开发了国内第一个全流程网上招标平台，截止目前已完成90多个项目，平均每个项目可节约交易成本2.73万元。您若有任何招投标方面的疑惑或需求，我和我的团队将非常乐意和您交流。

此外，鄙公司承办的首届“中国招标采购电子化发展论坛”将于2009年4月28日在北京举行。现诚邀中欧校友参加（本次论坛为公益性质，除交通住宿自理外，不收会议费、资料费）。有意向请联系上海宝华国际招标有限公司邵小淳或王亚雅小姐：

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刘湘彬，男，2000级医院管理班校友，与廖新波、吕德成同班，班主任刘怡。目前担任大庆油田总医院集团党委书记兼大庆医学高等专科学校党委书记。

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为了促进中欧校友间的交流，《The LINK》校友杂志特别设立了“班级通讯录”栏目。在此栏目中，您可以发布您的各类信息，如最新的联系方式、最近的工作变动、生活状况，甚至是您的个人爱好等等。

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3. 如果您是MBA或EMBA英文班学生，希望可以提供中英文。
4. 将信息发送至ceibslink@ceibs.edu信箱。

期待大家的积极参与，让《The LINK》杂志更好地成为为广大校友服务的一个平台，让您的老同学、校友们听到您更多的声音！

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