Meet the recipients of the prestigious CEIBS’ 15th Anniversary Distinguished Alumni Awards, selected for their remarkable professional accomplishments as well as outstanding contributions to society and their alma mater.

Zhang Weihua: Leading Shanghai Telecom’s IT Revolution

In the information technology变革日益加速、行业竞争日益升级的背景下，张维华（EMBA 1995）以国际先进企业为师，在信息技术浪潮中引领着以融合业务为主的电信企业向“全业务”的综合信息服务提供商这一目标稳健前行。Today, if Shanghai Telecom General Manager Zhang Weihua (EMBA 1995) gets his way, Chinese consumers will soon use tools offering all three communications channels at once. Find out how.
中欧国际工商学院全体师生员工和校友们：

15年在历史的长河中只是很短的瞬间，中欧人却用自己的汗水把它变得不平凡：中欧引领了商学院的整体进步；中欧为中国的管理教育打造了一个面向全球的品牌；中欧培养了大批具有国际视野的管理人才，被温家宝总理誉为“优秀管理人士的摇篮”；中欧作为“不出国也能留学”的教育特区，为教育改革积累了宝贵经验。

认真、创新、追求卓越，是中欧的校训，也是中欧的核心竞争力所在。从严格的考试、严格的面试到严厉的课程管理，中欧的每一个细节都力争做到完美。

为学生和客户企业创造价值是我们的价值主张。商学院的教授应该对管理实践有浓厚的兴趣。基于企业的现实挑战开展学术研究，并把管理知识转化为能够应用的工具和理念。中欧要求教授对企业管理者要有“同理心”，理解他们的需求并帮助企业更好地驾驭管理之道。

创新是商学院的根本使命。中欧已经是管理知识的重要传播者，但我们不能满足于此。中国经济的转型、创新型社会的构建、中国企业的国际化征程、Y一代崛起所带来的管理挑战、新技术、新商业模式的不断涌现，都为开展学术研究创造了良好机遇。

仅有国际理念是不够的，我们还需要“中国功夫”。中国文化和社会的背景是独特的，也意味着国际上的最佳管理实践和管理理念必须经历“本土化”改造。这也意味着一个独特的研究机遇：中国式管理如何为全球工商管理教育做出贡献。

下一个15年，是中欧走向成熟的15年，也是中欧从优秀走向卓越的15年。中国要诞生伟大的企业，就离不开伟大的商学院所提供的思想土壤。中欧人应当永不满足，因为我们知道自己所肩负的历史使命！

朱晓明

朱晓明
中欧国际工商学院院长、管理学教授
Fifteen years is, by most measures, a very short span of time – equivalent to the time it takes for a young child to cross the threshold into the teen years. But for CEIBS, the past 15 years has represented more than an ordinary fraction of time. Since its inception in 1994, the school, as a pace-setter for Chinese business schools, has built a global brand in China’s management education field by grooming a pool of management talent who share a global vision. CEIBS, hailed by Premier Wen Jiabao as “an incubator for excellent business leaders,” offers an environment of top-tier academic excellence in which students can “study overseas without going abroad,” and which provides valuable experience for the reform of China’s educational system.

“Conscientiousness, Innovation, and Excellence” is the CEIBS motto. These three values also underlie the school’s core competitiveness. From entrance examinations and interviews on to class management, CEIBS attempts to bring perfection to every detail.

Our ultimate goal is to create value for our students and corporate clients. Business school professors must possess a true passion for management practice, carry out their academic research based on real challenges faced by companies, and turn management knowledge into applicable tools and strategies. CEIBS requires its professors to develop a close relationship with companies, understand their needs, and help them to better manage their enterprises.

Innovation is the fundamental mission of business schools. CEIBS has already become an important “hub” for the dissemination of management knowledge, but we should aim even higher. Today, China faces a new wave of challenges – the transformation of the economy, the construction of an innovation-driven society, the globalization of domestic enterprises, management challenges brought about by the rise of the Y-generation, the emergence of new technologies and business patterns, and more. All of these issues provide a strong need for academic research.

In addressing such challenges, however, international academic ideas are far from enough. We must also apply some “Chinese kungfu” in order to actualize certain business strategies in China. As a nation, China has its own unique culture and ideology; thus, even the world’s best management practices and concepts must be localized for China. This also offers a precious opportunity for researchers to make “Chinese management style” an important part of international administrative and management education.

The next 15 years will witness CEIBS striding into its prime. Without the intellectual foundation provided by truly excellent business schools, China will find it impossible to cultivate great enterprises domestically. CEIBS will keep forging ahead because we, as a school, understand the historical significance of our mission.

Zhu Xiaoming
President and Professor of Management
Dear CEIBS Community:

One of the best measures of the value of a business school is the scope, scale and clout of its alumni base. Now in our 15th year, CEIBS boasts a roster of 8,000 MBA and EMBA alumni. And this extensive network is growing fast. CEIBS will open the Beijing Campus in early 2010, will construct Phase III of the Shanghai Campus by 2012, and continues to expand in Shenzhen, in China’s second-tier cities (via the BMT Programme), and in Ghana through the EMBA in Africa Programme. Across all fronts, CEIBS is growing rapidly, and that means a fast-growing alumni base.

Even more important: CEIBS’ pool of graduates is expanding quickly not just in numbers but also in terms of influence. The alumni network now extends into the top echelons of China’s business circles, government agencies, and social causes. With this edition of The LINK, CEIBS is proud to pay tribute to some of our most impressive and most influential graduates. Our cover story for October-November features the 31 winners – both individuals and groups – of the school’s Distinguished Alumni Awards. Chosen in four categories, Distinguished Leader, New Business Leader, Alumni Contribution and Charitable Contribution awards, these talented graduates stand out as shining stars through the successes demonstrated in their careers and through the causes they champion.
MESSAGE FROM THE EDITORS

The LINK

October-November 2009

But CEIBS Alumni are now also being recognized far beyond the realm of the school’s community. For example, two remarkable alumni were recently recognized by international business media. In October, U.S.-based BusinessWeek magazine named CEIBS student Carlos Moncayo (DIMP 2008), as “Asia’s Best Young Entrepreneur of 2009” in its annual reader poll. Mr Moncayo, 28, is co-founder and CEO of Shanghai-based ASIAM, an offshore-manufacturing management company focusing on the garment sector. Then in November, CEIBS alumnus Thorsten Seeger (MBA 2005) was among 25 promising young German executives to win this year’s “Career of the Year” award from Handelsblatt – one of Germany’s biggest and most influential media groups. Mr Seeger, 31, was recognized for his rapid career advancement. After graduating from CEIBS, he joined the prestigious Global Leaders Programme in Barclay’s Bank Plc – a programme for “fast track” executives – and is now Head of Planning & Reporting for Barclays’ Global Commercial Product business unit in London.

These are just some of the many impressive alumni in our network. One of the missions of The LINK is to showcase the shining stars among our graduates and students, through articles such as Alumni Blog, Entrepreneurial Spirit and CEO Talk – which features Zhang Weihua (EMBA 1995), General Manager of Shanghai Telecom, in this edition.

To identify more of our shining stars, The LINK seeks help and input from you. One easy way to contribute ideas is through the LINKING IN section of this magazine, set up for alumni to announce their accomplishments. Use this channel to spread your good news – be it professional or personal – to your classmates and peers, or to suggest a good alumnus for The LINK editors to profile in a future article.

We look forward to your input and we hope to see you on the pages of The LINK very soon!

Laurie Underwood
Director, External Communications & Development
目录 Contents

要闻 BRIEFING

10 雷诺诺常委就“中华人民共和国友谊奖”；郭瑞教授荣获2009年度上海市“白玉兰纪念奖”，中欧2007级EMBA毕业典礼隆重举行；姜耀祖部长为中欧颁发成果展揭幕；克里·刘易斯时代的宏观经济与金融市场；“中欧义务教育文凭课程”在重庆开班；2009年中国民营企业百强排行榜企业最新发布……

特别报道 FEATURES

18 CEO访谈： 上海电信：三屏融合时代的全业务电信企业 CEO Talk: Zhang Weihua: Leading Shanghai Telecom’s IT Revolution

26 赋予商业银行更多自主权？ 2009中欧中国银行家高峰论坛剪影 Out-takes From CEIBS’ 3rd Annual Bankers Forum: More Autonomy for China’s Commercial Banks?

30 中欧看中国：下一个60年 四位中欧教授做客上海外语频道ICS的《财经志》栏目 - China’s Next 60 Years Four expert CEIBS professors interviewed for ICS TV’s BizTime programme

封面关注 COVER STORY

38 桃李天下，群星璀璨 中欧15周年校庆杰出校友评选圆满落幕 CEIBS’ Shining Stars The winners of the school’s 15th Anniversary Distinguished Alumni Awards

52 一朵独放不是春，万紫千红春满园 中欧教育发展基金会新推出了校友个人年度捐赠计划，聚水成池；聚沙成塔，有八大校友出资，母校将更加美丽。 Giving Back to Your Alma Mater

管理前沿 CEIBS KNOWLEDGE

62 金融家沙龙 Finance Salon 中国银行副行长朱民阐述危机后的世界；中国社科院高培勇教授解析经济变局中的中国财政政策
Bank of China VP Dr Zhu Min explores post-crisis trends; CASS Deputy Director Gao Peiyong discusses China’s pro-active fiscal policy

66 评论  Commentary
中印企业的合作机遇
China & India: Opportunities for Cooperation

职业发展 CAREER

70 公司聚焦 百威英博的成功之道
Corporate Spotlight: AB InBev’s Winning Brew

74 合作伙伴 Corporate Partner News

81 基金会新闻 Foundation News

在中欧 INSIDE CEIBS

86 教授成果 Faculty Achievements
中欧教学名师奖及2009年度教学优秀奖揭晓; 许斌教授和茅博励教授的最新著作
CEIBS honours five excellent professors; new books from professors Xu Bin and William Mobley.

89 重要任命 New Appointments
霍斯特·洛切尔博士担任中欧经济学客座教授及德国银行金融中心主任; 余方博士担任中欧金融学助理教授
Introducing Director of CEIBS’ German Centre of Banking & Finance Dr Horst Loechel and Assistant Professor of Finance Dr Frank Yu

90 校园新闻 School Updates
中欧“艺术鉴赏周”完美落幕：中欧2009级EMBA秋季班开学典礼在南帝举行；中欧EMBA欧洲模块圆满落幕；中欧2009级MBA学生会成立；中欧2009级MBA学生大使就职
Scenes from Art Appreciation Week, the opening of EMBA 2009 autumn class, EMBA tour Europe; meet the MBA 2009 Student Committee and Class Ambassadors

94 媒体关注 CEIBS in the Media

校友之声 ALUMNI VOICE

96 校友博客 Alumni Blog
刘胜军：中国企业创新须突破“三不”
Dr Gary Liu looks at obstacles to innovation in China

100 校友分会 Alumni Chapters
中欧校友会上海分会换届大会成功召开
Shanghai chapter’s new leaders

105 校友新闻 Alumni Events
中欧校友金融与投资俱乐部投资系列讲座；中欧总财俱乐部和AMP五班携手大鹏湾游学之旅活动纪实；台湾原住民O-KAI合唱团慈善演唱会在深圳举行
Alumni Finance & Investment Club brings in the experts; AMP & CFO classes visit Dapeng Bay; and alumni concert raises funds for Taiwan’s typhoon victims

112 班级通讯录 Linking In
CEIBS Executive President Pedro Nueno Receives PRC State Council "China Friendship Award"

A mid preparations for the 60th Anniversary Celebrations of the New China, CEIBS Executive President Pedro Nueno received the esteemed "China Friendship Award" in Beijing's Great Hall of the People on September 29. The Friendship Award is China's highest award for foreign experts who have made outstanding contributions to China's economic and social progress.

Following the ceremony, Professor Nueno said: "It is a great honour to receive the Friendship Award in recognition of the efforts made by the team at CEIBS over many years to create one of the world's leading business schools. CEIBS combines the best ideas of international management education with Chinese values. In this, CEIBS 15th Anniversary Year, we look forward to further development here in China and internationally."

In an invitation letter issued to Executive President Nueno by the PRC State Administration of Foreign Experts Affairs, General Director Ji Yunshi told Friendship Award Recipients: "Since you came to China, you have achieved excellent success through hard work and have won appreciation and respect of your Chinese colleagues. What you have done has promoted cooperation and friendship between our two countries."

Dr Pedro Nueno is Chengwei Ventures Chair Professor of Entrepreneurship, Executive President and Co-Founder of CEIBS. He is also Bertran Foundation Chair for Entrepreneurial Management at IESE in Spain. Prof Nueno received his Doctorate in Business Administration from the Harvard Business School. His research interests include entrepreneurship, management of privatization and turnaround processes, industrial alliances, joint-ventures and acquisitions, management of technology and innovation, and internationalization processes. He is the author of ten books including: Corporate Turnaround, The Light and the Shadow, and Entrepreneuring.

In recognition of Prof Nueno's outstanding contributions to business education in China, the Shanghai municipal government awarded him the White Magnolia Award in 2004. His dedication to business was also recognized by the Government of Spain, with the Order of Civil Excellence, and the Government of Catalonia with the Saint Jordi Cross.
In recognition of his outstanding efforts to advance management education in China, CEIBS Vice President and Dean Rolf D. Cremer was conferred with the prestigious Silver Magnolia Award on September 8. He was among 45 recipients singled out for this annual award presented by the Shanghai government to foreign nationals who contribute significantly to the city’s economic, cultural and social development.

After distributing individual medals and certificates to each recipient of the 2009 Silver Magnolia Award, Shanghai FAO Director General Li Mingjun outlined the importance of the honour. “This year marks the 60th anniversary of the founding of the People’s Republic of China. Over the past six decades, tremendous changes have taken place, and Shanghai has sustained continuous economic growth and seen its standard of living improve dramatically for its citizens. All these accomplishments could not have been achieved without the contribution of foreign friends,” he said. This year’s awards recognize a broad spectrum of achievements, Mr Li continued, including “economic, academic, scientific and cultural exchanges with Shanghai and the rest of the world.” In closing, he promised: “Your contribution will always be remembered by Shanghai.”

The 2009 Magnolia Award ceremony was presided over by Shanghai Foreign Affairs Office, Foreign Affairs Administration Division Director Zhou Yajun.

CEIBS Alumni Study Tour to Spain
Nov. 21-Dec. 1 2009

Don’t miss this unique opportunity to learn first hand: Investing in Europe & Latin America from Spain – Opportunities, Trends & Challenges –

TOUR HIGHLIGHTS
• Customized classes at IESE Business School
• Briefings and facility visits to top Spanish companies including Banco Santander, Port of Barcelona, Gamesa, La Caixa and more
• Visit to Barcelona, Madrid, Basque Country, Asturias

For full tour information, contact: Mr. Bob Jiang, CEIBS Alumni Department; Tel: +86-21-2890-5524 / jbob@ceibs.edu
Ms. Nicoleta Radoi, CEIBS, Corporate Relations; Tel: +86-21-2890-5210 / nicoleta@ceibs.edu
天，我们一起走过铺满鲜花与荆棘的道路。今天，掌声与荣耀承载着不断创造的信念和活力。明天，激情与理想，认真与追求卓越的决心将是美丽的花环。

2009年9月26日，来自中欧北京、深圳和上海三地校区共11个班级逾700名学员携至亲好友从全国各地来到中欧上海校园，参加中欧国际工商学院高层管理人员工商管理硕士（EMBA）课程2007级毕业典礼，这是中欧迄今为止规模最大的毕业典礼。

学院执行院长佩德罗・雷诺在典礼致辞中对EMBA学员的顺利毕业表达了祝贺之情。“两年来，大家克服了工作、家庭与学业的种种冲突，在巨大的压力下完成了学业，非常了不起。每一个人都有了更多的故事和丰富的经验。可以彼此分享，你们应该为自己感到骄傲。中欧也为你们感到骄傲！希望大家在今后的人生中能充分运用在中欧学到的商业能力和战略眼光。在面临重大抉择之时，不要忘了在中欧的所学所思。”

学院院长朱晓明教授在典礼致辞中表示，中欧EMBA学员在激烈多变的市场环境里显现出了中欧学子优异的管理能力和卓越的领导艺术。“更可贵的是，你们没有忘记自己的社会责任，积极投身各种慈善爱心活动。无私地关爱着需要帮助的人们。”朱晓明院长殷切期望同学们毕业后以各种方式为母校发展贡献力量，铭记母校校训，珍惜中欧品牌，追求比商业成功更高的境界，做一名为社会创造财富和幸福的成功企业家与领导者。

许定波教授以亲切平实而又发人深省的语言为毕业生们上了“最后一课”――关于家人、关于朋友、关于智慧与责任。“要得到一个高尚的好名声经常需要你们做出一些困难的决策：象不做假账、不投资次贷等。做这些艰难的决策除了需要你们有坚实的学识基础和智慧外，更需要你们有超常的道德勇气，在这时候，你最需要的是对个人信念的信心。”

为了表彰学习优秀而且热心服务的学员，毕业典礼上还为33名学员颁发了优秀毕业生奖，为参加本届毕业生入学面试的六位优秀校友面试官颁发了2009年度优秀面试官奖。

当晚在浦东香格里拉大酒店举办了EMBA2007级毕业晚会。这是一次在学院领导下，由学员自编、自导、自拍、自演的欢乐颂。晚会上，北京、上海、深圳三地毕业生纷纷向母校赠送礼品。以梧桐树、银杏树以及雕塑等为中欧校园建设增光添彩。这些珍贵的礼物中寄寓了他们对母校的深深感激和真挚祝福。朱晓明院长为毕业生颁发了“真才实学”奖，希望中欧学子秉承母校严谨、唯实、唯真的精神传统，将所学知识化为自我成长和回报社会的力量。

The graduation ceremony was also an occasion to recognize class members’ outstanding contribution in the area of public service, as CEIBS unveiled the winner of the 2009 Social Responsibility Award. Four professors (Honorary President Liu Ji, Professors Wu Jinglian, Xu Xiaonian and Henri-Claude de Bettignies), and five prominent alumni representatives from Shanghai, Beijing and Shenzhen made up the panel of judges. The winner is EMBA 2007 Shanghai Class 2, which donated funds towards the construction of an elementary school and successfully hosted a charity auction. The EMBA 2007 Shanghai Class 2 was also selected as the winner of this year’s Event Award during the CEIBS EMBA Noble Deed Ceremony in August.
CEIBS Unveils 15th Anniversary Exhibition

The highly-anticipated CEIBS 15th Anniversary Exhibition was officially opened on September 26. Shanghai Vice Secretary Mr Jiang Liang, who is also Pudong New Area District Director, along with CEIBS President Zhu Xiaoming, Executive President Pedro Nueno, and Vice President and Co-Dean Zhang Weijiong were among the VIPs at the event.

Telling the school’s dramatic history through individual quotations, vivid photos, and carefully collected data, the exhibition covers CEIBS’ 15-year development path and remarkable accomplishments. Viewers witness: CEIBS History, Faculty, Research, Core Programmes (MBA, EMBA and EDP), CSR work, Alumni, Corporate Sponsorship and the school’s Future Outlook.
against the backdrop of the uncertainty that still enshrouds the global economy, a September 20 CEIBS-Hua’An Ruizhi Finance Salon brought together distinguished scholars and top management from the financial sector to share their thoughts on topical issues.

The day-long event, co-organized by the CLFC and Hua’An Funds, attracted nearly 100 VIPs from the financial sector plus 20 members of the domestic and international media. Among the VIPs were:

- Wu Xiaoling, Director of CLFC, Standing Committee Member and Vice Chairman, Financial and Economic Committee, National People’s Congress. She spoke on capital adequacy ratio.
- Xu Lin, Standing Member, Shanghai Party Committee; Secretary, CPC Pudong Committee;
- Zhou Wei, Chief Executive, Huangpu District;
- Yan Qingmin, Director-General, China Banking Regulatory Commission (Shanghai Branch); and
- Xing Wei, Deputy Director, China Insurance Regulatory Commission (Shanghai Branch).

Topics under discussion included RMB regionalization, which depends on the rapid construction of an offshore RMB market. Exploring this topic was Prof. Xia Bin, Director of the Institute of Finance Research, Development Research Centre of PRC State Council. CEIBS Economics and Finance Professor Xu Xiaonian spoke on the worsening imbalance of China’s economic structure while China Financial Futures Exchange General Manager Zhu Yuchen shared his insights on index futures. Vice Chairman of JP Morgan (China) Gong Fangxiong gave an optimistic view of China’s recently launched second board.

For a complete report, see www.ceibs.edu.
CEIBS launches EU-China Business Development Certificate Programme in Chongqing

CEIBS officially launched the Chongqing leg of its EU-China Business Development Certificate Programme (BDCP) on August 21. The 47 enrollees are all senior executives from various industries across the city. The Chongqing programme follows two successful offerings of the BDCP in Hefei, Anhui Province.

The opening ceremony, hosted by CEIBS Assistant Professor of Management Dr Zhang Wei, who is also Director of the BDCP in Chongqing, attracted an impressive roster of VIPs including: Vice Director of the Organization Department of CPC Chongqing Municipal Committee Li Wuke; Standing Member and Director of the Organization Department of CPC Chongqing Shapingba District Committee Li Wanhong; Attaché for the Delegation of the European Commission to China Alexandra Lehmann; CEIBS Vice President and Co-Dean Zhang Weijiong; and CEIBS Adjunct Professor of Economics and Director of German Centre of Banking and Finance at CEIBS Dr Horst Loechel.

In his speech during the opening ceremony, Vice Director Li Wuke said it was a great honour for Chongqing to be the second city to host the programme and encouraged students to apply the knowledge they will gain to their professional careers. This, he said, would boost the city’s economic development.

During his address, Co-Dean Zhang Weijiong expressed his gratitude to the Chongqing Municipal Government for their support in facilitating the introduction of BDCP to the city. Prof Loechel next outlined the programme’s six modules and expressed hope that the programme will strengthen trade ties between the EU and Chongqing, and with China as a whole. The BDCP will extend to Xi’An, Chengdu, Hohot, Guiyang, Nanchang and Harbin.
中欧国际工商学院2009中国民营
上市百强排行榜企业最新发布

CEIBS Ranks China’s Top 100 Listed Private Companies of 2009

2009年9月23日，中欧国际工商学院携手Wind资讯重磅推出2009年中国上市民营企业百强排行榜。该榜单自诞生至今，已经是连续第6年权威发布。最新版的《2009中国民营上市企业绩效报告》对民营企业的整体情况进行了总结，并对民营企业应面对变化提供了建议。

2008年受全球金融危机及出口需求下滑影响，中国经济增长速度在下半年出现了明显的回落。在这种非常不利的环境下，民营企业成长速度虽然减慢、但降幅不大。2008年，民营企业总营业收入达到19233.33亿元，平均营业收入为22.11亿元，与2007年相比均有一定增长。

中欧副院长兼中方教务长张维炯教授表示，在当前形势下，中国的民营企业所追求的是做强，而非做大。企业管理要提高运营效率，以最少的资源为社会创造财富；其次，中国的民营企业要提高竞争能力，参与国际竞争；第三，中国的民营企业要承担更多的社会责任。针对新推出的创业板，张维炯教授表示，中国民营企业的发展碰到了很多问题，创业板对解决民营企业融资难起到一定促进作用，同时还能帮助民营企业更规范地运作，使我国多层次资本市场向前迈出重要的一步。

此外，中国的民营企业也越来越多地选择在海外上市。报告指出，海外上市的民企规模高于内地上市民企，前者的平均营业收入为30.47亿元，远高于内地上市民企的18.98亿元。

出席新闻发布会的人员包括中欧副院长兼中方教务长张维炯，上海万得信息技术股份有限公司董事长陆风，中欧民营企业研究中心研究员黄少卿，中欧校友、纳斯达克中国区代表夏国雄，国金证券股份有限公司投资银行部副总经理蒋生元等。

### 排行榜前十强

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<thead>
<tr>
<th>排名</th>
<th>股票代码</th>
<th>公司简称</th>
<th>上市地点</th>
<th>行业</th>
<th>2008年营业收入(亿元)</th>
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注：本年度排名工作没有计入在伦敦证券交易所和新加坡证券交易所上市的中国民营企业。

### THE BIGGEST: China’s Top 10 Listed Private Companies of 2009

<table>
<thead>
<tr>
<th>排名</th>
<th>Share Code</th>
<th>Company</th>
<th>Listing Location</th>
<th>Industry</th>
<th>2008 operating revenue (billion RMB)</th>
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<td>1</td>
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<td>26.788</td>
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CEIBS, in collaboration with Wind Information Co, released this year’s rankings for “China’s Top 100 Listed Private Companies” on September 23. The report summarizes the general economic outlook in the non-state owned sectors and advises private companies on handling market changes now. In its sixth year, the ranking also offers insight into the economic landscape of China’s private companies that are listed overseas.

According to CEIBS Vice President and Co-Dean Prof Zhang Weijiong, the private sector has been one of the important engines for the steady development of China’s economy. Under existing conditions, therefore, China’s private enterprises should pursue strength rather than size, which would increase their operating efficiency through a minimal use of resources as they create wealth for the society, he said. Prof Zhang also advised that China’s private companies should boost their competitive capacity in order to compete internationally, and take on more social responsibility.

In terms of overseas versus domestic listing, the report pointed out that while there are more private Chinese companies listed overseas than those listed domestically, China-listed companies generated more revenue. Private companies listed overseas had revenues of RMB722.214 billion, while the revenue generated by private companies listed domestically reached RMB1201.118 billion.

The findings were announced during a ceremony also attended by CEIBS Researcher Huang Shaoqin, Chairman of Wind Information Co Lu Feng, CEIBS alumnus and NASDAQ’s China Representative Xia Guoxiong, as well as Deputy GM of Finance & Investment Department at Sinolink Securities Jiang Yuansheng.

**CEIBS Board Member Mr. Jing Shuping Passes Away**

中欧国际工商学院董事、中国民主政治协商会议第九届全国委员会副主席、全国工商联原主席、民生银行名誉董事长经叔平先生，因病于2009年9月14日不幸在京逝世，享年91岁。

经叔平先生是我国现代民族工商业者的优秀代表，也是我院的创始董事。十五年来，他多次出席我院重大活动，关心指导我院发展，并为提高我院在工商界的影响力做出了积极贡献。他的去世不仅是我国工商界的一大损失，也使我院失去了一位可亲的导师。我院已致电经叔平先生治丧委员会，对经叔平先生的不幸逝世深表哀悼，并请向其家属转达悼念和慰问之意。

Mr Jing Shuping, a Founding Member of the CEIBS Board, passed away on September 14 in Beijing. He was 91. Regarded as an outstanding entrepreneur of modern national industry in China, Mr Jing was Vice Chairman of the 9th CPPCC National Committee, former Chairman of the All-China Federation of Industry and Commerce, and Honorary Board Chairman for China Minsheng Corp.

As a member of the CEIBS Board, Mr Jing attended many major school events over the past 15 years and consistently played a vital role in CEIBS’ development. He worked tirelessly to increase the school’s influence in the business world.

Mr Jing’s passing marks a sad loss for China’s business community, and has also deprived the CEIBS community of an affable mentor. CEIBS’ Management Committee extended its condolences to Mr Jing’s family, as well as the Funeral Committee which officially organized events to commemorate Mr Jing’s passing.
In China, owning a TV, a PC, and a mobile phone at the same time is no longer a luxury – it is a necessity. Today, if Shanghai Telecom General Manager Zhang Weihua (EMBA 1995) gets his way, Chinese consumers will soon use tools offering all three communications channels at once. As 3G technology evolves, Zhang is determined that Shanghai Telecom will lead the charge into combining TV, PC and mobile. Read on to find out how...
Televisions, PCs and mobile phones, which have become increasingly popular in China since the 1980s and ‘90s, are now indispensable end-user digital devices, touching every aspect of modern Chinese life. Thanks to the 21st century global IT boom, Chinese users are now striving to combine the functions of all three devices through popular services such as IPTV, TV Internet Service, Mobile Internet Service, and Mobile TV. Following this trend, consumers will soon enjoy unfettered access to information – anywhere, anytime.

From a technical perspective, the movement to combine the functions of TVs, PCs and mobile phones also marks the merging of the key businesses of a service provider – connecting the TV network, the telecommunications network, and the internet. It is a concept well known to Zhang Weihua (EMBA 1995), Party Committee Secretary and General Manager of Shanghai Telecom (ST). In fact, Mr Zhang – who served as General Manager of China Telecom, Americas during the telecom giant’s U.S. entrance from 2002 to 2005 – believes telecom operators must become more versatile, offering a full-service business model. He explains how the transformation is evolving: “At present, ST has combined telecommunications and TV. The result is IPTV, which transmits TV signals through the telecommunications network. This innovation is now dubbed the “Shanghai Model,” he says. Zhang continues by explaining that ST has developed a “soft terminal” which enables users to watch IPTV not only on TVs but also on their PCs. He continues: “In addition, 3G service has inspired us to develop mobile phone TV service. If we are successful, users will be able to watch the same programmes through any of the three devices.”

Mr Zhang has even bigger dreams that will make the transition between using the three devices effortless. “Today, the devices are still used separately. My plan is to ensure that if I’m watching a TV programme in my car, I can continue watching it on the TV in my living room after I get home. If someone visits my family and is sitting in the living room, I can still keep watching the programme on the PC in my study. This is our ultimate technological goal: to allow users to watch programmes with no difficulty or disturbance. So far, the progress we have made in the lab has not been applied to the actual networks, but we will move ahead step-by-step.”

Achieving this ambitious goal will require some adjustments to the vertical industrial chain. Zhang explains: “In the past, telecommunications providers could only offer basic services. But since we are now trying to incorporate new functions into our service, we need to promote cooperation between operators and content providers.” The process will require “a complicated industrial chain” involving recording programmes, uploading them to the networks, transmitting them to end users, he explains. Says Zhang: “It will not just be a simple business transaction. We need to form strategic alliances with content providers.” This also applies to mobile phones. Any additional services, such as stock trading or phone number inquiries, requires cooperation between all companies in the industrial chain.

With Zhang Weihua at the helm, ST is now on a path toward transforming from a conventional, landline service-oriented enterprise to a comprehensive information and service provider. At present, non-telephone services account for 60 percent of the company’s total revenue, while the percentage of revenue from landline service has fallen below 35 percent. Propelled by its successful transformation, ST has emerged as a leader in the regional market, occupying the largest share of
视、PC（个人电脑）、手机分别自上世纪80、90年代以来在中国日益普及，迄今已经成为人们生活中最常见的、必不可少的三个终端。几乎囊括了现代人的全部生活——电视代表娱乐与消遣；PC代表工作与学习；手机代表通信与交流。在21世纪全球信息技术浪潮的推动下，“三屏融合”这个曾经的概念或理想也正在逐渐演变成现实：IPTV、电视上网、手机上网、手机电视方兴未艾，而中国3G大幕的开启无疑又加速推动了这一融合进程，未来的发展趋势是，我们可以利用身边任何一种屏幕——手机、PC和电视，随时随地实现接入，获取我们想要的任何信息和内容。

从后台的网络设备来看，三屏融合其实是运营商的业务融合，即电视网、电信网和互联网这三网的融合。中国电信上海公司总经理兼党委书记张维华（EMBA 1995）表示，今后电信运营商提供的业务将会是“全业务”，而电信运营商将日益向“全业务公司”过渡。

“目前上海电信已经初步做到了‘两屏融合’，IPTV正是电信和广电之间初步融合的产物，用电信网络来传递我们过去的电视信号，电信和广电的这一首度成功合作也被业界称作‘上海模式’。现在我们还做了一个软终端，不仅仅通过电视机，在PC上也能收看IPTV的内容。那么现在3G来了，我们在做手机影视，如此一来，三屏里可以收看同样的内容，”张维华介绍说。

“但是这还远远不够，这些终端仍然是彼此孤立的。我要的是什么？我在车上开一部机器，到家前只要按键建立一个书签，就能坐在客厅里接上去而不间断，不用重复地在IPTV上继续看。如果家里来客人了，我能再用书房用PC来继续看——这实际上是三屏融合的最高境界，无缝隙，不中断。目前我们的试验已经实现了这些功能，但是真正网络中的应用还需要一段时间，我们希望能够逐步推进。”身为技术专家出身的电信高管，张维华兴致勃勃地描绘出了未来的三屏融合图景。

为了实现三屏融合，纵向的产业链之间也必须协同发展。“过去的电信运营商仅仅局限在电信基础服务这一块，实际上从节目录制、上网、转播最后到用户终端有一个漫长的产业链，运营商和内容制作商之间的合作，不能是简单的买卖关系，而必须结成战略联盟。”比如手机产业链种的各条增值业务如炒股、办公、号码百事通等，都需要产业链的协同合作。

在张维华的领导下，上海电信已经从一家以通话为主业的电话企业，逐渐向“全业务的”综合信息服务提供商这一目标迈进。目前上海电信的非话音业务收入已经超过总业务的60%，固话收入占比已经降至35%以下。得益于这一转型，上海电信始终走在区域市场的最前列，在上海占据了电信业的最大市场份额，这在国内也仅此一家。

在语音业务价值化不断加速的今天，新业务的及时推进推动了上海电信的结构优化。从而得以在区域市场独占鳌头。目前上海电信的宽带用户已经达到了350万户，在上海市场的占有率高达85%。而上海也成为亚洲最大的城市型宽带城市。上海电信的IPTV用户今年年底预计将达到100万，这也远远走在全国前列。

在今年1月拿到3G牌照后，上海电信用了不到三个月的时间，使上海市区基本覆盖3G信号，到年底基本全部覆盖市郊，在第一季度就发展了近100万CDMA用户，这是上海CDMA过去七八年发展的用户总数。

今年6月，上海电信率先启动了“城市光网”计划。在三年内实现光纤到户，达到“百兆到户、千兆进楼、T级（百万兆）出口”的网络覆盖能力，今年目标为75万户用户，明年是150万户，后年就是300万。这将使用户能够享受到网络化带来的成果——宽带宽、多媒体、高清的视频节目；另外上海电信斥资几十亿来建设配套的光缆网络还能带动相关产业的发展。

如何才能在信息技术浪潮之中乘风破浪、抢占先机？
ST had snapped up 10 percent of Shanghai’s mobile service market. The company has also been an aggressive player as a Fibre Optical Internet Service (FOIS) provider. Last summer, ST announced plans to become a FOIS provider within three years, providing every Chinese family with 100mbps of internet services and every building with 10 mmbps. ST aims to develop 750,000 FOIS users this year, 1.5 million next year, and 3 million in 3 years. This move will allow its users to enjoy the benefits that come with the most advanced IT technologies: high definition multi-media programmes transmitted by high-speed broadband.

How can ST maintain its leading position during the ongoing IT technology boom? How will ST cope with the challenges brought by the introduction of 3G service? What challenges has ST overcome during its transformation, and what new challenges does the company face now? Read on for Zhang Weihua’s answers to these questions and more during an exclusive interview with TheLINK.

**TheLINK:** You spent three years as General Manager for China Telecom, Americas, gaining rich experience in overseas development and operation. How did this overseas stint help you lead Shanghai Telecom?

**Zhang Weihua:** When I returned to China in 2005 (from his posting in the U.S.), China Telecom General Manager Wang Xiaochu was pushing for the
张维华一直以国际先进企业为师，以中国电信集团战略为
指导，追赶信息技术变革的步伐，从而一洗电信企业老气
横秋的传统形象，深入拓展上海电信的现代化管理。这不
由让人联想到张维华自2002年到2005年作为中国电信
（美国）公司总经理带领中国电信走出海外拓展第一步的
杰出表现，究竟这一段海外拓展经历对张维华引领上海电
信的转型起到了什么影响？3G启动之后，上海电信如何应
对全业务经营的挑战？在从传统电信运营商向现代综合信
息服务提供商转型的过程中，上海电信遭遇了哪些瓶颈？
《The LINK》杂志就此对张维华进行了专访。

TheLINK：2002年您担任中国电信（美国）公司总经理，积
累了丰富的海外拓展及运营管理经验。这一背景对于您
引领上海电信的发展有着怎样的影响？
张维华：中国电信在2002年走出国门，成立中国电信（美
国）公司。到2005年，成功实现了网络、服务和资本的的
“三个延伸”。在此之前，国内去美国的互联网联要通过
美国的大型转接服务提供商。到2005年，我们自己直接
与美国的互联网联已经达到了70%以上，同时还将中国电信的业务
拓展至整个北美洲，这大大降低了中国电信的成本。同
时我们还建立了全球的端到端客户服务体系，真正建成了
中国电信的全球跨国企业服务。

2005年我回国时正值中国电信王晓初总经理推动中国电信
向综合信息服务提供商的战略转型，而当时的上海电信
正面临着移动异质分流、固话业务下滑的严峻局面。由
于在海外经营的三年多，我始终关注着美国电信业的转型
趋势，因此能够有的放矢地落实中国电信的转型战略，并
结合上海实际情况，围绕信息化创新，对公司的网络、业
务、管理转型做了一系列工作。

TheLINK：有人认为，中国的电信运营商还缺乏向海外扩
张的绝对实力，您如何看待这一说法？
张：所谓走出去。其实有两个层面。第一个层面是，服务
和业务能够延伸到海外，从而形成一个全球客户链。就此
而言，中国电信在中国的电信运营商中率先走出了这一步。
中国电信得到了在北美的历史之后，随后在世界
其他地区成立了相应公司。

第二个层面更为深入，即跨国并购和资本重组。事实
上，在全球金融危车冲击之下，包括前几IT泡沫破灭的
影响，很多跨国企业都已经降低了国际扩张的积极性。企
业应该认识到，到底“走出去”这一行为的意义何在，千万
不能为走出去而走出去，一定要看这步迈出去之后的得益。
对整体核心价值的贡献、是否能形成最大的竞争优势、气吞山河的宏大资本操作并不一定能达到最优的结果。

并购要服务于企业的全球战略意义，当然还必须考虑
到涉及各方面的风险。我们还需要进一步加强对国际高端
人才培养。中国电信近几年一直在做海外兵团的人才储备；另
外作为大型国企，也需要国家政策给予相关负责人担
任海外扩张风险的宽松环境。

人物小档案
姓名：张维华（EMBA 1995）
头衔：中国电信上海公司总经理兼党委书记、上海市政协常委、上海通
信行业协会会长；教授级高级工程师、复旦大学管理学博士，曾赴法国
电信高等学院、美国贝尔实验室和美国艾森豪威尔基金会进修学习。

职业发展：
张维华有近二十余年的电信行业从业经验。曾多次荣获上海市、信息产
业部和全国科技进步奖。
1983年，获得上海科技大学电信技术专业学士学位。进入上海邮电工作。
1995年起，先后担任上海邮电管理局副局长、总工程师，上海电信公司
副总经理，期间主持建设了全国首个城市信息港和ATM宽带网。
2002年-2005年，张维华出任中国电信集团美国公司总经理。成功将中
国电信业务拓展至整个北美洲，是国内电信行业内走出国门的第一人。
2006年起，张维华回到上海电信，在他的推动下，上海电信率先实施集
团公司向“综合信息服务商”转型的战略目标。在固网运营商发展面临极
大挑战的情况下，他以企业家的创造力、执行力与激情，带领并激励全
体员工，大力推广IPTV、ICT、号码百事通等新业务，确保了上海电信
在本地通信市场上的领先地位。
company’s strategic shift to a comprehensive information service provider. At that time, Shanghai Telecom was also facing an operational crisis because of the decline in fixed-line sector. Thanks to my three years’ overseas experience, after analyzing the shift happening in the U.S. telecom industry, I developed relevant solutions. I made a series of changes in the organizational and structure, HR management, and centred the company’s business structure around the theme of IT innovation.

**TheLINK:** Some analysts believe Chinese telecommunications companies still lack the expertise needed for overseas development. What’s your opinion?

**Zhang:** I believe the so-called “outward expansion” has two levels. You can reach the first level when your company’s service and business extend overseas, forming a global customer chain. In this sense, China Telecom (CT) has been leading the industry. After CT tasted the sweet success of development in North America, it went on to establish branches worldwide.

The second level is much higher, and is only reached when you are successful in international acquisitions and capital restructuring. In fact, because of the current global financial crisis and the bursting of the IT bubble, many international corporations are not very enthusiastic about global expansion. An enterprise has to know what “going international” really means before plunging into it, and particularly, it should never “expand for expansion’s sake.” Before you decide, you must evaluate the real gains such a move can offer; the core value it can add, and whether it can bring you the sharpest possible competitive edge. The cultivation of top-tier international talent is also extremely important, and CT has expanded its pool of overseas “intellectual reserve.” In addition, as a huge SOE, CT needs encouragement – in the form of relevant government policies – to convince its leaders to take on the risk of overseas expansion.

**TheLINK:** 2009 is referred to as ‘Year 1’ for 3G in China. This year, for the first time, three major mobile players emerged. In this “3G battle,” what are ST’s strengths and weaknesses?

**Zhang:** Mobile service is vital to ST’s “full service” role, and marked a dramatic improvement to the company because this sector is so different from fixed-line service. Entering the mobile sector required great changes in both our organization and marketing, and CT has spent a significant amount of money on promoting its “e surfing” 3G brand.

In the future, the competition in 3G service will be differentiated in product combination and business pattern innovation. For example, compared to Shanghai Mobile and Shanghai Unicom, ST’s advantage lies in its experience in the integration of fixed-line and mobile service. We combine mobile, fixed-line, and broadband service plus other value-added services.

As a newcomer to the mobile sector, our business grew very fast due to the advantage of service bundling. From January to March this year, Shanghai Telecom had netted nearly 1 million new CDMA service subscribers, a target that China Unicom had laboured more than seven years to accomplish.

We expect our business to grow very fast – our market-share in the mobile sector will increase from 10 percent now to 15-20 percent in the future. Related industries will quickly follow suit. In time, CT will produce a ‘star’ cell phone like the iPhone.

In terms of service systems, China Mobile is using domestically-developed TD-SCDMA (time division - synchronous code division multiple access), which is still under development and perfection. CT has
企业应该认识到，到底“走出去”这一行为的意义何在，千万不能为了走出去而走出去，一定要看这步迈出去之后的得益，对整体核心价值的贡献，是否能形成最大的竞争优势，一气吞山河的宏大资本操作并不一定能够达到最优的结果。

TheLINK：几年前电信部门在人们对眼中尚且是“等客上门”的传统企业形象，您如何看待这样一家企业走向管理的现代化？

张：在组织结构上，我们过去是以网络和技术为主，包括网络建设、规划、实施和运营在内的后端非常强大，但是，包括市场销售和客户服务在内的前端相对比较薄弱。因此这近年来我们加大实施前端转向的结构调整，更加注重客户服务、注重市场和销售。

为此，我们建立了直接面对跨国企业的职业化销售团队，我们将国际咨询公司帮助我们建立了建立及培养这一团队的计划。另外，我们专门成立了与市场部平行的独立客服质监部门，这在电信企业也是首创。以前客服在电信企业仅仅是一个辅助性部门，因此服务一直被消费者诟病，这一举措在最近两年迅速改变了我们客户服务方面的短板。

TheLINK：2009年被称作中国的3G元年，中国的移动业务领域第一次出现了三足鼎立的局面，在这样一场3G大战中，电信相比竞争对手的优势和劣势分别是什么？

张：移动业务的加入对中国电信“全业务”定位的确立实际上是非常重要的，这是一个很大的提升，因为移动业务不同于固网，它很难保持优势，因此要求我们从架构、市场营销方式上都要做一个很大的变革，中国电信更是斥重资来推广“天翼”这一品牌。

未来3G的竞争差异将来自于产品融合和商业模式的创新，相比其他两家运营商，我们的优势在于移动转移业务的发展：我们把移动业务和固话、宽带业务以及其他一些信息化、升级业务相融合，形成了相应的组合套餐，给用户提供了差异化的增值服务。

虽然作为移动领域的新进入者，但这一融合捆绑优势使我们的业务发展非常快。从今年1月到3月，上海电信发展了近100万CDMA用户，这实际上是过去CDMA做了七八年才完成的数据。

从技术上来讲，中国电信的是亚洲的CDMA2000，目前最为成熟，因此网络部署和无线覆盖最快，并且保密性较强，辐射相对较小，有人也称其为绿色环保手机。

预计我们的业务发展会很快，能够移动业务市场份额从目前提升至15%乃至20%。相关产业链也会非常快，中国电信很快也会有类似iPhone这种有明星效益的手机出来。

TheLINK：您一直谈到，电信要从单纯的网络接入转向提供内容，从传统的基础网络运营商转向现代综合信息服务提供商，目前上海电信处于转型的哪一阶段？遭遇了哪些瓶颈？

张：我们的转型实际上分为三个阶段：首先从2006年至2008年是转型的初始阶段；然后，从2009年至2011年是转型逐步成熟的一个阶段；2012年后，可能已经完成这样一个转型。我们现在实际上是处于承上启下的第二阶段。

从业务角度来看，上海电信已经完成了从一个以语音为主的大型企业向综合服务的转型，主要标志性是信息化业务超过50%。数据业务已经占据主体地位。

其次，从管理方面来看，我们已经从原著一个比较封闭的传统企业向现代企业管理转型。

再次是人力资源的转型，我们正在从事转型业务的人员比例比较高的，由我们企业本身是一个传统企业，能够从事非话业务人员的比例要低于业务本身所占的份额，这是一个比较大的瓶颈。

最后是文化的转型，作为历史悠久的国企，很多传统企业的观念依然存在，所以我们在第二阶段中国电信集团提出的转型战略就是要“聚焦客户”信息化创新战略，实际是要使服务和专业服务和专门制定、个性化服务相分离，聚焦客户。

TheLINK：作为2010年上海世博会的全球合作伙伴，中国电信为世博会提供了哪些服务，并将在世博会上展示哪些新技术？

张：在已投入3亿元的基础上，中国电信于2009-2010年继续投入8亿元，推进世博信息化建设。具体而言，中国电信将为世博会提供包括信息服务、建设运营和基础通信服务在内的全方位信息支持。

我们将结合“城市光网”计划，在世博园区内全面推出光纤接入，建设两个示范点，还将布局下一代互联网IPv6技术、LTE和物联网等应用，让最先进的技术手段应用到上海世博会上，确保本届世博会成为体现最高通信及信息技术水平的一次盛会。
adopted North America’s CDMA 2000, which boasts the most mature system, the quickest network construction and wireless coverage, plus good encryption techniques and less radiation. Some call it “Green 3G.” China Unicom is using WCDMA, which offers wider global roaming and stronger terminal support.

**TheLINK:** Several years ago, people thought China’s telecommunication sector was dominated by traditional monopolies that waited for customers to ‘knock on the door.’ How did you lead such an ‘old fashioned’ enterprise towards a modern management style?

**Zhang:** In terms of our organizational structure, in the past we mainly concentrated on networks and technology. Our back-end, including network construction, planning, implementation and operation, was very strong but our front-end, including marketing and customer service, was relatively weak. Therefore, over the past few years, we have focused on the transformation from back-end to front-end – adapting a more customer-oriented approach and paying more attention to marketing and sales.

To achieve this goal, we have established a professional sales team which deals directly with multinational enterprises. We have also invited international consulting companies to help us establish and train this team. Also, we have launched a customer service quality assurance department in parallel with the marketing department. This is an innovation in the telecommunication sector. Before, customer service was regarded as an auxiliary part of telecom enterprises, so customer service was always criticized by the consumers. Within a few years after this concept was implemented, we overcame our shortcomings in customer service.

**TheLINK:** As a global partner of the 2010 Shanghai Expo, what services will Shanghai Telecom provide and what new technologies will ST unveil at the event?

**Zhang:** On top of the initial investment of RMB300 million, China Telecom is continuing to invest another RMB800 million in improving the IT used at the Expo. In particular, ST will provide a full range of IT support, including information services, construction and operation services, and basic communication services.

At the Expo, we will present FTTH, IPTV, 3G Coverage, and more. We will also showcase our latest 4G wireless broadband technology at the event.

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**Profile**

**Name:** Weihua Zhang (EMBA 1995)

**Title:** Secretary and General Manager of Shanghai Telecom; Head of Shanghai Telecommunication Industry Association.

Senior Engineer (Professor-level); PhD in Management (Fudan University);

Received executive training in telecom studies at France Telecom University, and in the U.S. at Bell Laboratories and the Eisenhower Foundation.

**Career development:**

1983: Awarded Bachelor’s Degree in Telecommunications by Shanghai Science and Technology University; Began working at Shanghai Post and Telecommunications

1994: Participated in drafting the ‘Plan of Shanghai Information Port’

1995: Worked as Deputy Director and Chief Engineer at Shanghai Post and Telecommunications Administration; Deputy General Manager of Shanghai Telecom, in charge of the planning, construction, and marketing of telecommunication, as well as the maintenance and management of the network systems

2002-2005: Worked as General Manager at China Telecom (U.S.), successfully extended the business to the entire North American region, marking the first expansion of China’s telecom industry abroad

Since 2006: Returned to Shanghai Telecom and accelerated the transformation of the corporation into an ‘integrated information services provider’.
More Autonomy for China’s Commercial Banks?
Outtakes from CEIBS’ 3rd Annual China Bankers Forum

文 / CHARMAINE N. CLARKE

尽管加强全球金融机构监管力度的呼声日益高涨，中国人民银行原副行长吴晓灵教授在呼吁赋予中国商业银行更多自主权。

In contrast to calls for global financial institutions to be kept on a tight leash, Former Deputy Governor of China’s Central Bank Wu Xiaoling is pushing for the country’s commercial banks to be given more power.

捋通全球的金融危机影响深远，为此，加强银行业监管力度的呼声日益高涨。但是对于业已监管严格的中国银行业——相对而言其受全球经济动荡影响较小——专家们开出的处方则有所不同。全国人大常委、财经委员会副主任委员、中欧陆家嘴国际金融研究院院长、中国人民银行原副行长吴晓灵教授是呼吁赋予商业银行更多自主权的一位重量级人物。

9月5日，中欧国际工商学院与《财经》杂志联合举办了“2009第三届中国银行家高峰论坛”。吴晓灵教授在发表演讲时指出，在监管部门风险控制指引下，增强商业银行确认贷款损失和核销损失的自主权是改进我国银行贷款拨备制度和核销制度的方向。她认为此举能更有效地促进银行经营的规范性，提高银行抗风险的能力和竞争力，并且还将有利于我国银行走向国际市场，参与国际竞争。

此次论坛邀请了近20位重量级演讲嘉宾，汇集了众多政府高层官员、国内外专家学者及行业巨头。活动吸引了众多业内高管与媒体人士，演讲嘉宾就“银行业未来新审视”这一主题同与会的300多位观众分享了他们的观点。吴晓灵教授的演讲题目是“改进商业银行贷款拨备核销制度，提高银行风险管理水平”，她对风险管理管理提出了富有建设性和创造性的建议。下文摘取了其中的精彩片段以飨读者。

“我国的银行贷款核销制度近年来有了极大的改进，特别是汶川地震之后和世界金融危机爆发之后，财政部放宽了中小金融机构小额贷款的贷款损失核销自主权，这对促进金融机构改进贷款服务起到了积极的促进作用。”但是吴晓灵教授也指出，由于在银行贷款分类和损失的认定上还有一些建议的不衔接，这不利于真实反映我国银行信贷资产质量。同时也不能有利于我国银行走向国际市场，参与国际竞争。

现存的几点问题是：
• 多部门设定标准造成呆账认定与贷款风险分类脱节，呆账核销政策与贷款损失准备提取政策不匹配；
• 呆账核销更注重外部形式要求，不符合“实质重于形式”的会计规范，加大了银行核销坏账的成本；
• 结果：不利于银行对贷款损失做到应核尽核，形成提高拨备，高不良的局面，不利于真实反映信贷资产质量，不利于真实反映我国银行的竞争力。

吴晓灵教授认为在监管部门风险控制指引下，给予商业银行贷款损失认定自主权和核销自主权是改进我国银行贷款拨备制度和核销制度的方向。
The prevailing global reaction to the crippling financial crisis has been a call for banks to be reined in, with more vigilant regulators who ensure that the rules are not being bent. But for China’s already tightly regulated banking industry – comparatively unscathed by the global economic upheaval – the prescription has been a bit different. Former Deputy Governor of the People’s Bank of China Wu Xiaoling is the latest industry heavyweight to join the call for the country’s commercial banks to be given more say in how they manage their affairs.

Speaking at CEIBS’ 3rd Annual China Bankers Forum, jointly organized by CEIBS and CAIJING on September 5, Prof Wu recommended that China’s commercial banks be given more autonomy to write off bad loans – within the broad risk-control guidelines outlined by the country’s regulatory bodies. This, she said, would make China’s banks more globally competitive.

Prof Wu was among the forum’s impressive roster of 20 speakers drawn from the domestic and international banking industry, and academia. She was among the key decision-makers from within the Chinese government who attended the day-long forum. Speakers shared their views with an audience of more than 300, including high-level industry players and members of the media. The forum’s theme was “The Future of Banking – New Perspectives.” Read on for outtakes from Prof Wu’s thought-provoking presentation on the need to “Improve Commercial Banks’ Loan Loss Provisioning & Write-off System, and Increase Banks’ Risk Management Skills.”

“China’s loan loss write-off system has improved greatly over the past few years, especially after the devastating earthquake in Wenchuan and the outbreak of the global financial crisis. Since then, the Ministry of Finance has given more autonomy to small and mid-sized financial institutions to write off losses from small loans, which is very helpful and effective for financial institutions to improve their loan services.

But policies on bank loan classification and loan loss confirmation are not exactly consistent, which is not helpful for banks to truthfully describe the quality of their credit assets and their profitability, or to compete in international markets.

There are several problems:

• The application of various standards by multiple authorities creates discrepancy between non-performing loan (NPL) confirmation and loan risk classification, and inconsistencies between policies for NPL write-off and those for loan loss provisioning;

• The current rules for NPL write-off pays more attention to external formalities, which goes against the accounting principle that essence is more important than form. This therefore increases the cost for banks to write-off bad debts;

• The result: the existing system does not encourage banks to confirm every possible loan loss, which results in high provisioning and high NPL rates. As a result, the quality of bank credit assets cannot be truthfully stated or reflected in any other way, and the competitiveness of Chinese banks can be dampened.

In order to improve China’s systems for bank loan provisioning and loan loss write-off, it is imperative to give commercial banks more autonomy to confirm and write off their own loan loss under the risk control guidance of regulatory bodies. On the basis of uniform financial
accounting standards, regulatory authorities should stipulate principles for loan classification and loan loss confirmation, while commercial banks should be allowed to develop their own standards and procedures for independent loan loss confirmation. That conforms to principles of market economy, and is helpful for banks to handle the relationship between their own profitability and social security.

Because financial accounting and taxation accounting are separate, it does not hurt State taxation revenues if banks withdraw more reserves and write off more bad debts than necessary. However, their shareholders would be hurt. Therefore it is necessary for regulatory bodies to stipulate basic principles for loan classification and loan loss confirmation in order to prevent the shareholders and management of banks from making false loan classifications, withdrawing reserves and confirming loan loss insufficiently, covering up long-term risks, and thereby harming social and public interests.

For banks wholly owned by the State, loan loss confirmation by the fiscal and taxation authorities is the natural right of the investor. As the shareholding structure of banks diversifies, the right of the State as a shareholder should be exercised by shareholding representatives, and the right to confirm any loss should be assigned to other non-governmental shareholders as well.

In conclusion, under the current financial accounting system, the guiding and regulatory system for loan loss write-off, and the current taxation system, if commercial banks were given more autonomy for loan loss confirmation and write-off, the quality of bank credits and the competitiveness of banks could be more truthfully stated.
如何用电子支付全面提升竞争力？
这是我们的解决方案

你如何判断电子支付系统的价值？在汇付天下，我们通过先进的软硬件技术，提供更高的稳定性能，确保资金交易安全和交易成功率。广泛的银行支持，让客户的支付更简便；快速的资金结算，提升现金流效率。汇付天下的独特在于：它能正确理解客户企业的商业模式，准确提出支付解决方案，同时有效整合银行资源，最终快速全面的提升企业竞争力。

WWW.CHINAPNR.COM
In honour of the 2009 Chinese National Day Holiday, which marked the 60th anniversary of the founding of the PRC, CEIBS teamed up with ICS TV to produce a special edition of the station’s BizTime programme. The show featured four expert CEIBS professors commenting on the next chapter of China’s economic and social development.
In honour of the 2009 Chinese National Day Holiday and the 60th Anniversary of the founding of the People's Republic of China, CEIBS collaborated with ICS TV, the leading English-language TV station serving Eastern China, to give four of the school’s most highly respected professors a very ambitious task: advise China on ensuring continued economic growth during the next 60 years. Using their expertise, research and knowledge, they assessed both the opportunities and threats facing China in the next chapter of its growth and modernization.

The interviews covered three meaty topics: Macroeconomics, Financial Reform, and Management Expertise, as excerpted and adapted below. (The full BizTime programme can be viewed at www.ceibs.edu. See story end for link.)

**China's Macroeconomics: Transforming the Growth Model**

To better understand the macroeconomic challenges facing China during the next phase of the nation's growth and development, BizTime first turned to CEIBS Professor of Economics and Finance Xu Xiaonian. Prof Xu began the discussion by describing the impact of the global financial crisis on China, and the key challenges to the nation’s continued economic growth. Says Prof Xu: “The financial crisis hit the Chinese economy very hard, so many export-oriented enterprises got into trouble and some of them shut down. Now a serious question in front of us is: how can we change our growth model from export-driven to domestic demand-driven.”

In China today, Prof Xu continues, more people are saving than spending. In fact, domestic consumption accounts for just 35% of China’s GDP, while in the U.S., 70% of the GDP comes from consumer spending. In explaining this situation, Prof Xu says: “Why don’t Chinese people consume that much? Why do they save their money in banks and don’t consume? Because of social security. People don’t feel safe about their future. They’re worried about their retirement, they’re worried about healthcare, they’re worried about their children’s education. All of these point to one thing: social security.”

BizTime next turned to the challenge posed by the large percentage of China’s population which is not covered by the national social security system. Currently only 21% of China’s domestic population is included in the social security system, while some 71% of the U.S. population is covered. Prof Xu recommends reforms that will boost the earning power of Chinese citizens, especially the rural poor: “There are policies coming down to change the income distribution and increase people’s wealth. For example... I have a proposal to distribute all state shares to Chinese households, to distribute lands to Chinese peasants.” He also recommends that the Chinese government allow domestic farmers to sell their land: “If the farmers find a better job for a better income in the city, they can sell their land in the market.”

Another key economic trend slated to boost China’s overall economic development, say CEIBS deans and professors, is developing the Chinese hinterlands. Earlier this year, the state government issued a number of policies designed to boost consumption in the rural areas, such as offering subsidies for vehicles and home appliances. In addition, the Chinese government has increased investment in rural development substantially in recent years. China poured RMB720 billion into rural development in 2001, then increased that figure at a rate of around 20 percent annually since then – to top RMB2 trillion last year.
文/ 安若丽

为

庆祝中华人民共和国60周年华诞，中欧国际工商学院与华东地区知名电视视频栏目《 Biz Time 》联合制作了一档节目，这期节目在中欧四期特高盛年教授出了一道难题，要求他们如何确保中国经济在未来60年
持续增长向政府献计献策。基于多年的研究成果和对中国
经济发展的深刻思考，四位教授对中国经济增长和现代化
建设的下一个60年即将面临的机会和风险进行了评估。
访谈主要涉及了三个广受关注的主题：宏观经济的增长
模式转变、政府主导的金融改革以及管理学新知的输入，
以下是部分摘录。

中国宏观经济：转变增长模式

为了更好地了解中国下一阶段宏观经济增长和发展过
程中将要面临的挑战，《财经志》（Biz Time ）首先采访
中欧国际工商学院经济学和金融学教授许小年。许教授
首先探讨了全球经济危机对中国的影响以及接下来中国经
济增长过程中所面临的主要挑战。许教授说道：“金融危机
对中国经济的冲击很大，许多出口型企业提出了问题，甚至
有一些已经倒闭了。现在摆在我们面前的一个严重问题
是：我们如何将经济增长模式从出口驱动转向需求驱动。”

许教授继续说道：“今天的中国，多数人储蓄和消费
事发。实际上，中国国内消费仅占GDP的35%，而美国GDP
的70%则来自消费支出。许教授对此解释：“为什么中国人
的消费不像美国人那么高？他们为什么将钱存入银行而不
是消费掉？原因在于社会保障，人们对未来没有安全感，
他们担心自己退休后的生活，担心医疗，担心子女的教
育。所有这一切都指向同一个问题：社会保障。”

接下来，Biz Time聚焦了另一挑战：中国的社会保障
体系尚未覆盖绝大部分人口。目前中国只有21%的贫困人口
纳入了社会保障体系，而美国社保的覆盖率为高达71%。
许教授建议实施改革以提高我国公民特别是农村贫困人口
的收入能力：“国家已经出台了调整收入分配的相关政策。
我有一个建议：将股份分配给每个家庭。将土地分配给
农民，他还建议政府允许农民出卖他们的土地：‘如果
农民在城市找不到更好的工作，应该允许他们在市场上出售
自己的土地。”

中欧的教授还指出，加速中国整体经济发展的另一关
键是开发中国的中西部地区。今年年初，政府出台了旨在
推动农村发展的一系列政策，如提供车辆补贴和家电补
贴。此外，政府近几年还加大了对农村的投资力度。

投资农村基础设施建设可以使生产和消费扩展到全国
范围，而不仅仅限于城市。中欧国际工商学院教务长兼
副院长郭理德（Rolf D. Cremer）教授在Biz Time节目中指出，
发展中西部地区是正确的一步。理由有三：一是因为基
础设施建设已经使得交通状况得到了改善；“过去几十年
间，中国的基建已经得到了大力发展。基础设施——主
要是公路、铁路系统、航空——逐步完善。沿海与内地以及
内地之间的交通状况得到了改善。”二是为了“稳定”，中
国
Investment in rural infrastructure makes it possible to produce and consume throughout the whole of China rather than just in the urban centres. CEIBS Vice President and Dean Rolf D Cremer told BizTime that developing the hinterlands is the right step forward, for two reasons. First, because a foundation has been laid in terms of improved transportation in the region: “The Chinese authorities have developed, over the past few decades, the infrastructure – mostly road, railway systems, air traffic – to link the hinterland with the coast and to create linkages within the hinterland.” Secondly, Dean Cremer says it is the right time to develop China’s under-developed regions for reasons of “stability.” Rural development provides a way to narrow the “gap,” Dean Cremer says, between the advanced areas in Eastern China and the hinterlands.

### Shift to Services

Another critical shift that China must make in order to advance economically in the next stage of development, CEIBS experts told BizTime, is in shifting the economic focus from manufacturing to the services industry. Prof Xu Xiaonian explained that this shift will provide a safeguard against unemployment: “Once we change the economic structure, moving our emphasis from manufacturing to the services industry, then we can create a lot of jobs because service industries are labour intensive.” Service sectors such as telecom, financial services, and healthcare, he stressed, will create abundant job opportunities.

At present, the services industry contributes 40 percent of China’s GDP, but some sectors such as financial services have been growing by 20 percent annually in recent years. Still, in order for services to drive China’s future economic expansion, the nation’s private enterprises must play a bigger role. Prof Xu offered this suggestion on promoting the development of private companies: “What we need is deregulation; we need to ask the government to open it up. Why is it that telecommunications can only be run by state-owned companies? Why can’t private enterprises join the market?” He also stressed that China needs “new types of financial institutions” to provide support for the service industry.

### Steering Financial Reform

China’s financial reform will be another determining factor in the national economy’s near term future, CEIBS experts agreed. Given that many of the world’s once-admired mature financial systems are now being questioned or even discredited, how best should China proceed? CEIBS Professor of Finance Chang Chun began his interview with BizTime by looking ahead to China’s future position on the world stage: “Over the next 60 years, China’s real economy definitely will be the world’s largest economy. This is for sure. Less than within 60 years, maybe even 20 or 30 years. So to be consistent with the real economy, the financial system has to grow tremendously because the financial system now lags behind the real system, the real economy.”

In order for China’s financial system to “catch up” to the nation’s real economy, Prof Chang says the first priority must be in financing SMEs because they now contribute 58% of China’s total GDP. The problem in China, says Prof Chang, is that most of the deposits are concentrated in the Big Four state-owned banks: “Because of their size, they are not good at making loans to SMEs. There is a mismatch here.” In the U.S. and other mature economies, small financial institutions provide financing to SMEs. In China, while smaller banks are beginning to emerge, they lack sufficient funds to lend out. Smaller banks are now restricted, Prof Chang says, by requirements that banks can only lend out 70 percent of
“我对中国企业非常乐观，在过去的60年，特别是近30年，许多中国公司的发展基础都非常好。因此他们不仅仅是在本土竞争，他们现在有能力参与全球竞争。”
——杨国安教授

建言金融改革

中欧的专家们一致认为，中国的金融改革将是另一关系国民经济短期乃至未来发展的决定性因素。鉴于世界上曾经被公认成熟的金融系统目前正受到质疑甚至被推翻，那么中国应该何去何从？中欧国际工商学院金融学教授张平在接受Biz Time采访时首先展望了中国在世界舞台上的地位。未来60年，中国的实体经济必将成为世界上最大的经济体，这是毋庸置疑的，甚至不需要60年那么久，也许20年甚至30年就够了。因此，与实体经济保持一致，金融体系需要大力发展，因为目前金融体系落后于实体经济。

为了使中国的金融体系能够“迎头赶上”实体经济，张平教授认为当务之急是给中小企业进行融资，因为目前中小企业贡献了GDP的58%。然而另一方面，张平教授指出，大部分存款集中在四大国有银行：“受规模制约，他们不擅长给中小企业放贷，这是不匹配的。”在澳大利亚以及其他经济体，有很多小型金融机构向中小企业提供资金，而在亚洲，小型银行才刚刚开始出现。他们缺乏足够的放贷资金。张平教授指出，小型银行限制也比较多，他们最多只能将存款的70%进行放贷。“所有小型银行甚至大型银行都已经接近（放贷）限额，而大型银行则远远低于限额。”

中国私营中小企业的另一个潜在融资渠道是私募股权。但张平教授解释道，迄今为止，中国公司大部分的风险投资和私募股权的来源都在国外。全球金融危机过后，中国中小企业和创业企业今后必须越来越多地考虑以国内私募股权作替代。基于这一点，张平教授高度评价了今年10月推出的中国创业板市场。
their deposits. “All China’s smaller or even medium-sized banks are reaching their [lending] limit whereas the big banks are below their limit.”

Private equity is the other potential channel of funding for China’s private SMEs, but Prof Chang explained that, up to now, most VC or PE funding for Chinese companies has come from foreign sources. In the wake of the global financial crisis, Chinese SMEs and start-ups must increasingly look at domestic private equity instead. With this in mind, Prof Chang praised the debut of China’s growth enterprise market (launched in October 2009).

**Needed Next: Management Expertise, Innovation**

China’s future economic development also depends on honing the management expertise and global competitiveness of the nation’s business leaders. In particular, Prof Xu Xiaonian says Chinese firms must learn to innovate – both in product development and in creating new operational strategies: “R&D is the key; innovation is the key. Innovation is not only technological innovations, but also the business model.” To encourage Chinese firms to be more innovative, Prof Xu urges the Chinese government to stop protectionist policies such as the current tax rebates for exporters. “With that tax rebate, [exporters] think: ‘We can sell old products, we don’t have to invent anything new. The old business model can go on forever.’ The government should stop tax rebates and force exporters to think about innovation seriously... If you live too comfortably, you lose any drive to change.”

CEIBS Management Professor Arthur Yeung agreed that a new emphasis on innovation and value-adding, while shifting away from price-slashing, will be critical to Chinese firms in the near term future. Prof Yeung, who is Philips Chair Professor of Human Resource Management and Director of CEIBS’ Centre of Organizational and People Excellence, explains: “For many Chinese firms, if they want to pursue further growth in the next 60 years, the major challenge is how to elevate them into the next level of success. Not only in terms of being big, in terms of quantity, but also in terms of reputation – in terms of quality. The key challenge for many Chinese firms is how to change the image of low cost, low quality.”

The good news, Prof Yeung says, is that a growing percentage of Chinese enterprises are now able to shift emphasis from low-cost competition to “value creation for customers.” He says: “Many Chinese firms... now are big enough. They can afford to invest in R&D.” He points to Chinese medical devices company Mindray, which invests 10 percent of sales annually into R&D. The company is large enough to absorb such expenses, he says, and the China market is large enough that the scale of sales supports R&D costs. Prof Yeung stresses that long-term business strategy will pay off for many Chinese enterprises: “If you as a business leader... want a real breakthrough in technology, it takes at least three to five years to develop new technology, new products. Mindray, for example, takes three to five years to develop a new core technology. But once you develop your first-generation product, the second-generation requires 18 months, and the third-generation, 12 months. You need to commit and persist rather than giving up too fast.”

Finally, Prof Yeung offers this advice for Chinese enterprises: develop your competitive edge in China before attempting to go global. “Nowadays, China is also competitive, very open; any major players in the world can come into China. Why don’t we practice and build our strength here first?” He recommends going abroad for sourcing capital and other critical resources but operating within China until your company reaches a globally competitive level. “My suggestion is to focus on your internal strength, technology, brand, also focus on your talent, your company culture, your management system and process – those are very important.” With that new business direction in mind, Prof Yeung feels confident about the next chapter of China’s economic development: “I’m very optimistic about Chinese firms. The last 60 years, especially the last 30 years, were very good for many Chinese firms to lay their foundation, so that they don’t just compete locally, they now have the capability to compete globally.”

Overall, CEIBS professors and deans interviewed by ICS TV’s special edition of BizTime concurred that China has much to be proud of in its economic development, but emphasized that the nation’s future growth will depend upon three goals: supporting China’s consumers so they have the confidence to spend, granting SMEs sufficient funds to grow, and driving innovation among Chinese enterprises. (To view the full BizTime programme created by CEIBS and ICS TV, follow this link: mms://vod.ceibs.edu/live/news/091003icsprofessors.wmv)
NOWADAYS, CHINA IS ALSO COMPETITIVE, VERY OPEN; ANY MAJOR PLAYERS IN THE WORLD CAN COME INTO CHINA. WHY DON'T WE PRACTICE AND BUILD OUR STRENGTH HERE FIRST?

下一需求：管理知识与创新

中国未来的经济发展还取决于商界领袖的管理专业知识及全球竞争力。许小年教授还特别指出，中国必须学会创新——无论是研发新的产品还是创造新的运营战略；“研发是关键，创新是关键。创新不仅仅是技术创新，而且还包括商业模式的创新。”为了鼓励中国企业加大创新，许教授建议政府停止诸如目前的出口退税等保护主义政策；“有了退税，（出口商）就会认为：我们可以出售旧产品，不需要发明任何新东西。旧的商业模式可以永远持续下去。”政府应停止退税，这样可以迫使出口商认真考虑创新……如果过于安逸，人们就会丧失改变的动力。”

飞利浦人力资源管理教席教授、中欧国际工商学院人力资源与组织管理研究中心主任杨国安教授强调，如果不以低价为优势，那么创新和增值将对许多企业在未来十年的发展至关重要。许小年教授进一步解释道：“对于许多中国公司来说，要想在未来60年更长，主要的挑战是如何将成功提升到一个新的水平。所谓成功，不仅体现在规模上的扩大（以数量来衡量），而且还要体现在质量上（以质量来衡量）。许多中国企业面临的主要挑战是如何改变低成本、低质量的形象。”

杨教授给人带来了一个非常好的消息，那就是现在从低竞争转向“为客户创造价值”的中国企业越来越多。他说：“许多中国公司现在的规模已经足够，他们有能力投资于研发。”他以迈瑞生物医疗电子股份有限公司为例：迈瑞每年将销售额的10%投入研发。杨教授认为，公司足够大就能够承担这些费用，中国的市场也足够大。销售额完全能够支撑研发成本。杨教授强调，长远的经营战略对很多中国企业家来说都是有益的：“如果你希望在技术上有切实的突破，那么你至少需要3到5年的时间来开发新技术新产品。比如说迈瑞，他们花了3至5年的时间开发了新一代核心技术，但一旦你研发出了第一代产品，研发第二代仅需18个月，第三代仅需12个月。你需要承诺和坚持，而不是轻易放弃。”

最后，杨教授为中国企业提出了一个建议：在走向世界之前先在国内充分发挥自己的竞争优势。“现在，中国也非常开放，竞争非常激烈，世界上任何重量级的企业都可以到中国来。我们为什么不好意思向世界展示我们的竞争优势呢？”他建议：你可以走出国门去采购资源或其他重要资源，但要先在国内磨练到你能达到全球竞争力的水平。“我建议你重点考虑内部优势——技术、品牌、关注你的人才、你的公司文化、你的管理理念和文化——这非常重要的。脑海里有了这样的方向，杨教授对中国经济下一阶段的发展充满信心：”我对中国企业非常乐观。在过去的60年，特别是近30年，许多中国公司的基础都非常好。因此，他们不仅仅是在本土竞争，他们现在有能力参与全球经济竞争。”

总体而言，四位教授在接受ICS特别栏目采访时一致认为，一个60年。中国在经济发展上许多值得骄傲的地方。但有一点需要强调，国家的未来发展将取决于三个目标：支持中国的消费者使得他们有信心进行消费，给予中小企业足够的资金以帮助他们成长，推动实现中国企业的创新。
最怀念的味道...

品多了陈年的红酒，会想念书本的墨香。

中欧国际工商学院EMBA，诚邀您重返充满智慧的校园。2010春季班3月开学。

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杰出人物奖
Distinguished Leader Award

杰出贡献奖
Alumni Contribution Award

商业新锐奖
New Business Leader Award

公益精神奖
Charitable Contribution Award
Over the last 15 years, numerous CEIBS alumni have achieved remarkable accomplishments in their professional lives and have made a significant contribution to their alma mater and the wider society. During CEIBS 15th Anniversary Gala Evening on October 31, the most outstanding alumni from among CEIBS impressive 8,000-plus member alumni network were named as the winners of the prestigious CEIBS 15th Anniversary Distinguished Alumni Awards.

The award recipients were selected after worldwide nominations in July and August when 64 individuals and 11 teams were elected as candidates for four categories – Distinguished Leader Award, New Business Leader Award, Alumni Contribution Award and Charitable Contribution Award.

Here, TheLINK presents the complete list of winners, CEIBS' shining stars, the recipients of the CEIBS 15th Anniversary Distinguished Alumni Awards:
With the world’s centre of gravity “moving towards the east,” many have shared the dream of seeing CEIBS become one of the world’s top business schools!

**Chen Zhilie** (EMBA 2004)
Board Chairman, EVOC Group

In the past 16 years, under the leadership of Mr Chen, EVOC has grown into the largest comprehensive high-tech company in China engaged in R&D, manufacturing, sales, and system integration. The company is ranked No.1 in China and No.3 in the world. Since graduating, Mr Chen has made a significant contribution to CEIBS’ development, and has donated over RMB1.1 million to CEIBS.

**James Deng Jianmin** (EMBA 1996)
CEO & President, Beijing Novartis Pharma

Deng Jianmin is the long-term accumulation

**Fan Yanqing** (EMBA 2001)
Secretary for Changzhou Municipal Committee of the CPC

With the support of CEIBS’ management expertise, Fan Yanqing has stimulated a spirit of innovation throughout his organization. Using a rational and scientific approach, he strives to find the balance among the needs of the society, market, enterprises, citizens and the government while fostering innovation, growth and social harmony.
We will take the CEIBS spirit to every corner of the world and let it drive global economic development. We will draw on our values and sense of responsibility to build success in our lives— and success for China.

If you will take the CEIBS spirit to every corner of the world, and let it drive global economic development. We will draw on our values and sense of responsibility to build success in our lives— and success for China.

金志国 (EMBA2002)  
Jin Zhiguo (EMBA 2002)  
President, Tsingtao Brewery

韦飞燕 (EMBA2004)  
Wei Feiyan (EMBA 2004)  
Chairman, Guangxi Huahong Pharmaceutical

在中中国经济的各个领域，中欧校友们希望能够通过一点一滴的成长与改变去强化中国经济的力量。我们会将中欧的精神传承到世界各地，渗透在经济发展的脉搏中，用价值与责任书写人生的赢、中国的赢！

如果将我的人生轨迹视为建造和装修一栋房子的话，那么，在中欧学习的两年犹如房子的装潢工序，所有装修环节都因灯光而变得更加美丽，甚至达到了意想不到的效果！

金志国校友在战略，营销，品牌以及管理等诸多方面创造性地提出了一系列表达，引领青啤的变革与创新。适时调整公司战略，由“做大做强”向“做优做特”转变；研究应用价值链管理思想以及“三位一体”营销模式，打造青啤差异化竞争优势；创建“七要素系统竞争力模型，提升组织各层面持续创造价值的能力；成功化解了青啤的结构性危机，搭建起充满弹性与创新活力的完美团队。

在中欧校友在战略、营销、品牌以及管理等诸多方面创造性地提出了一系列新理念，引领青啤的变革与创新；适时调整公司战略，由“做大做强”向“做优做特”转变；研究应用价值链管理思想以及“三位一体”营销模式，打造青啤差异化竞争优势；创建“七要素系统竞争力模型，提升组织各层面持续创造价值的能力；成功化解了青啤的结构性危机，搭建起充满弹性与创新活力的完美团队。

1998年，年仅34岁的韦飞燕接手经营了一家负债累累、濒临倒闭的国有企业，仅仅三年时间，她创造出了带领特困国企走出困境、持续发展的奇迹。由韦飞燕校友申请获得发明专利的花红片单方年销售达2亿元，她还通过创新型为女性健康提供优质服务，积极参与各种社会公益活动，致力于打造引领中国的花红品牌。

When she was appointed Factory Manager of an SOE on the edge of bankruptcy, Ms Wei was only 34 years old. Within three years, she solved the company’s problems. Under her leadership, Huahong has become one of China’s most popular brands and the company has achieved a leading position in the pharmaceutical industry.

如果你想将我的人生轨迹视为建造和装修一栋房子的话，那么，在中欧学习的两年犹如房子的装潢工序，所有装修环节都因灯光而变得更加美丽，甚至达到了意想不到的效果！

My experience of starting my own business was full of hardships. I don’t want to let down those who helped me during the tough times. This is the real driver in my life that spurs me on.

想要把企业做大的人都应该到中欧来学习，无论是创业者还是职业经理人，都需要不断更新知识和理念。海外发展对中国企业意义重大，而中欧则提供了一个很好的学习和提升的平台。

Breaking into the overseas market means a lot to Chinese firms. They won’t become world-class if they don’t go global. To go global, furthering your education and overall self-improvement are essential. CEIBS provides an ideal platform for meeting these goals.
Adhering to the Group’s mission to promote the Chinese-style management model to the world, Mr Xu has led Kingdee’s technological advances in Chinese management software and made consistent and significant contributions to the development of the industry.

As a youth, I wanted to make my mark on the world. When I grew older, I wanted to change the world. Now, I want to contribute to the global rise of the Chinese management style. CEIBS served as a “gas station” for my career development.

We are the most fortunate generation of Chinese lawyers, given an opportunity to contribute to the realization of rule-of-law in our country. What was a ‘Mission Impossible’ a century ago will be history a century from now.

During his career, Mr Yan has sought to protect shareholders’ rights by improving the corporate governance of listed companies, and promoting the transparency of China’s stock market. Recently, he shifted his focus to urging government to improve the transparency of information and to exercise administrative powers within the legal framework.

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WINNERS: ALUMNI CONTRIBUTION AWARD

Prosper, together with CEIBS!

CEIBS’ cause is closely connected to the rejuvenation of our nation, and we are working with such an ambitious and interesting group of people. We will continue to grow and prosper, together with CEIBS!

Mr. Chi assisted in CEIBS relocation to Pudong. Based on his recommendation, 100 government officials and senior business executives have enrolled in CEIBS’ programmes. For years, he has acted as the interview officer for CEIBS EMBA recruitment process and was recognized as the Best Interview Officer of 2007.

The MBA education that I received at CEIBS was immensely helpful to my career, so I would like to contribute whatever I can to the school’s development. I hope that all three CEIBS flagship programmes will rank in the global Top 10.

China’s ascendency calls for a new mentality, new ideas and new methods. CEIBS has embraced the task of cultivating excellent leaders and entrepreneurs.

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CEIBS is a pacesetter for Chinese b-schools, which is a remarkable contribution to the nation. CEIBS is extremely worthy of the support and contribution to the nation. CEIBS will be among the world’s Top 5 b-schools in 2025. I hope by 2025, CEIBS will be among the world’s Top 5 b-schools!

CEIBS has a valuable alumni network, one that is inspired by the school’s focus on social responsibility.

Luo Nianci (AMP6)  
Dean, BSI Management Systems

As a business school, CEIBS is committed to supporting social development. The Alumni Charity Auction is one such event. Mr. Luo, a founding member of the CEIBS Alumni Drama Club, has served as playwright and director since the club was established in 2004. Under his leadership, club members have written, directed, and performed plays that have been successfully presented at the Shanghai Concert Hall, the Shanghai Drama Art Centre, and the Shanghai Oriental Art Centre.
2008年汶川大地震期间，汪灵江校友作为中欧志愿者代表参与救灾及灾后重建。在灾区服务时间长达5个月，其间，他配合成都市疾病控制中心，组织几十名志愿者发放疾控宣传资料8万多，募集并组织发放棉毛巾被5500多条，发放《读者》赠灾专刊10万册，发放少儿图书5.4万多册，募集并筹款向灾区中小学的“多功能活动室”20间。

作为中欧校友爱心联盟副理事长，积极组织参与了2008年8月中欧深圳校友分会“希望之光”慈善拍卖、2008年9月“EMBA2006级毕业典礼”的慈善拍卖和义卖、2008年11月的“返校日”慈善拍卖。2009年3月中欧校友爱心联盟的慈善“春茶会”、2009年5月9日“慈善嘉年华”等。

After the 2008 Sichuan Earthquake, Mr Wang travelled to the quake-hit areas to volunteer in the rescue efforts on behalf of CEIBS alumni. He worked there for five months and made a significant contribution in disease control and prevention. Mr Wang is a Founding Member and Vice President of Love Alliance.

In the past decade, Mr Zhu has invested RMB4.966 million and sent 123 executives and key staff from his company to participate in CEIBS’ EMBA and Executive Education Programmes. In 2008, CHIIC Group became a sponsor of CEIBS Education Development Foundation. Then in 2009, Mr Zhu established the CHIIC Leadership Development Programme Fund for CEIBS MBA students, giving a commitment to provide RMB436,000 in scholarships annually.
我在中欧两年的EMBA学习过程中，充分感受到了中欧课程给我带来的巨大帮助。我希望我的同事们也能分享我所学到的最新管理知识。

My two years of EMBA studies at CEIBS bestowed me with great benefits. I hope I can share the latest management knowledge I learned at CEIBS with my colleagues.

Cai Dabiao（EMBA2006）
广州真功夫餐饮管理有限公司总裁
Cai Dabiao（EMBA 2006）
Chairman & CEO, Kungfu Catering Management Co

作为中式快餐的领航人，蔡达标校友于15年间，带领真功夫从一家街边餐厅发展成为330多家全国连锁餐厅，开创性地重新定义了中式快餐可复制的经营模式，成为真正意义上的中式快餐第一品牌。得益于中欧的现代商业管理精髓，蔡达标校友之于真功夫的创新，不仅在于中式快餐标准化，而是从连锁经营管理的品牌塑造、产品研发、到系统平台、管理模式、发展战略，真功夫绝不仅只是想做“中国的麦当劳”，而是志在成为中国最佳的创业企业之一，为中国的快餐业开创可持续发展的商业模式。

As a leader in the Chinese fastfood industry, Cai Dabiao has grown Kungfu from a roadside restaurant to a fast food chain with over 330 outlets in just 15 years. He has redefined the replicable operation model of Chinese fast food, and managed to develop Kungfu into a top Chinese brand.

池宇峰（EMBA 2002）
北京完美时空网络技术有限公司董事长兼CEO
Chi Yufeng（EMBA 2002）
Chairman & CEO, Beijing Perfect World Technology Co

创新意味着人均GDP的增长，是一个国家提高人民生活水平和提高全球竞争力的最重要手段。创业是鼓励创新的重要形式之一，但不要投机性创业。中国的创业家要获得成功必须具备：市场意识、对所处领域的专业能力以及关注细节的能力。

If Chinese entrepreneurs want to succeed, they need to have: a good awareness of the market, professional capability in their own fields, and an ability to focus on details.

李善友（EMBA 2002）
酷6网董事长、CEO
Li Shanyou（EMBA 2002）
Chairman & CEO, Ku6.com

个人创业将构成未来“中国梦”的重要一部分。我们生活在一个盛世，能够凭借自己的努力、才华成就阳光财富并带动更多一部分人实现梦想，这种直接贡献和由此产生的价值观，将值得我们骄傲。

Entrepreneurship will soon become an important part of “The Chinese Dream.” We live in a good age, in which people can accumulate wealth through hard work and talent.
WINNERS: NEW BUSINESS LEADER AWARD

对于资源越来越稀缺、竞争越来越充分的中国，创新和创造性使用知识资源尤其重要。计划开始创业的人，必须做好多方面的准备：耐得住寂寞；不管企业内部管理成熟与否，一定要坚持标准；最后，用人要大胆，不要求全责备。

In China, where resources are becoming scarcer and competition fiercer, knowledge is critical to innovation and creativity. To succeed, Chinese entrepreneurs must possess: diligence, an ability to learn, and an ability to focus.

李月庆 (EMBA 2001)
上海天翼图书有限公司总经理
Li Yueqing (EMBA 2001)
General Manager, Shanghai Wingsbook Co

李月庆校友创办的天翼图书将图书的海洋浓缩为游泳池，为经理人提供从图书资讯、度身筛选、购买到配送的一站式、个性化图书服务，通过将个性化咨询与图书销售结合，成功实践了蓝海战略，颠覆了传统行业的商业模式，并被写入中欧与沃顿合作的本土案例。

Wingsbook, founded by Li Yueqing in 2003, is the only professional executive book publishing and retailing company in China. By combining customized services with book sales, the company has shattered the industry’s traditional business model. Wingsbook has opened 14 bookstores in the most prestigious Chinese business schools, and the number will increase to 20 by the end of 2009.

陆风 (EMBA 2002)
万得资讯 (Wind 资讯) 董事长
Lu Feng (EMBA 2002)
Chairman, Shanghai Wind Information Co

市场敏感：多次敏锐地抓住市场机会，使产品走在同行的前列。乐于创业：总是不断推动公司在商业模式、技术架构、产品结构、信息情报采集等领域的重大改革；善于管理：从文化建设和社会基本流程建设入手，不断提高人才的使用和培养效率。使公司在中国金融业长期低迷的状况下，业绩稳健提升；精于数据，以数据为起点，万得资讯紧密跟随金融市场日新月异的发展，新的产品和服务战略不断延伸。

With good management, Shanghai Wind Information Co has established itself as an industry leader by sharply grasping market opportunities, continuously carrying out major reforms in areas such as business models, technological framework, product structure, and information and data collection. The company has also kept pace with the constantly changing financial market, and has further expanded its products and services to other sectors.

Mark Secchia
(MBA 1999)
Sherpa’s 食品外送创始人
Founder, Sherpa’s Delivery Service Co

1998年Sherpa’s 刚刚创立时只是Mark Secchia攻读MBA期间的一个实习项目，当时Mark和几位同学成立了一个电话呼叫中心，提供上海市范围内的食品外送服务。而今，Sherpa’s 已经发展成为一个个年收入逾500万美元、员工200多人、业务范围遍及沪、苏、杭三地的专业食品外送公司。

Sherpa’s originally began as an MBA internship project in 1998, when Mark Secchia and several classmates conceived and launched a small company offering call centre and delivery services in Shanghai. Now, with annual revenues topping US$5 million, Sherpa’s employs over 200 people throughout Shanghai, Suzhou, and Hangzhou. A combination of strategic vision and on the ground know-how has been central to Sherpa’s success.

"关心你的管理人”是成为成功创业家最最重要的因素。“细节”与“宏观”并重也是成功的重要因素。执行者如果不理解你的意图，就算猜中：轻微的猜测偶尔会让人进发出绝妙的想法和方案，总是频繁的猜测就意味着你的雇员不知道企业的前行方向。同样，微观管理的过度使用也是有害的。

I can definitely and emphatically say that caring about your managers is the single most important ingredient for success as an entrepreneur.
Rong Xiuli is widely regarded as a legend in China’s telecommunications industry. She has founded and developed Tianyu into China’s No.1 domestic cell phone brand. Her unique marketing method has been hailed as one of the most creative business models, and her success story has been an inspiration for many entrepreneurs.

Song Wenming started his company from scratch as he followed his dream of bridging the gap between job-seeking university graduates and service outsourcing enterprises. The company has grown into a successful, listed firm – one that includes social responsibility in its business model.

Wang Xuning (EMBA 2001) 九阳股份董事长

In the next decade, I hope that our company can create a new Chinese business model by combining advanced HR outsourcing ideas in foreign countries with the large Chinese market.
到中欧学习，是一件投资回报率极高的开心事情。在中欧的两年里，梳理了管理知识，开阔了产业视野，深化了人生感悟，提升了自身修养，对未来有了新的思考。在“大国崛起”的中国当代，中欧点燃了星星之火，推动着产业经济的发展，带动着我国社会的进步。

Alongside China’s rise, CEIBS can act as a catalyst to promote the development of the industrial economy and the development of society as a whole.

Zeng Liqing (EMBA 2005)
Chairman, Shenzhen Dexun Investment Co

Zeng Liqing is one of the founders of Tencent Technology Co, China’s largest company and one of the world’s top internet companies in terms of market capitalization. During his eight years with the company, Mr Zeng took charge of its strategic execution, and successfully applied what he had learned at CEIBS to his professional life. After leaving Tencent, he became an angel investor associated with a large number of successful ventures.
AMP (总经理课程) 6班
AMP (Advanced Management Programme) Class 6

5-12汶川大地震震痛了世人，更震动了AMP 6班即将毕业的60名同学的心。大家马上行动，用短短2周成功举办了上海震后第一个市级慈善活动——中欧校友六一慈善拍卖会。学院院长朱晓明教授亲自出席并慷慨捐赠。300多个校友家庭踊跃参加，30多家媒体参与采访和现场直播。当场筹集善款130多万，其中6班同学捐赠了近100万。为中欧人的公益精神添上了浓墨重彩的一笔！

灾后，全班同学又投入了四川平昌县的中欧校友爱心学校建设——这是第一所以中欧校友命名的学校。在整个设计、图纸、预算、监理、建设过程中，大家齐心协力，保证了学校一所坚固、环保、震不倒的学校。她将是中欧精神的象征，全班同学的心灵纽带，大家会持续支持她的成长。

中欧校园浓厚的社会责任感氛围造就了AMP 6班的公益文化，全班同学用持续的行动彰显中欧的爱心精神。

On hearing of the Wenchuan Earthquake, the 60 soon-to-be-graduates of CEIBS AMP Class 6 took immediate action and successfully held Shanghai’s first post-earthquake charity event at the municipal level — the CEIBS Alumni Charity Auction on June 1. In addition to CEIBS President Zhu Xiaoming, the event attracted more than 300 alumni families and more than 30 reporters. AMP Class 6 donated nearly RMB1 million of the RMB1.3 million contributed during the event. The class also constructed a primary school in Liangpan, Sichuan Province – the first school named after CEIBS alumni.

CEIBS’ emphasis on social responsibility created the public welfare-centred culture of AMP Class 6. They will continue to manifest CEIBS’ spirit of “Grand Love” through their actions.

中欧的公益活动有许多关注。春雨把目光投向最贫穷的西北、农林科学的优秀大学生。除了捐款，春雨更注重与学生的交流活动以及传播中欧“感恩和报效社会”理念。

最莫过于坚持，春雨从酝酿至今走过了5年，每年度向捐款者以“感谢函”的方式确认。并严格地同理事会管理制制度健康运营至今。使参与同学日益增加。按09年度捐款计划，春雨将累计惠及150名优秀大学生。有感于中欧爱心、从最开始走入大学校园支助学生成立了春雨义务服务队。将中欧“感恩和报效社会”的理念不断发扬光大。

春雨对于中欧同学的心中反思：是启发纯正爱心和体会尊重及平等心的机缘。也是不断反思中国NGO组织自我完善之道的实践，更是中欧学子承担社会责任的当仁之士。

“Love can’t stand alone; love is meaningful only when you put it into action” is the phrase that best describes what motivates “Spring Rain.” The group has made tremendous contributions since its founding five years ago. It focuses on providing support for excellent college students majoring in agriculture and forestry in Northwest China. In 2009, the foundation will provide financial aid to 150 students. Recipients, deeply moved by CEIBS’ love towards them, have built a “Spring Rain Voluntary Service Team” to further spread CEIBS’ philosophy of “giving back to society.” For CEIBS students, Spring Rain provides an opportunity to show their love, and learn how to respect and treat others as equals. Participating in this group enables alumni to help improve China’s NGOs, and motivates them to be socially responsible.

EMBA 2003级北京2班
Spring Rain Council

九合希望爱心基金会
Jiuhe Hope Foundation

九合希望爱心基金会成立于2007年8月，由中欧EMBA2006级33名同学发起成立，首期募得同学捐款82.5万。

基金会于2008年3月确定首批捐助一所小学，利用30万元；2009年，当地政府将该小学命名为“九合希望小学”。朱晓明院长亲自为校牌题名。同时，基金会还决定向2006级同学开放。

2008年5月12日汶川大地震后，基金会发起为四川灾区内定向募捐，共筹集了94.9万元善款。2009年9月，基金会组织部分同学前往灾区实地考察并捐助了一所价值7万元的多功能教室。另外，奖（助）学金项目正在运作中，计划每年捐助200名贫困家庭，以关注其品学兼优的同学，同时还将每年资助考入职业技术学校的贫困学生。

目前正在进行的两个项目：一是计划在广西北海农村赞助一所希望小学；二是为川内定向募捐的基金与壹基金合作，在灾区开展“幼小心理重建项目。

2008年9月，九合希望爱心基金会荣获中欧首届“辛勤奖”集体奖。

Launched by CEIBS’ EMBA 2006 Beijing Class 3 in October, 2007, Jiuhope Foundation raises funds to aid the construction of Hope schools, and facilities such as libraries and computer labs. It also provides one-to-one aid for poverty-stricken students, and offers support to rural education in areas affected by natural disasters. So far, the class members have raised an initial amount of RMB8.25 million.

The foundation is now constructing a Hope School in Beihai City, Guangxi Province and is collaborating with Jet Li’s One Foundation to offer psychological consultation for children in Miyanyang, hard-hit by the Wenchuan Earthquake. Jiuhope Foundation won “CEIBS Noble Deed Award” in September, 2008.
CEIBS Alumni Charity Union is a non-profit organization initiated by CEIBS EMBA and EDP after the Wenchuan Earthquake. In accordance with the principle of “sharing information, coordinating actions, accumulating efforts, and providing support” the members of CEIBS Alumni Charity Union has made helping others a part of their lives.

In 2009, it held a charity concert and donated all the revenue from ticket sales to the victims of the Taiwan 8-8 Typhoon; it also donated over RMB7,000,000 netted from the school-organized “Grand Love, No Limits” fund-raising activity.

CEIBS Alumni Charity Union is a non-profit organization initiated by CEIBS EMBA and EDP after the Wenchuan Earthquake. In accordance with the principle of “sharing information, coordinating actions, accumulating efforts, and providing support” the members of CEIBS Alumni Charity Union has made helping others a part of their lives.

In addition to their earthquake relief efforts, the Union has also initiated and participated in public welfare programmes such as the EMBA 2006 Charity Auction, the Alumni Reunion Day Charity Auction, the May 9 Carnival hosted in collaboration with HAHA Channel, and a follow-up visit to quake-hit areas led by Prof. Xu Xiaonian. Given the tremendous work done by CEIBS Alumni Charity Union, CEIBS President Zhu Xiaoming created a calligraphy of “Grand Love, No Limits” especially for the Union.
一花独放不是春，万紫千红春满园

Giving Back to Your Alma Mater
2009 is a year of significant milestones in CEIBS’ history: during this year, the school is celebrating its 15th Anniversary, will complete its new Beijing campus, and will lay the foundation for Phase III of its Shanghai campus. At this historic moment, alumni support is vital.
“中欧国际工商学院宝钢经济学讲座教授吴敬琏”，
吴敬琏教授同时做更多企业家校友支持母校的人才培养大业。在吴敬琏教授的
召唤下，今年8月，银行董事长黄清
平校友和莱蒙（国际）集团董事黄俊
康校友代表公司向吴敬琏学术基金捐赠了
300万元人民币。
吴敬琏学术基金是2005年
中欧国际工商学院（以下简称“中欧基
金会”）旗下的多个专项基金之一。其他
专项基金还包括教育基金、研究中心及
研究基金。校园基金、发展基金、
MBA奖学金基金及其他指定用途基金。

个人捐资助学渊源
回顾国外商学院以及高校的发展历
程，个人捐资助学一直是高等教育发展壮大的
重要保证。
个人捐资助学在西方历史上可追
溯至公元前四世纪亚历山大大帝捐资助学
的图书馆。后经发展成为亚历山大大
学。哈佛大学的成立始于约翰·哈佛
（John
The rise of a nation is impossible without the powerful force of entrepreneurs. To cultivate several generations of entrepreneurs with global vision, we must rely on outstanding business schools.” This is how CEIBS Bao Steel Chair Professor of Economics Wu Jinglian explained his reason for founding the Wu Jinglian Education Fund.

The Fund, officially launched in June 2008 thanks to Prof Wu’s generous donation of almost RMB5 million, supports academic research and discussion, the cultivation of managerial talents, and the nurturing of young teaching staff at CEIBS. In addition, the foundation awards grants to a number of incoming Chinese MBA students each year. These grants help outstanding students complete their studies without financial constraints. Prof Wu explained, "A top business school has to charge high rates in order to employ first-class teaching staff, but these high rates may form barriers to some of the outstanding students out there. The grant is set up to solve this problem."

Over the years, CEIBS alumni have also generously provided funding to support the school’s operations. This August, with Prof Wu’s encouragement, Nanjing-based developer and Chairman of Treenity Real Estate Mr Huang Qingping (CEO 2003), along with Chairman of Top Spring International Holdings Mr Huang Junkang (CEO 2007) donated RMB3 million to the Wu Jinglian Education Fund on behalf of their respective companies. However, as pointed out by Prof Wu in encouraging more CEIBS alumni to give back to their alma mater, “A single bud does not mean spring; a myriad of flowers signals its coming.”

The Wu Jinglian Education Fund is only one of the special funds managed by the CEIBS Education Development Fund (CEDF). Others include the chair endowment fund, research centre and research fund, campus construction fund, development fund, MBA scholarship fund, and other purpose-specific funds.

History of Personal Donations

Looking back at the history of foreign business schools and institutions of higher education, it is clear that personal donations are an important ingredient. The Western origins of personal contributions to higher education can be traced back to Alexander the Great’s 4th Century B.C donation of a library, which later became Alexandria University. Harvard University is a result of John Harvard’s generosity: 300 volumes of documents and literature plus $800. Stanford University was founded with donations from the Stanford couple in commemoration of their son, who died in his prime.

However the earliest personal donations to education can be traced back to ancient China. Ji Sun, the administrative leader of the kingdom of Lu (Confucius’ home country), facilitated the spread of Confucianism. According to the Shuo Yuan: Za Yan (a literary work on folklore), Confucius once said, “Since I was given a high post and began receiving a good salary from Ji Sun, I have made a lot more friends with the resources.”

In modern days, China’s expenditure on education came from the government’s budget, which limited private donations to college funds and led to a very vague understanding of personal contribution.
“CEIBS is an excellent place for the skills needed to prepare for battle in the business world. At CEIBS, the theories and practice of various schools of thought and markets from around the globe collide and conjure up dazzling sparks of wisdom. Entrepreneurs feel free to express their unique views and comments, and learn from each other. They can stand around the globe collide and conjure up dazzling sparks of wisdom. Entrepreneurs feel free to express their unique views and comments, and learn from each other. They can stand

With the ongoing transformation of the global economy, and as many Chinese companies look outside the country's borders for future development, I hope that CEIBS can become a platform for communication and mutual learning for Chinese entrepreneurs, and will play a more active role of “tutor” in the global development of Chinese companies.”

Harvard) 所捐赠的 300 卷文书资料和 800 镑捐款。斯坦福大学由斯坦福夫妇捐资成立，旨在纪念他们英年早逝的儿子。

事实上，最初的个人捐赠助学金出现在中国古代，早在春秋时期，就公元前五世纪。据《说苑·杂言》记载孔子曰：“季孙赐予我千钟，而反益亲。”季孙是鲁国的执政大夫，曾经资助孔子办学。这些个人捐赠促进了儒家思想的传播和发扬光大。

近代以来，中国教育发展逐渐成为政府干预。这使得我国大学基金的发展历史较短。个人捐赠意识尚处于萌芽阶段。与之相对应的是，以哈佛商学院为首的国外商学院/高校捐赠基金中个人捐赠比例超过半数。

中欧基金会的未来发展之路

短短十五年间，从引进西方管理知识转向输出中国管理新知，中欧已绽放成为全球管理教育的一朵奇葩。实现“国际一流商学院、引领中国管理教育、传创全球商业智慧”的目标，既考验学校的师资、教学、管理能力，也对学院财务能力的考验。中欧进一步的发展离不开充裕的资金保障。现有上海校园一期、二期校园、北京新校园及上海校园三期建设都需要大量资金投入；除政府投入和企业支持外，绝大部分得依赖学院历年经营结余。远远不足以满足资金需求。

已故中欧国际工商学院院长，中欧教育发展基金会首任理事长张国华教授曾指出：“阻碍中欧进一步发展的根本问题是财务上的问题。中欧与哈佛、沃顿商学院相比，最主要的差异是财务差异。他们有非常强大的财务支撑能力，一般由非常大

中欧国际工商学院院长朱晓敏教授这样阐述校友个人捐赠的意义，”校友们，中欧虽然不是一所百年老校。但因为有了你们，她已开始根深叶茂；中欧虽然没有令人羡慕的财富，但因为有了你们，她将变得十分富裕。中欧虽然尚未出现比尔·盖茨、李嘉诚那样的商界领袖，但因为有了你们，她将未来底气十足。我们不懈努力，把学院建设成为培养产业、企业领军

人物的诞生地和中国经济管理问题的思想库，进而使中欧成为管理教育的世界级品牌。我们要充分利用上海国际金融中

心建设的历史机遇，把学院战略重点和

投入重心转向金融领域，形成差异化的竞争优势。我们衷心期待各位校友的鼎力襄

中欧教育发展基金会创始人，迈瑞生物医疗电子股份有限公司创办人、董事长兼联席CEO，中欧深圳校友会会长

徐航（EMBA2002），中欧教育发展基金会创始会员，迈瑞生物医疗电子股份有限公司创始人、董事长兼首席执行官，中欧深圳校友会会长

Xu Hang (EMBA 2002), founding member of CEIBS Education Fund; Founder, Chairman, and Co-CEO of Shenzhen Mindray Bio-Medical Electronics Co; President of CEIBS Shenzhen Alumni Association
among citizens. In contrast, at foreign business schools and colleges, personal donations make up more than half of their funding.

Future of CEIBS Fund

In the last 15 years, CEIBS has been transformed from an importer of Western management knowledge into an exporter of new management ideas in China, and has become a significant player in the field of global management education. Working towards a common goal of becoming “a top international business school, a leader of Chinese management education, an innovator and source of global business knowledge” ensures high standards for the school’s staff, faculty, and administration. These go hand in hand with similarly high standards for CEIBS’ financing abilities.

Adequate funding is necessary for the school’s continued development. The existing first and second phases of the Shanghai campus, the new Beijing campus and the planned third phase of the Shanghai campus all require substantial investment. These projects rely on government funding, corporate support, and principally on the surplus from school operations. But even so, there are large chasms in the funding to be filled.

The late CEIBS President Prof Zhang Guohua, who was the first president of CEIBS Education Development Fund, once emphasised how important adequate funding is to CEIBS’ sustainable growth. “The basic stumbling block to CEIBS’ development is financing. Compared to Harvard and Wharton, CEIBS’ disadvantage lies in its funding,” he said. “Harvard and Wharton are strongly supported by funding, which is usually in the form of huge funds. CEIBS must invest its efforts in the development of funds to ensure that there are enough financial resources to support professors’...
中欧教育发展基金会离不开教授和校友的支持。在此谨代表学院向吴敬琏教授和创始会员对中国基金会的支持表示感谢，并希望更多热心校友参与，为中国基金会添砖加瓦。为母校实现伟业锦上添花！

RECOGNITION DUE – CEIBS Education Fund would not exist without support from our professors and alumni. We express our sincere gratitude to Prof Wu Jinglian and the other founding members for their support, and we hope more alumni will help shape CEIBS’ development by making contributions to the CEIBS Fund.

中欧教育发展基金会创始及永续校友会员

<table>
<thead>
<tr>
<th></th>
<th>CEIBS Education Fund Founding Members and Everlasting Alumni Members</th>
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<tbody>
<tr>
<td>徐少春</td>
<td>Xu Shaochun (EMBA023)</td>
</tr>
<tr>
<td>钱建芸</td>
<td>Qian Jianrong (EMBA983)</td>
</tr>
<tr>
<td>周敏峰</td>
<td>Zhou Minfeng (EMBA013)</td>
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<tr>
<td>許正新</td>
<td>Xi Zhenggang (EMBA013)</td>
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<tr>
<td>徐月明</td>
<td>Xu Yueping (EMBA013)</td>
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<tr>
<td>李交忠</td>
<td>Li Jiazhong (DIHMP)</td>
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<td>严健锋</td>
<td>Yan Jianjun (EMBA013)</td>
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<td>蔡达建</td>
<td>Cai Dajian (EMBA023)</td>
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<td>陈志列</td>
<td>Chen Zhile (EMBA045)</td>
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<td>景爱梅</td>
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<td>刘伟志</td>
<td>Liu Weizhi (EMBA993)</td>
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<tr>
<td>徐航</td>
<td>Xu Hang (EMBA023)</td>
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<td>徐永安</td>
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<td>白文涛</td>
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<td>冯勇</td>
<td>Feng Yong (EMBA032)</td>
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<td>高天乐</td>
<td>Gao Tianle (EMBA012)</td>
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<td>蒋陆峰</td>
<td>Jiang Lufeng (EMBA032)</td>
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<td>孔令钢</td>
<td>Kong Linggang (EMBA012)</td>
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<td>李海林</td>
<td>LiAILin (EMBA034)</td>
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<td>李来所</td>
<td>Li Laisuo (EMBA035)</td>
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<td>李雄</td>
<td>Li Xiong (EMBA023)</td>
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<td>陆小兰</td>
<td>Lu Xiaolan (EMBA972)</td>
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<td>Mo Rong (EMBA022)</td>
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<td>钱晓华</td>
<td>Qian Xiaohua (EMBA002)</td>
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<tr>
<td>曲在平</td>
<td>Qu Zaiping (EMBA00B1)</td>
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<tr>
<td>文武</td>
<td>Wen Wu (EMBA042)</td>
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<td>吴建文</td>
<td>Wu Jianwen (EMBA982)</td>
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<td>Wu Ying (EMBA012)</td>
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<td>肖莉</td>
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<td>谢志峰</td>
<td>Xie Zhifeng (EMBA055)</td>
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<td>药建明</td>
<td>Yao Jianming (EMBA014)</td>
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<tr>
<td>谢平</td>
<td>Yu Ping (EMBA00B1)</td>
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</tbody>
</table>

张国华教授

Prof. Zhang Guohua

张健 | Zhang Jian (EMBA992) |
赵增川 | Zhao Zengchuan (EMBA012) |
赵正红 | Zhao Zhenghong (EMBA012) |
周宗明 | Zhou Zongming (EMBA033) |
虞锋 | Yu Feng (EMBA992) |
高威 | Gao Wei (MBA05) |
裴政华 | Pei Zhenhua (EMBA056) |
彭政纲 | Peng Zhenggang (EMBA012) |
王健 | Wang Jian (EMBA045) |
吴邦东 | Wu Bangdong (EMBA056) |
俞发祥 | Yu Fuxiang (EMBA056) |
俞熔 | Yu Rong (EMBA063) |
张邦辉 | Zhang Banghui (EMBA055) |
周晓萍 | Zhou Xiaoping (EMBA043) |
research and teaching. If this is secured, CEIBS will be able to make great leaps."

In explaining to alumni the significance of their personal donations, current CEIBS President Prof Zhu Xiaoming said, “Our goal is to join the ranks of famous domestic and international business schools like Harvard and Wharton, and to build CEIBS into one of the globe’s top business schools. We will invite more management masters to offer better courses, and we’ll set up the best research institutes and turn our school into a think tank for China’s development. I hope that you, our alumni, will contribute whatever you can to the development of your alma mater, in every possible way. That would be the greatest favour you could return to her.”

CEIBS Honorary President Prof Liu Ji, who is also President of CEIBS Education Development Fund, firmly believes that CEIBS, her students and alumni have shared goals. In his opinion, in addition to producing outstanding managerial talents for China, CEIBS is currently focused on drawing on school resources to provide the services needed for alumni to succeed during this period of China’s economic rise. CEIBS’ sustainable development, and its ability to help its alumni, requires a substantial amount of investment. Prof Liu Ji stressed that CEIBS depends on its alumni and they should be encouraged to give back to their alma mater once they have become successful in their professional lives.

To encourage CEIBS alumni and other social groups to make donations to the school, and thereby secure the indispensable resources needed for the development of a top international b-school, CEIBS Education Fund (CEF) was founded in March 2005. While the CEF has had some degree of success over the past four years, its short lifespan makes it difficult to meet the funding requirements needed for CEIBS’ rapid.

"Business schools are a natural place for theoretical studies on how enterprises can solve their problems. On the other hand, management and operation are always practical matters, not mere theories. Even if the theories are derived from practical examples, they are mostly from the past, from foreign countries, and from other enterprises. Such theories can hardly be expected to solve actual problems that enterprises are faced with.

CEIBS is different, though. CEIBS returns theory to practice, and here students not only acquire theoretical thinking skills and experience from others, but also put their inspirations from theoretical studies into practice."

Through their enrolment in CEIBS EDP and EMBA courses, Treenity’s management team gained the practical abilities that they craved. In six years of close cooperation with CEIBS, Treenity’s business grew twenty-fold, which has been both a coincidence of history and the good fortune of Treenity."
校友年度捐赠荣誉介绍

<table>
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<tr>
<th>校友捐赠累计捐赠金额</th>
<th>校友荣誉</th>
<th>其他荣誉</th>
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<td>累计捐赠RMB 5,000-50,000元</td>
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<td>• 累计捐赠3万元冠名木凳（北京校区）</td>
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<td>• 累计捐赠20万元冠名MBA奖学金</td>
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<td>• 累计捐赠100万元冠名教席</td>
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<tr>
<td>累计捐赠RMB100万元以上</td>
<td>钻石“合”校友</td>
<td>• 冠名教室或其他场地（北京/上海校区共享厅，室外整体园林绿化、阶梯教室、平面教室、餐厅、咖啡厅、教学楼、体育馆、方厅等）</td>
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<tr>
<td>连续捐赠10年及以上</td>
<td>连续捐赠奖</td>
<td>• 年报中予以特别鸣谢</td>
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</table>
development. The CEF is miniscule when compared to the billion-dollar funds seen at some foreign business schools or colleges. It even pales in comparison to the billion-RMB funds that some domestic universities enjoy.

CEIBS alumni are the most important source of donations for the CEF and their contributions are viewed not only as funds vitally needed for the development of their alma mater, but as an indicator of their sincere wish to see CEIBS succeed. As the school’s stocks rise, so do those of its alumni.

As we have mentioned, 2009 is a year of significant milestones in CEIBS’ history: the school is celebrating its 15th anniversary, will complete its new Beijing campus and lay the foundation for the third phase of its Shanghai campus. Now, more than ever, alumni support is vital. The CEIBS Education Development Foundation (CEDF) has therefore strengthened its focus on the Alumni Annual Personal Contribution Programme. The CEDF ensures that each donation is managed responsibly and the use in no way contradicts the donor’s intentions. The annual minimum can be as low as RMB100, donations are tax free and there is complete flexibility in terms of the number of years for which contributions can be made.

With the support of its 8,000 plus alumni CEIBS’ success is guaranteed!

### Annual Alumni Donation Honours

<table>
<thead>
<tr>
<th>Total Donation</th>
<th>Honour</th>
<th>Other Honours</th>
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</thead>
<tbody>
<tr>
<td>RMB100 – 5,000</td>
<td>Warm-hearted alumni</td>
<td>“Alumni Donation Partner” – RMB5,000</td>
</tr>
</tbody>
</table>
| RMB5,000 – 50,000 | Supporting alumni     | Name on armchair – RMB8,000  
Name on single tree – RMB20,000  
Name on dormitory – RMB25,000  
Name on wooden stool (Beijing campus) – RMB30,000  
Name on professor’s apartment suite (Shanghai campus) – RMB50,000  
“Everlasting Member” of the Fund – RMB50,000 |
| RMB50,000 – 100,000 | Silver “Co-op” alumni | Name on corridor pillar (Shanghai campus)/ academic research fund – RMB100,000 |
| RMB100,000 – 1M  | Gold “Co-op” alumni       | Name on preparation room (Beijing campus) – RMB150,000  
Name of inner yards (Beijing campus) – RMB150,000 to 300,000  
Name of MBA scholarship – RMB200,000  
Name of discussion room (Beijing/Shanghai campus) – RMB250,000 to 350,000  
Name of conference room (Beijing/Shanghai campus) – RMB500,000 to 750,000  
Name of second floor open rest area/public area (Beijing/Shanghai campus) – RMB750,000 to 1M  
Name of teaching post – RMB1M |
| Over RMB1M      | Diamond “Co-op” alumni    | Name of classroom or other area (shared street, outdoor integrated gardens and green, lecture theatre, flat classroom, canteen, café, teaching building, gymnasium, square hall, etc. |
| 10 or more consecutive years of donations | Consecutive donation award | Special acknowledgement in annual report                                      |

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