

十五载筚蓝育桃李，千万里神州看峥嵘

中欧十五周年校庆之台前幕后篇

Behind the Scenes

2009年8月11日，为期一周的视听艺术盛宴“艺术鉴赏周”在中欧国际工商学院上海校园华美上演，正式拉开了学院15周年校庆系列活动的帷幕；9月26日，接踵而至的15周年办学成果展揭幕仪式和EMBA2007毕业典礼为中欧校园营造了日益浓重的庆典氛围；从10月30日至11月8日，短短10天之内密集的12场活动更是将整个校庆系列活动推向高潮，数百位政府官员、商业精英、学界泰斗荟萃中欧（详见文本框），2000多校友云集母校，包括原国务院副总理吴仪、欧盟委员会主席曼努埃尔·巴罗佐（Jose Manuel Barroso）、国务委员兼公安部长孟建柱、商务部部长陈德铭、上海市市长韩正、欧盟驻华代表团团长赛日·安博（Serge Abou）、上海市人大常委会主任刘云耕、上海市政协主席冯国勤等中央部委、上海市及欧盟领导人为学院校庆发来贺信，原国务院副总理李岚清、全国人大常委会副委员长陈至立、全国人大常委会副委员长严隽琪、中国工程院院长徐匡迪等领导人欣然为学院校庆题词。

接下来，学院在北京举行的15周年校庆论坛和“中欧之夜”新年音乐会、中欧之约·2010华南欢聚会（深圳）、2010中欧校友“惠生之夜”新春音乐会（上海）以及2010年3月的北京新校园启用仪式更是余响不绝，将延续近一年的15周年校庆庆典的欢乐与激情。

在镁光灯聚焦的校庆庆典台前亮点之外，本文特别关注了高度紧张、扣人心弦的幕后筹备工作。在这一系列精彩绝伦的校庆活动背后，中欧全体教授和员工付出了巨大的努力，迸发出了无比的创意和激情。难以想象的是，2009年3月成立的校庆办公室仅有两名全职员工以及相关部门主管作为兼职成员。面对密集的活动安排及浩大的内外协调，校庆办骨干成员将自身的潜能发挥到极致，以全身心的奉献诠释了“认真、创新、追求卓越”的中欧校训，为学院15周岁生日献上了一份“近乎完美”的厚礼，赢得了包括学院董事会及管委会、师生员工、校友、媒体、赞助企业、国内外兄弟院校等社会各界的如潮好评。



On August 11, 2009, the opening of Art Appreciation Week at CEIBS' Shanghai campus raised the curtains on a series of stellar events marking CEIBS 15th Anniversary. The official opening of the CEIBS 15th Anniversary Exhibition and the EMBA 2007 Graduation Ceremony, which followed on September 26, both created additional buzz on campus. The festivities reached their highpoint when no less than 12 celebratory activities were packed into the 10 days of October 30 to November 8. During this period, hundreds of high-profile government officials, business elites and academic heavyweights, as well as more than 2,000 alumni gathered at CEIBS to witness the school's grand 15th birthday.

Leaders from the Chinese central government, the Shanghai municipal government, and the EU all sent congratulatory letters marking CEIBS birthday, including warm wishes from Former Vice Premier Wu Yi, European Commission President Jose Manuel Barroso, State Councillor and Public Security Minister Meng Jianzhu, Commerce Minister Chen Deming, Shanghai Mayor Han Zheng, Head of EU Delegation in China Serge Abou, Shanghai People's Congress Standing Committee Director Liu Yungeng, and CPPCC Shanghai Chairman

Feng Guoqin. Several central government officials also wrote inscriptions for the school, with beautiful works of calligraphy hand-created by former State Council Vice Premiere Li Lanqing; National People's Congress (NPC) Standing Committee Vice Chair Chen Zhili; NPC Standing Committee Vice Chair Yan Junqi; and Chinese Academy of Engineering President Xu Kuangdi.

As 2009 came to a close, CEIBS staged a 15th Anniversary Forum and CEIBS Night – New Year Concert in Beijing, as well as a grand gala in Shenzhen and a spectacular concert in Shanghai. This March, CEIBS' new Beijing campus will be unveiled to the public, offering a fitting finale to the year-long celebrations.

Rather than recapping the activities mentioned above, which have been covered over the past year, this Cover Story in *TheLINK* gives readers a look into the nerve-racking, adrenaline-producing behind-the-scenes work of the Anniversary.

When the 15th Anniversary Organization Office was established, it had only two full-time staff – the rest of the team consisted of directors from other offices who assisted part-time while fulfilling their full-time roles. Faced with such a daunting task, the 15th Anniversary staff pushed themselves to the limit, displaying the CEIBS motto of “conscientiousness, innovation and excellence” by striving for perfection. When the anniversary events came to a close in late 2009, praise poured in from the Board of Directors, the Management Committee, professors, alumni, media, and sister schools and corporate partners. Here's how the 15th Anniversary team did it:



10月31日上海市市长韩正在长江隧桥通车仪式当日仍然设法挤出时间前来参加学院成立15周年庆祝大会，充分体现了上海市领导对中欧校庆的重视。

FROM CITY HALL TO CEIBS –
On October 31, Shanghai Mayor Han Zheng attended the CEIBS 15th Anniversary Ceremony despite their tight schedules for the day, which included the opening ceremony for the Yangtze River Bridge & Tunnel.



十五载峥嵘岁月稠

“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很不平凡。”中欧国际工商学院执行院长朱晓明教授在回顾学院十五年发展历程时表示。

时光之轮刚刚转入2009年，中欧国际工商学院即宣布获得国际商学院联合会（简称AACSB）认证，不到一个月，喜讯接踵而至，在英国《金融时报》2009全球MBA百强排行榜中，中欧成功跻身全球十强、名列第八，成为亚洲首家闯入世界前十的商学院。新排名和AACSB国际认证一起，向中欧昭示了一个不平凡的2009年。

2009年年初，朱晓明院长在学院管理委员会会议上提议将2009年作为15周年校庆年，并在此期间举办一系列庆祝活动，这一动议得到了管委会的支持。学院院长助理、校庆办公室主任周雪林博士介绍了朱晓明院长这一动议的初衷：

十五年 是回溯与展望的时刻：通过举办校庆系列活动，中欧希望全面总结第一个15年的办学经验，从而更好地迎接下一个15年的挑战；与此同时，还将通过宣传中欧的办学理念和办学实践，展示中国教育改革开放的成绩、中国企业管理的飞跃和中国经济发生的深刻变革，探讨中国管理教育的发展机遇及未来挑战。

十五年 是拓展对内对外联系的时刻：通过举办校庆系列活动，中欧希望对内增强与近万名校友及学员的沟通联系，凝聚校友热情，寄望校友与母校共同成长并为母校发展献计献策、贡献力量；对外通过这一契机向社会各界推广中欧，增强学院的公众知名度并从整体上提升学院品牌。

十五年 也是感恩的时刻：中欧的成长过程中得到了无数热情人士的帮助和支持，他们在关键的时期为中欧做出了关键的贡献，在建院15周年之际，中欧将为他们之中的杰出代表颁发“终身成就奖”、“杰出贡献奖”、“卓越奖”和“荣誉奖”，以铭记和表彰他们为学院的创办和发展所做出的杰出贡献。

紧张·密集·曲折

2009年3月，朱晓明院长、刘吉名誉院长、佩德罗·雷诺（Pedro Nueno）院长亲自挂帅成立了校庆工作委员会，并设立了校庆办公室。学院最初设置了5个全额编制，周雪林主任深谙“兵在精而不在多，将在谋而不在勇”，起初仅仅从人力资源部及校友关系事务部抽调了张暹和傅丹阳这两位资深员工。随着筹备工作的日益紧张升温，黄凌云、林云、周琛也在7月份之后陆续搬到校庆办工作，包括戴馨、杜谦、刘胜军等在内的各部门主任尽管要处

Fifteen Years to Remember

“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,” said CEIBS Executive President Zhu Xiaoming as he reminisced on the last decade-and-a-half at CEIBS. Early last year, when Executive President Zhu proposed that CEIBS host a series of celebration activities marking the 15th Anniversary, the Management Committee enthusiastically endorsed the idea. Dr Snow Zhou, CEIBS Assistant President and Director of the school's 15th Anniversary Organization Office, explains Executive President Zhu's thinking:

“After 15 years, this should be a time to review the past and develop a vision for the future. By organizing celebration activities, we hope to summarize CEIBS' experience over the past 15 years so that we can be better prepared for the next 15 years. In addition, what CEIBS has accomplished in the past

is also a powerful demonstration of the impressive achievements made by China in corporate management education and in education reform. The 15th Anniversary also provides a perfect occasion for us to discuss the opportunities and challenges that Chinese management education might meet in future.

“After 15 years, now is the time for us to reach out. By organizing celebration activities, we hope to strengthen relations with our alumni and students. We can rally our alumni around CEIBS and encourage them to pool their wits for CEIBS' development. Meanwhile, the celebration also gives us a precious opportunity to promote CEIBS to the public and increase brand awareness.

“After 15 years, now is the time to show our appreciation for the help we've received. During the past 15 years, we have received gracious support that played a key role in boosting CEIBS' development. CEIBS' 15th Anniversary gives us an opportunity to appreciate contributions to the school's growth and successes. We selected the most distinguished contributors and presented them with

10月31日,来自中央、上海及各地的50多位中、欧双方政府官员、著名企业家、学者、国内外商学院代表莅临庆祝大会。

GRAND GATHERING – More than 50 China-Europe government officials and VIP guests from the business and academic communities attended the Anniversary Ceremony on October 31.



三度光临：中国人民银行行长周小川先后于中欧五周年、十周年、十五周年校庆三次莅临我院，他在10月30日的招待晚宴上的致辞中表示“我个人深深感到，中欧对培养人才做出了巨大贡献，而且学院的发展也是非常迅速的。”

VIP RETURNEE – People's Bank of China Governor Zhou Xiaochuan's visit during the 15th Anniversary Celebrations was his third CEIBS anniversary visit. The PBOC Governor also participated in the school's 5th and 10th anniversaries. Said Zhou in his welcome address, "I feel deeply that CEIBS has not only been making great contributions to the training of qualified personnel, but is also an extremely rapidly developing organization."



理庞杂的日常工作，依然由始至终高强度地参与了校庆活动组织工作，并且很好地把握了各项活动的时间节点。

随着计时天数的逐日递减，校庆办的**紧张**气氛日益升温，加班加点乃至通宵达旦竟成家常便饭，而在校庆周开幕的前两周，周雪林主任就开始进入了“全面备战”状态。他对此解释道：“每一个项目我们都是力求完美，像校史、校庆成果展、庆典大会的横幅、政府官员的出席及其座位安排等等，都是直到最后一刻仍在修订完善，对活动进度和品质的高度关注确实让我神经高度紧张。”“在最后两周，只感到分身无术，每个人都象高速运转的机器，一天24小时真觉得不够用。”张暹回忆道。中欧陆家嘴国际金融研究院副院长、校庆办副主任刘胜军博士说道：“我们每天收到关于校庆的邮件可能有几十封甚至上百封，而且必须马上处理，每天晚上回家也要继续处理电邮。”

在活动组织者对校庆活动的描述中，出现频率最高的一个词就是“**密集**”——从10月30日至11月8日，短短10天之内紧锣密鼓地举办了12场活动，仅10月31号一天就集中了庆祝大会暨校园扩建设计方案揭幕仪式、2009第二届全球管理论坛、中欧商务教育文凭课程签约、俞正声书记会见中欧及八个签约省市领导、中欧校友总会换届大会、庆典晚会和杰出校友颁奖仪式这七场活动，吸引了数千人次

的参与，这对于组织者乃至全院师生员工协调如此大规模活动的的能力是一次严峻考验。

学院董事会秘书、校庆办副主任杜谦举例说道：“陈德铭部长10月31日的日程安排包括：庆祝大会致辞、校园扩建方案揭幕、参观办学成果展、在全球管理论坛上发表主题演讲以及视察外包服务研究中心等一系列活动，这就要求接待工作特别注重细节，确保周密衔接。”两天之内要接待近50位来自中央、上海以及各地的领导，各场活动之间的衔接不仅时间紧密，并且场地还分布在中欧校园、上海大剧院、市委办公厅、衡山宾馆等各处，这对于院长办公室主任、校庆办副主任戴馨而言是一个极大的挑战，她特别提到，“幸亏中欧校友陈晓明和庄巍在关键时刻出手帮忙，协助招待晚宴和中欧商务教育文凭签约仪式的现场接待，我才能腾出手来准备庆祝大会和庆典晚会的准备工作。”

另外，作为此次校庆活动中最富盛名的嘉宾之一，2001年诺贝尔经济学奖得主、美国斯坦福大学商学院前院长、经济学教授迈克尔·斯宾塞（Michael Spence）从飞抵浦东机场到最终离开上海之间的38小时内也是马不停蹄地出席了《对话》节目录制、招待晚宴、庆祝大会、全球管理论坛、庆典晚会等一系列活动并发表了多场演讲，让他深刻感受了“中国速度”。

周雪林主任进一步向《TheLINK》杂



中欧国际工商学院执行院长
朱晓明教授
CEIBS Executive President
Zhu Xiaoming

“在大家的共同努力下，在广大校友的热情参与下，中欧国际工商学院 15 周年校庆系列活动取得了圆满成功。校庆系列活动精彩纷呈，不仅提升了学院的社会影响力，更凝聚了校友的爱校热情，也展现了中欧国际工商学院‘认真、创新、追求卓越’的精神风貌。”

Thanks to the concerted efforts of us all, along with our alumni's enthusiasm and active participation, CEIBS 15th Anniversary Celebrations were an immense success.

The celebratory events and activities staged throughout 2009 have significantly improved the school's reputation, strengthened the bond between our alumni and their alma mater, and vividly demonstrated the CEIBS motto of 'Conscientiousness, Innovation and Excellence'.

honors such as the Distinguished Leader Award, Alumni Contribution Award, New Business Leader Award, and Charitable Contribution Award.”

Intense Preparation

Last March, CEIBS' 15th Anniversary Organization Office and Committee were founded, headed by Executive President Zhu Xiaoming, Honorary President Liu Ji, and President Pedro Nueno. The first two hires were Ellen Zhang and Tanya Fu from the HR Department and the Alumni Affairs Office, respectively. After July, as preparations intensified, Huang Linyun, Ewan Lin, and Zhou Chen joined the office. Directors from other departments, especially Cynthia Dai, Du Qian and Gary Liu, were also heavily involved despite their tight schedules.

The intensity of the task at hand grew day by day. In the two weeks before CEIBS' 15th Celebration Week, Director Zhou moved the preparations into “full escalation mode.” Many team members stayed up all night to complete their tasks. Zhou explains, “We wanted everything to be perfect. For important activities, details like banners, attendee lists and seating were modified up to the very last minute. The fast pace really created a lot

of pressure.” Adds Ellen Zhang, “In the final two weeks, everyone worked like robots; 24 hours per day was really not enough time for us...”

When the 15th Anniversary team members talk about their work, “intense” is the most frequently used word. On October 31 alone, thousands of people altogether attended seven activities held on that day, including: CEIBS 15th Anniversary Celebration Ceremony; Ground-Breaking Ceremony for Shanghai Campus Phase III; 2nd Annual Global Management Forum; BMT Signing Ceremony; Business Development Certificate Programme Expansion Meeting with Shanghai Party Secretary Yu Zhengsheng; CEIBS Alumni Association Election & Conference; and 15th Anniversary Gala Evening; Outstanding Alumni Awards Ceremony. This marathon of events posed a great challenge for not only event organizers, but for the entire CEIBS community.

Du Qian, Secretary of CEIBS Board of Directors and Deputy Director of the Anniversary Organization Office, gives an example: “The schedule on October 31 for Chen Deming, Minister of Commerce, included: attending the CEIBS 15th Anniversary Celebration Ceremony, visiting the CEIBS Exhibition, delivering a speech at the Global Management Forum

志读者揭秘幕后筹备工作的种种**曲折**，事实上，有两场社会影响极其深远的校庆活动——杰出校友评选和央视《对话》节目录制这两项最初并未出现在校庆活动列表上。“2009年3月，傅丹阳刚来到校庆办就主动跟我提议推出杰出校友评选这一项目。我们意识到，中欧的优秀，来自于校友的优秀；中欧成长，也同样要依靠校友的进步与发展。中欧十五年，培养了八千多名堪称业界精英的校友，这一评选活动旨在用他们的成就彰显母校，用他们的奉献惠及大众，用他们的理念引领时代。”这一提议也很快得到了朱晓明院长的高度认可，他表示：“我们评选中欧杰出校友，不仅仅是为了显示中欧的办学成果、激发校友的爱校热情，更是希望藉此折射出中国企业的管理进步和中国经济的深刻变迁。”最终这一活动吸引了3000多位校友的高度参与，新浪网页的点击率在更是在短短5天之内突破24万，成为此次校庆活动中吸引校友眼球最多的一个项目。

另外像中央电视台2套财经频道于11月8日播出的《对话》节目，四位大师级学者——2001年诺贝尔经济学奖得主迈克尔·斯宾塞与雷诺院长、中欧宝钢经济学教席教授吴敬琏、中欧经济学与金融学教授许小年就“激变商学院，复苏第一课”



中欧国际工商学院院长
佩德罗·雷诺教授
CEIBS President Pedro Nueno

“回首中欧15周年庆典，我相信许许多多的中欧校友将在心中铭记这一系列精彩绝伦的活动。可以肯定的是，通过高度参与这些活动，校友们看到

了一所充满生机与活力、满怀信心憧憬未来的母校，由此他们对学院的忠诚度和归属感将会得到巩固和提升。

Reflecting on CEIBS' 15th Anniversary celebrations, I believe that it was an excellent set of events that lots of alumni will remember with satisfaction. I am sure that the celebrations, in which they were integrally involved, strengthened their loyalty towards our institution. We have shown them that CEIBS is united, full of energy, and looking forward to the future with initiative and confidence."

进行了一场发人深省的精彩对话。“这一项目其实是在节目录制之前一个月由朱晓明院长提出的，刚开始我们还在担心有没有合适的话题、邀请哪些重量级嘉宾，后来发现正好可以借用全球管理论坛当中的许多资源，另一方面又可以通过央视这一平台更好地宣传中欧品牌。从策划到录制完成仅仅花了一个月时间，但反响极其热烈。”周雪林主任说道。

众志成城谱华章

中欧15周年校庆活动最终赢得了包括学院董事会及管委会、师生员工、校友、媒体、国内外兄弟院校等社会各界的如潮好评。

朱晓明院长评价道：“近乎完美”，“校庆系列活动精彩纷呈，不仅提升了学院的社会影响力，更凝聚了校友的爱校热情，也展现了中欧国际工商学院‘认真、创新、追求卓越’的精神风貌。”

雷诺院长对此次校庆活动的深远影响做出了高度评价，同时他也欣喜地表示，在去年年底的董事会会议上，他听到的关于校庆的评价全部是积极的，他本人也非常感谢朱晓明院长倡导了这一系列活动，并且在朱院长的指挥和协调之下做得如此完美。

在15周年校庆活动告一段落之后，校庆活动筹备人员认真总结了此次成功的原因。

首先这一校庆系列活动得到了管委会强有力的支持，而朱晓明院长作为此次校庆活动的总指挥更是运筹帷幄、亲力亲为、力求完美，他的深度参与是此次校庆活动圆满举行的关键因素。

刘胜军回忆道：“为了敦促各部门之间更好协作，朱院长分别于9、10月三次召集各部门主管的动员大会，他不仅参与了许多重要活动的部署策划，还亲自邀请陈德铭部长、韩正市长等领导出席校庆活动，并亲自设计了庆典晚会方案的第一稿，拟定了晚会‘中欧追梦、追梦中欧’的主题，同时参与策划了庆典晚会的开幕短片《使命与梦想》，从而提升了这一系列活动的整体水准。”杜谦也提出：“朱院长不仅仅是整个活动的策划者，他对于一些关键步骤的把控也非常到位，如校庆成果展的设计稿他审得非常细致，并且还就具体



迈克尔·斯宾塞，2001年诺贝尔经济学奖得主、美国斯坦福大学商学院前院长、经济学教授 Michael Spence

“中欧的十五周年校庆是一次良好的契机，庆祝这所具有国际意义的商学院在上海的成长与发展。从学院到师生员工乃至校友，无不是才情横溢地全心投入。中欧的成功提供了很好的范本，也对自身未来的发展提出了更高的期望。庆祝活动本身就是一种快乐：各种专题讨论每每碰撞出真知灼见，令人心驰神往；精彩的问题层出不穷，机锋不时闪现；整个庆祝过程充满了乐观主义精神，人人精神饱满。辉煌的庆典晚会更是奏出了庆典的最强音，令人回味无穷。十五周年校庆是中欧校史上具有里程碑意义的一页，有机会身临其间，我深感欣慰，荣幸之至。

The 15th anniversary of CEIBS was a chance to celebrate the growth of an important international institution in Shanghai. The school, the faculty, the students, the staff and the alumni are all committed and talented. It is a recipe for success and for great expectations for the future. The celebration itself was a delight: full of fascinating and insightful panels, terrific questions, a sense of optimism and momentum, and a spectacular gala evening to finish it off. It was a great pleasure and a privilege to have a chance to be allowed to be part of this milestone.”



大师云集：两位诺贝尔奖得主迈克尔·斯宾塞和约瑟夫·斯蒂格利茨共同出席了第二届全球管理论坛和庆祝大会、庆典晚会等多场校庆活动，吸引了众多校友、媒体及参会人员的高度关注。

DRAWING A CROWD – Two Nobel Prize winners, Michael Spence and Joseph Stiglitz, attended the 2nd Annual Global Management Forum and many other anniversary celebrations. These events attracted alumni, media and many participants.

and visiting CEIBS China Outsourcing Research Centre. This called for great coordination work. Any misstep might have damaged the school's image.” Cynthia Dai, Director of the President's Office and Deputy Director of the Organization Office, shouldered the enormous task of receiving more than 50 leaders from the central government, the Shanghai government, and other VIPs in two short days, as well as coordinating celebration events held at CEIBS' Shanghai campus, the Shanghai Grand Theater, and the Hengshan Hotel. She attributes her success to receiving help “when we needed it most” from volunteers including alumni Chen Xiaoming and Zhuang Wei.

The organizers were not the only ones who raced against time; honoured guests also kept a fast pace. Nobel Laureate in Economics Micheal Spence, who is a professor of Economics and former Dean of Stanford Business School, had an especially hectic schedule. During just 38 hours in China, he starred in CCTV-2's “Dialogue” programme, as well as attending and speaking at the Reception Banquet, Celebration Ceremony, Global Management Forum, and Gala Evening.

One of the highlights of the anniversary celebrations was the Outstanding Alumni Awards – an idea which Director Zhou explains was an unexpected addition to the original plan. When Tanya Fu initiated the idea last

80高龄的吴敬琏教授也提前20分钟就在内场排队等候嘉宾入场仪式开始。

Professor Wu Jinglian, who is nearly 80 years old, arrived at CEIBS 20 minutes early and stood inside the hall while waiting for the Red Carpet Ceremony to begin.



10月31日，中国科学界“两弹一星”元勋、交大校友钱学森博士在北京逝世，当马德秀书记从闵行校区主持师生悼念会后赶来晚会现场时，离嘉宾入场仪式开始仅剩十分钟。马书记连晚餐也没来得及用，就与张杰董事长和谢绳武名誉董事长一起带领嘉宾入场。当晚交大马书记在庆典礼会颁奖后立即赶赴北京吊唁钱学森校友，交大张杰校长则参加完整场晚会后，于次日赶赴北京。三位领导对中欧成功组织的这样一场大型活动赞许有加，马书记说道：“中欧做事情，要么不做，要做就是一流的。”

On October 31, "The Father of Chinese Rocketry" and alumnus of Shanghai Jiao Tong University, Qian Xuesen, passed away in Beijing. That evening, Party Secretary of Shanghai Jiao Tong University Ma Dexiu left CEIBS after the awards ceremony and rushed to Beijing to mourn Qian's passing. Shanghai Jiao Tong University President Zhang Jie, who is also Chairman of the CEIBS Board of Directors, remained at CEIBS for the entire Ceremony, leaving for Beijing the next day. Both leaders were very impressed by the grand celebrations. Said Ma, "Whatever CEIBS does is second to none."



在彩排时间有限、协调人员短缺的情况下，130位嘉宾参与的入场仪式于10月31日晚18:00准点开始，内场外场气氛热烈，秩序井然。

Despite the limited rehearsal time and a shortage of coordinators, the Red Carpet Ceremony, which featured the arrival of 130 guests, began punctually at 6pm on October 31.



March, she received immediate approval from Executive President Zhu, who said, “To select our most outstanding alumni is not just to accentuate CEIBS’ achievements, and to make our alumni love CEIBS more, but also to reflect the progress in Chinese corporate management and the great changes taking place in the Chinese economy.” The nomination of candidates attracted input from more than 3,000 alumni, and the CEIBS page at www.sina.com.cn had 240,000 hits within five days, making the selection process the most popular celebration event among alumni.

Another highly successful event was the CCTV-2 programme “Dialogue,” aired on November 8. The programme featured Nobel Laureate Michael Spence, CEIBS President Pedro Nueno, CEIBS’ Bao Steel Chair Professor of Economics Wu Jinglian, and Economics & Finance Professor Xu Xiaonian, engaged in a thought-provoking discussion on economic recovery and the role of business schools. Director Zhou explains, “The idea was proposed by Executive President Zhu one month before the shooting date. At first, we were worried about finding appropriate topics and distinguished guests, but the Global Management Forum turned out to be a treasure trove. It took only one month from planning



大卫·施密特雷恩
美国麻省理工学院(MIT)斯隆管理学院院长
David Schmittlein,
Dean, MIT Sloan School of Management

“有幸参与中欧国际工商学院15周年校庆活动，我感到非常高兴。作为一所声誉卓著的管理教育机构，15年来，中欧的发展异常迅猛，对中国乃至全世界的管理实践都产生了积极的影响。”

It was a great pleasure and honor to participate in CEIBS’ 15th anniversary celebrations. In its 15 years, CEIBS has developed remarkably well, and quickly, as an esteemed institution for management education, making a positive impact on management practice in China and the wider world.”

the programme to completing the shooting, and the feedback has been overwhelmingly positive – we leveraged CCTV’s wide coverage to increase CEIBS brand awareness.”

Concerted Efforts Produce a Magnificent Crescendo

Executive President Prof Zhu Xiaoming was among those satisfied with the Anniversary celebrations. “Almost perfect,”

精彩主持：嘉宾入场仪式主持人的挑选让组织者煞费苦心，一方面需要主持人有着很好的主持经验，另一方面也得了解中欧，最后学院邀请了梁能教授和东方卫视当家花旦陈蓉校友担任主持。陈蓉于10月30日晚在东方艺术中心录制完节目后赶到中欧讨论主持稿已是深夜10点半了。梁能教授虚心向陈蓉讨教主持之道，最终许多反馈表示“梁能教授的主持很专业！”

MARVELOUS MCs – It wasn’t easy for the organizers to choose the right MCs for the Red Carpet Ceremony. They needed to have both industry expertise and CEIBS knowledge. CEIBS Professor Liang Neng and CEIBS alumnus Chen Rong, one of *Dragon TV*’s leading MCs, were invited to take on the task. Initially, some alumni joked that “the CEIBS professor learned his MC skills from a student,” but in the end, all were impressed with Prof Liang’s professional performance.





约翰·奎尔奇，哈佛商学院工商管理分院林肯中心教授、哈佛商学院高级副院长、伦敦商学院前院长
John Quelch, Lincoln Filene Professor of Business Administration at Harvard Business School, Former Dean of London Business School and Associate Dean at Harvard Business School

“身为中欧教授中的一员是非常荣幸的，哪怕只是在15周年校庆期间做一名游客。中欧有相当一部分校友为了学院的进一步成功不断贡献力量并充满热情，这一点让我印象最为深刻。在上海、北京、深圳等地，他们都自发地集合起来支持中欧并参加庆典活动。任何机构的校友都——甚至比教员们——更在乎拥有自己的品牌，因为这是他们自己的生活简历。我呼吁，中欧的教授、学生和校友们都要意识到团队的力量，同舟共济，实现共同的理想——让我们期待中欧国际工商学院成为世界上最优秀的商学院。”

It has been a privilege to be a member of the CEIBS faculty, albeit only as a visitor, during the 15th Anniversary Year. Most impressive has been the commitment and enthusiasm of a very high proportion of the alumni to the continuing success of the school. In Shanghai, Beijing, Shenzhen and elsewhere, they turned out *en masse* to support CEIBS and participate in the celebrations. Even more than the faculty, the alumni of any institution own the brand. It is on their CVs for life. I urge the faculty, current students and alumni to realize the power of being one community, pulling together to realize the common vision you have for CEIBS to become the best business school in the world.”

工作程序做了指示，因此成果展揭幕后就获得了大家的认可。”

此外，刘吉院长还亲自邀请了中国人民银行行长周小川出席校庆招待晚宴并发表演讲，雷诺院长为全球管理论坛及创新创业高峰论坛邀请了若干嘉宾，教务长兼副院长郭理默（Rolf D. Cremer）教授策划了校友日论坛，副院长兼中方教务长张维炯教授从学院运作层面提供了具体而有力的支持，并对如何更好开展各项活动提出了许多建设性意见。

其次，周雪林主任指出，在时间短、活动密、贵宾云集的前提下举全院之力举办这一系列大型活动，充分验证了学院的团队协同作战能力，正如郭理默教务长在2009新春音乐会上通过折筷子的比喻告诉大家，这一团队精神是中欧15载成功的基础，也是学院在未来持续成功的保障。

刘胜军介绍说：“校庆成果展涉及重要来访、学院历史、教学研究、MBA、EMBA、EDP、企业赞助、学生校友活动、未来展望等多个板块，汇集了各个部门的创意。在这一过程中，每当我们提出各种要求，相关部门都会积极迅速配合，并且对细节的关注也十分到位。”

张暹特别感谢了三大课程部、院长办公室、教务长办公室、企业关系部、人力

资源部、后勤部等部门的大力支持：“校庆活动有中欧各部门可贵的团队精神和卓越的组织协调能力做后盾，而不是依靠几个人完成的。比如说，艺术鉴赏周这一项目最早由2008级MBA学生发起，上报到校庆办时，校庆预算已分配完毕，这一活动面临着资金紧张的困境，EMBA课程部在此时伸出援手，将他们原本计划的人文艺术活动融入了艺术鉴赏周，募集了资金支持并策划了最后的‘音乐剧经典片断荟萃’闭幕演出；而为期一周的活动，有无数MBA学生志愿者参与，从签到直至最后的费用结算，都安排得井井有条。庆典晚会当天由于要兼顾内外场，嘉宾入场仪式的组织工作就交给了有丰富协调经验的EMBA班主任、教授秘书、企业关系部和市场部的同事，在EMBA高级课程经理朱丹的指挥下，她们将130多位参加入场仪式的嘉宾安排得非常到位，为仪式的顺利进行做了最充分的准备。10月31日晚17点50分，嘉宾入场仪式外场突然由于通道限制，由中欧员工、学生和校友组成的外场‘粉丝团’眼看无法在18点之前就位，人力资源部的寿静文充分发挥其现场应急和指挥协调能力，最终成功协调‘粉丝’们在10分钟之内全部就位，确保了嘉宾入场仪式准时开始。11月8日校友日活

he commented. “The celebration activities staged throughout 2009 significantly improved the school’s reputation, strengthened the bond between our alumni and their alma mater, and vividly demonstrated the CEIBS motto of ‘conscientiousness, innovation and excellence.’”

CEIBS President Pedro Nueno also spoke of the positive impact of the 15th Anniversary celebrations, reporting high praise for the events noted at the 2009 CEIBS Board of Directors meeting in Brussels. President Nueno also thanked Executive President Zhu for the time and effort he had put into his role in planning, promoting and executing this ambitious roster of events.

Top-level Support

Asked for the secrets of success, the

organizing staff concluded that the primary reason was the unwavering support they received from the Management Committee. They emphasized that Executive President Zhu, as the director-in-chief of the celebrations, benefitted the team through his careful planning, strenuous efforts, and pursuit of perfection. His active participation was the key to the success of the entire project.

As Gary Liu recalls, “President Zhu played an active role in the planning of many important projects, directed the first draft plan for the 15th Anniversary Gala Evening plan, and participated in the creation of the gala’s opening video. His devotion took the activities to a higher level.” Du Qian also emphasized President Zhu’s critical role in the celebrations. “President Zhu not only served as the overall planner for the whole event, but also acted as the control

校友精神：在15周年庆典晚会上，青岛啤酒董事长金志国(EMBA2002)代表八千多名中欧校友发表了激情四射的感言，“饮其流者怀其源，学其成时念吾师。八千中欧校友衷心感谢创办者、管理者和教授们带给我们的改变。”“我们有一个共同的名字叫‘中欧’，让我们一起喊 我爱中欧！”

ALUMNI SPIRIT – During the Ceremony, Tsingdao Beer Chairman Jin Zhiguo (EMBA 2002) spoke passionately, on behalf of CEIBS’ alumni, saying, “Those who drink water think about its origin. In the same way, those who complete their studies give thanks to their teachers. Over 8,000 CEIBS alumni would like to give a big thank you to CEIBS’ founders, managers and professors for the changes they have made in our lives.” He added, “We share the common name of CEIBS. Let us shout aloud together: I love CEIBS!”





许斌教授
 中欧国际工商学院经济学与金融学教授
 Xu Bin, Professor of Economics and Finance, CEIBS

“我院的15周年校庆就像一个年轻而充满活力的大家庭聚会，这种感觉非常美妙。能够成为这个大家庭的一部分、能够成为构建中欧传统及未来的一部分，我深感荣幸。让

我们大家一起珍惜这一时刻，提高效率努力工作，共同将这一伟大的感觉推向长远的未来。

Our school's 15th Anniversary celebrations generated a wonderful feeling of a family together, young and energetic. It is a privilege to be part of the CEIBS family, part of CEIBS' legacy, and its future. Let us all cherish this moment and work more effectively together to sustain this feeling for the future.”

动中，约有 800 多位校友返校，论坛精彩纷呈，郑群在前期协调了所有前来参加活动的教授、历任教务长，以及嘉宾的安排，并沟通确认了论坛演讲的主题、PPT 文稿，包括中英文翻译。然而活动当日，由于有 5 位明星教授在 5 个不同的教室同时演讲，现场支持人员出现瓶颈。为了确保各教室内的演讲顺利进行，教授秘书们承担了教授支持工作；而 EDP 班主任们则在活动当日，帮助引导参加论坛的校友，很好维持了会场秩序。在所有部门中，后勤部承担的任务可能是最琐碎和细致的。他们在完成教学支持、办公室调整、各类论坛和活动等日常工作的前提下，保质保量地支持了校庆系列活动：大到安全方案的落实、活动场地设备布景的安装、视频系统及庆祝大会揭幕按钮的调试，小到繁忙的车辆调度、无数次茶歇与用餐的安排、嘉宾胸花的采办，全都做得井井有条。特别值得一提的是后勤部的周琛，他在抽调到校庆办后的一个月里，收集了各类图片和视频素材，并出色完成了成果展中 5 个短片的制作。”

杜谦说道：“以庆典晚会为例，内场晚会从装台到开始只有 48 小时，彩排时间非常紧张，外场是 130 多位嘉宾的入场仪式，协调难度非常大；而晚会上既有颁奖仪式，也有表演节目；表演中既有专业

演出，还有中欧的自演节目，这对于组织者张暹而言确实很不容易，因此需要大家群策群力的配合。开场舞蹈《腾跃》，需在舞台大屏幕上展示具有里程碑意义的照片和文字说明，韦唯演唱《感谢》时，也需在大屏幕上映出关心支持学院的中外领导及各界人士的名单，这项工作是由档案员徐辰瑶负责的。她去电视台做最后校对的那一天，恰逢夜里要停电检修设备。她不顾身边的催促声，坚持质量标准，一丝不苟地工作到次日凌晨时分，终于在停电之前完美地交出了结果。庆典晚会结束后，上海文广集团导演组对我院在筹备工作中体现的‘中欧精神’叹服不已。这说明我们的同事具有高度的责任心，懂得必须对最后的工作结果负责、对学院的声誉负责，这一精神在整个校庆活动的筹备过程中得到了充分体现。”

再次，这次校庆系列活动完美体现了中欧人认真、创新、追求卓越与完美的精神，各个项目负责人充分发挥自己的想象力和主观能动性，将自身潜能发挥到极致，正如周雪林主任所说：“我一直想向所有的团队表示感谢！正是因为他们认真、敬业，充分发挥想象力和潜能，才使每项活动近乎完美地达到了预期目标。通过这一合作，我进一步增进了对许多同事的了解，在他们身上发现了更多闪光点。”

杜谦也总结道：“每一位员工都应主动将份内的事情做到最好，这一优秀素质在校庆筹备人员身上体现得尤为突出。比如，刘胜军几乎起草了全部重要文稿，突出的有校庆成果展说明文字、嘉宾入场仪式主持词等等，写作神速，文采动人。又如，傅丹阳主动提议举办杰出校友评选这一项目，这是一个面向中欧全体师生员工校友并且向社会公众发布的评选活动，为确保程序的严肃性和结果的公正性，其工作量之大真是难以想象，她在整个过程中扛住了所有的压力，终于走到了成功的终点。再如校庆成果展的筹备，时间紧迫，人手偏紧，与各部门的协调工作非常量大，张暹和徐辰瑶都开了许多个夜车。”

傅丹阳感慨地说，开展这场杰出校友评选，最难的就是由始至终的每一个阶段都在“追”：第一阶段追提名表的数量，我们最初期期待能获得至少 1500 份提名就满足了，从 7 月 3 日召开新闻发布会到 7 月 31 日提名截止，最终收到了近 3000 份有效提名表，其中来自校友的提名占



hub for many of the key programmes. His scrutiny of the draft design for the 15th Anniversary Achievement Exhibition produced a final product that was well-received by all departments; and he had many specific requirements for particular tasks.”

There was also input from Honorary President Liu Ji, who invited People’s Bank of China Governor Zhou Xiaochuan to participate in the celebrations; while President Pedro Nueno played a key role in securing key speakers for the “Global Management” and “Innovation and Entrepreneurship” forums. Dean Rolf D. Cremer planned the hugely successful Alumni Day; while Co-dean Zhang Weijiong provided general support and offered timely and constructive suggestions.

Team Spirit

As Director Zhou pointed out, the

second reason for the success of the 15th Anniversary celebrations was the spirit of teamwork and cooperation throughout the entire school. Successfully completing a full slate of events, involving so many honoured guests, within such a short time, marked a true test of school unity. At the 2009 New Year Concert, Dean Rolf D. Cremer illustrated the power of unity with an allegory showing the weakness of a single chopstick versus the strength of a bunch of chopsticks. He said the team spirit underlying CEIBS’ growth over the past 15 years will ensure future success.

Other departments named as deserving special thanks include the EMBA, MBA, EDP, MC office, Dean’s Office, Development, HR, Marcom, and Logistics. “The success of the 15th Anniversary celebrations could never have been achieved by us, a few hands, but depended on the support of many,” said Ellen Zhang. For instance, because Art Appreciation Week was not included in the original anniversary plan, funding posed a problem.

深情演唱：中欧校友合唱团演唱了四首曲目：《黄河》、《欢乐颂》、音乐剧《妈妈咪呀》选段“我有一个梦想 (I Have a Dream)”以及《饮酒歌》，但鲜为人知的是，38位合唱团成员均是自费前来并且自备服装，他们在登台前组织排练了三个月之久。

DEDICATION – The CEIBS Alumni Choir sang four songs: *Yellow River*, *Ode to Joy*, an excerpt from *Mamma Mia*, and *Song for a Toast*. But not many people know the story behind the scenes: all 38 choir members paid for their costumes from their own pockets, and they rehearsed for as much as three months prior to the performance!



威廉·帕尔教授
中欧国际工商学院决策科学教授
Bill Parr, Professor of Decision Sciences,
CEIBS

“15周年庆典活动太精彩了！作为一名自2003年起即执教中欧的教师，我尤为高兴的是，能够在校庆期间看到中欧早期历史的相关资料。”

The 15th Anniversary celebrations were wonderful. As a faculty member who has been involved with CEIBS since 2003, I especially appreciated the information made available about the early history of CEIBS.”

到90%，校友关系事务部、北京办、深圳办的同事和EMBA办公室的各位班主任在其中发挥了很大作用；自8月初，律师团队审阅每一份提名表格的有效性，采用手工录入每一份提名表格的信息，学院放暑假期间，傅丹阳就跟着律师一起每天加班到深夜，最终在两周内做出了初选阶段的大排名，然后根据章程事前规定的比例选出64位候选人和11个候选团体进入复选。第二阶段，从8月底到9月，筹备组又开始追64位候选人和11个候选团体的参选介绍、参选照片以及相关证明文件等材料。第三阶段，向评委发出评审材料后，又开始追评审结果，由院领导、校友、教授组成的50余位专家评委的意见占最终评审结果的90%的权重。最终，杰出校友

国际“花脸”：戏曲表演《群英会》，中欧MBA的国际学生从完全不知道京剧为何物到登台表演，期间只有一个月，他们的努力让人感动。

INTERNATIONAL EFFORT – The Beijing opera *Gathering of Heroes* was performed by CEIBS MBA international students. With just one month to learn, they went from knowing nothing about Beijing opera to giving us a wonderful performance on stage. The audience was touched by their efforts.





明星阵容：10月31日的校庆庆典晚会上，著名歌手韦唯为观众献上了经典曲目《感谢》和《盛世欢歌》，歌声既表达了中欧对曾为学院无私奉献的人们的感激之情，也表达了各界对中欧十五周年校庆的美好祝福，以及对新中国六十周年华诞的祝福。

STAR QUALITY – Songstress Wei Wei added glamour and talent to the Gala Evening with her trademark tunes “Thanks” and “A Carol to the Flourishing Age.”

“Our EMBA Department lent a helping hand, combining their humanity and art activities with Art Appreciation Week. In this way, the EMBA shared the funding and planned the fabulous closing performance.”

The 15th Anniversary Gala Evening also proved the importance of team work, says Du Qian. “We had only 48 hours to prepare the show, from stage setup to official beginning. The rehearsal was really tightly scheduled and there were 130 honoured guests in the Red Carpet procession, adding greatly to coordination difficulties.” The Gala, which included an elaborate award ceremony as well as professional performances and CEIBS in-house performances, required rushed assistance from many different departments. For example, for the opening dance scene, the CEIBS Archive Department rushed to



柏唯良教授
中欧国际工商学院市场营销学教授
Willem Burgers, Bayer Chair Professor
of Strategy and Marketing

“十五周年校庆，不论是规模，还是影响，都很好地反映了中欧在短时间内取得的巨大成就。我还记得早期的校庆，那时所有人加起来也只能坐满一张长桌，而这一次我们却不得不限参与人数了，这实在是难以想象！在庆典大会、庆典晚会和师生欢聚会等活动中与早前的学生、朋友和同事们重逢，不啻为一大乐事。”

The scale and scope of the 15th anniversary celebrations reflected, very well, how far CEIBS has come in such a short time. I remember celebrations, in the early years, where we all fit at one long table. This time around, there was a need to limit attendance. Truly unimaginable. Also, it was a great pleasure, during the celebrations, the performances and dinners, to meet once again with old students, friends and colleagues.”



于果
 中欧校友会江西分会会长
 Yu Guo, President of CEIBS
 Alumni Jiangxi Chapter

“中欧的15周年校庆隆重而热烈，影响深远，意义非凡！它让我们各地校友更加感觉到身为“中欧人”的自豪和荣誉！我们江西分会全体校友期待和祝福母校迎来更加辉煌灿烂的下一个15年、50年、150年……”

The CEIBS 15th Anniversary celebrations were grand, enthusiastic, powerful and meaningful. It made us who belong to different chapters across the country feel proud and honoured to be ‘CEIBSers’! We – everybody from the CEIBS Alumni Jiangxi Chapter – wish CEIBS a glorious future when it welcomes anniversaries over the next 15, 50, and 150 years…”

梦想启程：“I Have a Dream”展现了七位代表的风采——考生、MBA/EMBA学生、MBA/EMBA校友、教授、员工的代表，其中两位考生代表何处寻找让组织者绞尽脑汁，几乎放弃，幸亏在最后阶段朱院长推荐了最合适的人选。

DREAMING BIG – “I Have a Dream” was performed by seven representatives drawn from CEIBS applicants, current MBA/EMBA students and staff. Event organizers had great difficulty in finding suitable representatives from the applicants, but CEIBS President Zhu Xiaoming recommended the right people in the end.

评选的入围名单在中欧网站和新浪网站先后上线，5天之内在新浪财经网的点击量就突破了24万，网络人气占最终评审结果的10%。“我们在最初启动这一项目时就对外发布了《评选章程与规则》，这是由律师团队起草并经过公证的，整个流程都是根据这一章程和规则执行的，因此，我们相信最终的评选名单经得起任何质疑。”“由于前期一直忙于杰出校友评选和10月30-31日的各项活动，因此11月7日校友晚宴和11月8日校友日的筹备工作基本上是从11月1日开始具体落实的，校友晚宴原本预计30桌的规模，没有想到校友们热情高涨，最终报名竟达到52桌，当晚还在方厅加了100多人的位置。32位教授参与了这次师生联谊，极大地激起了校友们的热情。此外我们没有照搬哈佛商学院按桌或者按班收费的AA制方式，而是有幸获得了校友企业的赞助，这可能更符合咱们中国人的欢庆文化。”傅丹阳介绍说。

鹏欣集团董事长姜照柏校友（EMBA 2003）、旭辉集团董事长林中校友（CEO 2004）分别捐赠100万元人民币给中欧基金会，为此次校庆活动提供了慷慨的资金支持。汇付天下周晔校友（EMBA 2000）更是在收到校庆办的邀请之后5分钟内就





create photos and captions of significant milestones on the screen. Meanwhile, Wei Wei's song "Thanks", was accompanied by a display of photos showing charity donors who had supported CEIBS – a project that kept organizers proofreading until after 1 am. Says Du Qian: "All these tasks were a test of our sense of responsibility for the school's image."

The third reason for the success, say event organizers, is that the CEIBS motto of "conscientiousness, innovation, and pursuit of excellence" was perfectly manifested in the celebrations. The coordinators for each project lived up to their potential in terms of imagination and resourcefulness, says Snow Zhou. "I want to say thanks to all the teams! Their tremendous attention to detail, high level of professionalism, imagination, and versatility worked wonders and made every single event perfect. Working with them, I gained a deeper understanding of the team members, and saw excellence in many."

Du Qian also shares his take on the

celebrations. "Everyone had an attitude and spirit that focused on the success of the event, and most played their role to perfection." He praised Gary Liu for writing nearly all the copy for the anniversary celebration speeches and letters, Tanya Fu for managing the high profile Alumni Awards, and Ellen Zhang and Eileen Xu for working through the night on many occasions, to ensure quality.



团队力量：《跋涉》这一节目由参加戈壁挑战赛的中欧队员出演，用音画形式向观众再现了戈壁挑战赛的艰辛历程，队员们都全都是自费来沪表演的。

TEAMWORK – "The Trek" was performed by the CEIBS Gobi Desert Crossing Challenge Team. The audio and video presentations recaptured the gruelling hike they experienced during the challenge. They all participated in the performance at their own expense.

庆典晚会主持人陈蓉 (EMBA 2008) 和杨澜 (CEO 2004)

DYNAMIC DUO – Media veterans Chen Rong and Yang Lan (both CEIBS alumni) added professional MC power to the Gala Evening.

立即表示愿意资助校友晚宴。朱晓明院长对几位校友的慷慨捐赠表示感谢，他表示：学院将一如既往地扩大在教学、研究、品牌建设等方面的投入，这就对学院提出了不断增强资金实力的要求；感谢几位校友为母校出力，对此学院会铭记在心。刘吉名誉院长表示：“学院的发展对校友个人的事业发展也大有裨益，希望更多校友通过中欧基金会与母校保持密切联系，实现校友与学院共同发展。”

【结语】

路漫漫其修远兮，朱晓明院长勉励全体中欧同仁：“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。”“让我们以饱满的斗志、永不满足的精神，为中欧下一个15年创造更多传奇！”

TheLINK

奖杯花絮：琉璃工房最初提供的奖杯设计重达6.2公斤，最终改成了3公斤左右；在华美的颁奖仪式背后不为人知的是，这一奖杯的制作过程尤其是胶合的难度惊人的高，几乎是每制作两个，才能出一个正品。

TROPHY TRIUMPH – The initial design of the award trophy weighed 6.2 kg, but the final design weighed a much more reasonable 3.6 kg. Few people know how difficult it was to make a quality product that did justice to the recipients – it took 2 attempts, on average, to make each one.



鹏欣、旭辉以及汇付天下这三家校友企业的慷慨赞助为此次校庆系列活动提供了强有力的支持。

The Shanghai Pengxin Group Co., CIFI Group, and China Payment and Remittance Service Co. all made generous donations which provided timely support for a series of anniversary celebrations.



出席庆祝大会的贵宾和学院领导 VIP guests at the October 31 Anniversary Ceremony

陈德铭	商务部长	李志群	商务部外资司司长
韩正	上海市市长	姜樑	上海市委副书记、浦东新区区长
黄奇帆	重庆市委常委、常务副市长	姜平	上海市府秘书长
高佑瀚 (Johan Cauwenbergh)	欧盟驻华代表团 公使衔参赞 (Minister Counsellor of EU)	沙海林	上海市府副秘书长、商务委主任
马德秀	上海交通大学党委书记	储士家	商务部驻上海特派员
张杰	上海交通大学校长、 中欧董事长	张克宁	商务部国际司副司长
雷诺(Pedro Nueno)	中欧执行院长	杨国强	上海市商务委副主任
朱晓明	中欧院长、 上海市政协副主席	赫拉德·范斯海克 (Gerard Van Schaik)	中欧副董事长(Vice Chairman of CEIBS BOD)、 欧洲管理发展基金会名誉主席(Honorary President of EFMD)
王宗光	原上海交通大学党委书记	埃里克·科尼埃尔 (Eric Cornuel)	中欧董事(CEIBS Board Member)、 欧洲管理发展基金会CEO(CEO of EFMD)
谢绳武	原上海交通大学校长、 中欧名誉董事长	杨亨(Jan Borgonjon)	中欧董事(CEIBS Board Member)、 英特华投资咨询公司 董事总经理(President of InterChina Consulting)
刘吉	中欧名誉院长	吉姆·赫鲍利契 (Jim Herbolich)	欧洲管理发展基金会网络服务部主任 (Director, Network Services, EFMD)
吴敬琏	中欧宝钢经济学教席教授	若尔迪·卡纳尔斯 (Jordi Canals)	IESE商学院院长(Dean of IESE)
汪应洛	中国工程院院士	休伯特-兰斯·胡埃特 (Hubert-Lance Huet)	H集团创始人
约瑟夫·斯蒂格利茨 (Joseph Stiglitz)	2001年诺贝尔经济学奖得主、 美国哥伦比亚大学教授	韩冬炎	黑龙江省人民政府副秘书长
		蒋斌	江西省工信委副主任
		张彭慧	呼和浩特市政协主席
		王启文	西安市委常委、组织部长

In fact, CEIBS enjoyed strong financial support from alumni throughout the celebration. Million-RMB donations were sent from Jiang Zhaobai (EMBA 2003), chairman of Pengxin Group; Lin Zhong (CEO 2004), chairman of CIFI Group. Zhou Ye (EMBA 2000) of ChinaPnR volunteered to sponsor the Alumni and Faculty Reunion Dinner only five minutes

after receiving the invitation. Executive President Zhu Xiaoming expressed his thanks to all for their generous donations. Honorary President Liu Ji notes, "The development of CEIBS benefits the development of our alumni. We hope more of them keep in touch through the CEIBS Fund after graduation, pursuing development together."

华南盛会：2009年12月22日，500多位师生员工欢聚“中欧之约”华南欢聚会，庆祝中欧十五周年校庆并喜迎新年。当天上午，中欧深圳教学中心启用典礼在荣超商务中心举行(左下图)。欢聚晚宴结束后，众校友还欣赏了经典芭蕾舞剧《天鹅湖》(下图)。

SOUTH CHINA STYLE – CEIBS Shenzhen Office attracted 500 students, alumni and staff to its Annual Gathering on December 22.



出席校庆晚会的部分贵宾名单 Some of the VIP guests who attended the Gala Evening

傅勇林	成都市副市长
顾斌	合肥市副市长
郭理默(Rolf D. Cremer)	中欧副院长兼教务长
张维炯	中欧副院长兼中方教务长

印杰	上海交通大学副校长、上海市教委副主任
高建	清华经管学院副院长
郝建平	上海工程技术大学副校长
王方华	上海交大安泰经济与管理管理学院院长
吴柏钧	华东理工大学商学院院长
覃正	上海财大信息管理与工程学院院长
霍佳震	同济大学经济与管理学院院长
张永岳	华东师范大学商学院院长
费方域	上海交大上海高级金融学院执行院长
孙一民	复旦管理学院副院长
王裕明	上海工程技术大学管理学院常务副院长
李稻葵	清华大学经济管理学院金融系教授
陈建	浦东发改委主任
杨小明	陆家嘴集团董事长
俞标	金桥集团总经理
刘小龙	张江集团常务副总经理
沈荣	金桥出口加工区开发股份有限公司总经理

马德秀	上海交通大学党委书记
张杰	上海交通大学校长、中欧国际工商学院董事长
王新奎	上海市政协副主席
钱景林	上海市政协副主席
吴幼英	上海市政协副主席
王生洪	原上海市政协副主席
谢丽娟	原上海市政协副主席
左焕琛	原上海市政协副主席
王荣华	原上海市政协副主席
谢绳武	原上海交通大学校长、中欧国际工商学院名誉董事长
张祥	原外经贸部副部长
俞晓松	中国国际贸易促进委员会特邀顾问、原会长

- Gerard van Schaik, Vice Chairman of CEIBS BOD, Honorary President of EFMD

- Jan Borgonjon, CEIBS Board Member, President of InterChina Consulting

- Eric Cornuel, CEIBS Board Member, CEO of EFMD

- Thomas Sattelberger, CEIBS Board Member, Vice President of EFMD

- Jim Herbolich, Director, Network Services, EFMD

- Jordi Canals, Dean of IESE

- Michael Spence, Nobel Laureate in Economics 2001 and Professor of Stanford Graduate School of Business

【Epilogue】

“We look to our future bright to conquer the long road with our united might!”

Executive President Zhu Xiaoming offers these words of encouragement for the entire CEIBS Community: “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. Let us continue to keep our entrepreneurial spirit alive and strive to score one victory after another during the next 15 years!” **TheLINK**

音乐盛宴：一年一度的“中欧之夜”新年音乐会于2009年12月19日再次登陆北京中山音乐堂，奏响了新年的华美乐章，千余位校友、学员及各界嘉宾齐聚一堂。著名指挥家谭利华先生、著名小提琴演奏家吕思清先生及北京交响乐团、中欧合唱团联袂演出，为大家奉献了一场精彩纷呈的交响音乐盛宴。

PASSIONATE PERFORMERS – CEIBS Beijing’s annual New Year Concert on December 19 drew an audience of 1000 to hear renowned violinist Lv Siqing and conductor Tan Lihua.



“作为校友总会最年轻的成员，重庆分会的代表在2009年10月底来上海参加校友总会的换届大会和在上海大剧院举行的庆典晚会。

换届大会开得很隆重，我们不仅结识了众多兄弟分会的校友，更为母校对校友工作的重视倍受鼓舞，尤其是校友总会明年的工作计划很扎实，我们将配合总会的活动，争取在总会的支持下努力提升中欧在重庆的认知度和美誉度。刘吉名誉会长的讲话还是那么激情澎湃、感人至深，而母校赠给我们的一套纪念文集无疑是最好的精神食粮。

庆典晚会从嘉宾入场到校友的主持以及众多校友自己上台表演的节目，都让我们一次次为中欧的精神和人才济济所感染。

感谢校庆组委会的辛勤工作和周密安排，这次校庆系列活动不仅大气磅礴，细节处理上也都很到位，处处彰显了我们作为一流商学院的风采和专业，我们为母校而自豪！

——中欧校友总会重庆分会

Representatives from the youngest chapter of the CEIBS Alumni Association, Chongqing Chapter, came to Shanghai last October to elect a new council for the CEIBS Alumni Association, and to attend the elaborate ceremony held at the Shanghai Grand Theatre.

After walking down the red carpet, we were touched by the CEIBS spirit and amazed to see the various talents on display, as exemplified by Association members who graced the stage as masters of ceremony or performers.”

Many thanks to the Anniversary Committee for their hard work. The anniversary celebration events were majestic! The CEIBS style and its professionalism as a world-class business school were stamped all over each event. We are so proud of CEIBS!”

— CEIBS Alumni Association
Chongqing Chapter

“我们与很多单位都合作制作过晚会，但从来没有碰到像中欧这样认真的员工，以前也很少见到单位领导亲自过问，这次与中欧共同制作节目，朱院长和我们开了4次会。

——文广集团导演组

We have worked with many organizations on various events but have never come across such hardworking staff as the members of the CEIBS team. For past events, we were rarely visited by the organization's leaders, but while working with CEIBS, President Zhu Xiaoming alone had four meetings with us!”

— SMG Directing Team

“这不仅仅是一所商学院的光荣与梦想。一所‘中西合璧’的商学院成长的一小步，在改革开放30年及建国60周年的背景下，成了中国商业国际化进步的一大步。

——《中国企业家·中欧商学院15周年特辑·商界群星闪耀时》

This is not merely a business school's glory and dream. This is a small step for this 'East-Meets-West' business school during its development. Under the 30th Anniversary of the Reform and Opening-up Policy and the 60th Anniversary of the founding of the People's Republic of China, it is also a big step forward for the Chinese commercial industry to internationalize in this way.”

— Chinese Entrepreneur Magazine,
CEIBS 15th Anniversary Special Edition

“85年前，孙中山先生创建黄埔军校力图挽救国家危亡；15年前，中欧国际商学院创立，力图促进中国经济在世界的崛起。目前，中欧正在成为新中国培养经济管理精英的‘黄埔军校’，成为推动经济社会发展的关键力量。

——新浪财经

Eighty-five years ago, Mr Sun Zhongshan established the Whampoa Military Academy in order to save the country; fifteen years ago, CEIBS was founded in order to help the Chinese economy grow stronger in the world community. CEIBS is now becoming New China's 'Whampoa Military Academy' by training elite managers in the field of economics, and this has become a major force in the society's development.”

— Sina Finance

“15岁庆生，中欧的一堂‘公开课’，教授、校友共解经济难题，中外经济头脑齐聚在该院主办的‘第二届全球管理论坛’上，金融危机、全球经济平衡、贸易保护主义、美元汇率、外需内需等后危机时代出现频率很高的经济焦点语汇都成为这堂“公开课”上最热议的话题。

——《解放日报》

CEIBS 15th birthday could be described as its first 'open class'. During the events, CEIBS professors and alumni worked on difficult economic problems together. And experts from home and abroad gathered at the '2nd Annual Global Management Forum.' Terminology frequently used in the post-crisis era – such as 'financial crisis,' 'global trade imbalance,' 'trade protectionism,' 'the U.S. dollar exchange rate,' 'foreign demand,' and 'domestic demand' – were hot topics in this 'open class.'”

— Jiefang Daily

展望新智库 CEIBS' Growing Presence in the "FT40" Academic Journals

文 / CHARMAINE N. CLARKE

截至2009年12月，中欧国际工商学院的教授2009年在权威的FT40期刊上共发表了9篇论文，还有11篇即将陆续杀青出版。可以说，在过去的一年，中欧教授的科研成果无论在数量还是质量上都有着显著飞跃，中欧作为新智库的声誉亦与日俱增。（FT40是指被《金融时报》评为最优的40本学术期刊。）

与此同时，中欧教授还在2009年期间笔耕不辍，出版了大量书籍，使得中欧的声誉不仅在学术界而且在商业界也有了大幅提高。中欧教授2009年共出版了17本著作，另有两本则已付印。

“过去，中欧在研究领域一直比较薄弱，但是近五年来，我们已经在两方面取得了显著改善：一是在诸如FT40的顶级学术期刊方面，二是在图书出版方面。”学院副教授、金融学教授张春博士表示：“两个领域各有不同的受众，我认为对我们而言，两者都很重要。”

2008年，FT40接受了8篇中欧教授撰写的论文，2009年这一数量猛增至20篇。张春教授认为，这一急剧的增长表明中欧增强了科研能力，这有利于学院的长远发展。FT40不仅在学术界举足轻重，并且还对企业活动和政治决策有着日益深远的影响。近年来，FT40发表文章出现了一种新趋势，不仅在理论上可行，而且具有很强的实际应用价值。

中欧国际工商学院成立的头十年，学校“主要侧重于教学，”张春教授还补充说，“（发表文章的工作主要）由访问教授来做。”他进一步解释道，FT40的论文署名时只公布全职教授所在的学校，因此当时中欧几乎不可能跨入这一精英出版物圈子。张教授说：“那时我们没有能力进行大量的研究。但我们认识到，想要成为国际公认的商学院，要想在教育领域，尤其是在中国相关知识方面产生影响，我们必须

提高研究能力。”

由于中欧大部分收入来源于各种课程，与世界上其他一些有着悠久历史的商学院相比，中欧还是以传统的教学为重点。提到现在面临的挑战，张教授认为中欧需要在维持教学优势的同时加强在研究方面的投入。

2006年，中欧开始给那些致力于研究的教学人员减少课时，给他们更多时间在不削弱授课质量的同时从事一些关键性的学术研究。张教授相信，这一激励措施以及学院不断增长的顶级全职教师的数量，正是中欧在FT40发表论文数量大幅上扬的原因。

FT40论文数的增加也将为提升中欧在《金融时报》全球商学院MBA课程排名中的地位作出贡献。FT40文数属于该排名的第二类指标（师资队伍与学术成就），该排名的第一类指标是毕业生职业发展。“2009年中欧MBA课程排名第8位，但这并不是因为我们的研究领先而是因为我们在其他领域比较领先。尽管最近在FT40发表的论文数量有所增长，但在研究领域我们仍有很大的提升空间。”张教授指出，“假如我们能在研究领域得到改善，同时继续保持我们在其他领域原先就已经拥有的优势，（所有条件相同的情况下）那么我们的排名会更好。”他说，推动研究产出水平可能意味着采取更具吸引力的措施鼓励研究，可能会对那些进行研究的教授进一步减少课时。

在谈到中欧令人印象深刻的图书出版记录时，张教授强调，中欧教授在2008年出版了13本书，而在2009年则是19本，其中既有课堂用书也有商业类图书。“在北美很多学校往往不强调图书，只强调FT40学术期刊。但对于中国市场，我认为出版一本书的影响超过发表一篇学术论文。”张教授这样解释道，“我认为，除了在FT40的曝光率大幅提高，中欧教授出版著作的数量也是我们的优势之一。” **TheLINK**



BY CHARMAINE N. CLARKE

2009 saw CEIBS professors publish nine articles in prestigious FT40 journals as of December, with 11 more slated for publication. Thus, the past year marked a significant improvement in the quantity and quality of research generated by CEIBS faculty, an indicator of the school's growing reputation as a source of new knowledge. The FT40 refers to a list of forty academic journals rated as best-in-class by the *Financial Times*.

Meanwhile, CEIBS professors remained prolific in penning books during 2009, raising the school's profile in both the academic and business worlds. All told, CEIBS faculty authored 17 books last year, with another two now in the printing process.

"CEIBS has been historically weak in research but in the past five years we have made significant improvement in two areas: one is in academic publications, in terms of FT40, and the other is in the publication of books," said Associate Dean and Chair of the CEIBS Research Committee Professor Chang Chun. "These areas have different kinds of audiences and I think both are important for us."

In 2008, FT40 publications accepted eight papers written by CEIBS faculty, versus 20 in 2009. This increase, says Prof Chang, illustrates CEIBS' expanding research capacity. FT40 journals are widely regarded as significant not only within academic circles but also in influencing the business world and shaping policy. In recent years, there has been a trend towards publishing articles that are academically sound and have strong practical application.

During the first decade of CEIBS' existence, the school was "mostly focused on teaching," says Prof Chang, adding that "this was mostly done by visiting professors." He explains that FT40 publications are credited to the school which employs the authors full-time, making it nearly impossible for visiting CEIBS professors to enter this elite publishing circle. Says Prof Chang: "We did not have the capacity to engage in a lot of research. However, we recognized that in order to become an internationally recognized school and to have an impact in the field of education, especially in terms of China-related knowledge, we needed to expand our research capabilities."

Because the bulk of CEIBS revenue is generated by

course offerings, compared to the healthy endowments of longer-running b-schools worldwide, the school has traditionally focused on its teaching. The challenge now, says Prof Chang, is maintaining teaching excellence while enhancing CEIBS' research.

In 2006, CEIBS began offering reduced teaching hours to faculty members conducting research. Prof Chang believes that this incentive scheme coupled with CEIBS' growing number of top-calibre full-time faculty, are the reasons for the sharp uptick in CEIBS' FT40 presence.

Publication in FT40 journals also enhances performance in the annual *Financial Times* global MBA Programme rankings. "Our #8 ranking in 2009 was not primarily because of our research but because of the other areas in which we excelled," said Prof Chang. "If we improve our research while maintaining those areas in which we already have an advantage, (all things being equal) our ranking could be even better."

Prof Chang also stressed that the school's faculty penned 13 books in 2008, compared with 19 in 2009. Titles included classroom texts as well as commercial business guides. "Many schools in North America tend not to emphasise books, only the FT40 academic publications. But for the China market, publishing a book has more impact than academic papers," explained Prof Chang. "In addition to our strong showing in FT40 publications, the impressive number of books written by our professors is also one of our strengths." (*Research papers available in the New Papers section of www.ceibs.edu/knowledge*) [TheLINK](#)

THE PAST YEAR MARKED A
SIGNIFICANT IMPROVEMENT IN THE
QUANTITY AND QUALITY OF RESEARCH
GENERATED BY CEIBS FACULTY



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英国航空与中欧达成合作伙伴关系

2009年11月14日，英国航空公司与中欧国际工商学院签署了一份为期三年的合作伙伴协议。英国航空公司远东区总经理麦英翔（Kevin McQuillan）先生、中欧国际工商学院教务长兼副院长郭理默（Rolf D Cremer）教授等相关人士出席了此次签字仪式。

根据该协议，未来三年内英国航空公司将向中欧提供机票赞助，用于支持学院的“发展基金”，促进学院的国际合作交流项目。英国航空公司将获得中欧在商业领域最新的重要教育与研究成果，并可优先为中欧MBA学员提供实习及工作机会。与此同时，英国航空公司的高级管理人员还将被邀请参加学院组织的各种高级管理及行业活动，成为学院MBA、EMBA课程的嘉宾讲师，分享他们成功的商业管理经验。

麦英翔先生表示：“毫无疑问，此次合作将促进双方的共同发展。英国航空公司希望通过该项目促进中欧与国际、特别是欧洲的沟通往来与商业交流，帮助学院培养具有国际化视角的优秀商业管理人才。”郭理默教授表示：“作为培养中国和国际商业领袖的摇篮，中欧非常高兴能通过此次合作，与航空旅游业建立更紧密的联系。”

在当天的签字仪式上还揭晓了“2009欧盟日英国航空公司学生竞赛”的获胜者。竞赛内容是由中欧学生为英国航空公司设计互动创新的中国市场营销概念。



British Airways Partners with CEIBS, Hosts Business Plan Competition

With the signing of a three-year agreement on November 14, British Airways joined CEIBS' impressive list of corporate sponsors. The agreement was signed during 2009 EU Day at CEIBS, and was punctuated by the announcement of the airline's first



一飞冲天 英国航空与中欧达成的合作伙伴关系以一场MBA学生竞赛为开端，让人耳目一新。图为中欧教务长郭理默教授与英国航空公司远东区总经理麦英翔先生。

FLYING START – British Airways new partnership with CEIBS got off to an impressive start when the airlines combined the event with a marketing competition for MBA students. Here, CEIBS Dean Rolf D. Cremer poses with British Airways Regional GM Far East Kevin McQuillan and two airline attendants.

joint event with the school: a marketing competition open to all CEIBS MBA students.

During the ceremony, British Airways' Regional General Manager Far East Mr Kevin McQuillan commented: "We are very pleased to enter into a partnership with CEIBS and I am sure that both sides will benefit greatly. British Airways hopes that this programme can drive communication and business exchanges between CEIBS and the international community, especially in Europe. We also seek to help the school foster excellent business management talent with international vision."

Mr McQuillan also announced the winner of the British Airways' Innovative & Interactive Marketing Concept Competition. MBA students had been invited to develop "a short statement outlining a creative, effective and feasible marketing campaign for British Airways, targeting individual Chinese customers and/or travel agencies in China." The five finalists were: Andrew Andrew, Jeffrey Huang, Sachin Kulkarni, Joo Yi, and Alexander Nick. Nick, an MBA 2009

Exchange student, won the competition, enjoying two Premium Economy class tickets from Shanghai to London.

Commenting that, with the competition, the British Airways-CEIBS partnership is off to a "flying start," CEIBS Dean and Vice President Rolf D Cremer said the school is delighted to form closer ties to the air travel industry through the new agreement. He added: "Our mission is to support China's economic development and to further China's integration into the world economy by preparing highly competent, internationally-oriented business leaders. Undoubtedly, our new partnership with British Airways – a company so directly tied with the goal of globalization and integration – will help CEIBS achieve our vision."

海沃氏与中欧达成合作意向支持中欧北京新校园

2009年11月13日，世界知名品牌家具公司海沃氏（Haworth）与中欧国际工商学院签署了一项为期三年的合作协议，承诺将捐赠价值超过200万元人民币的办公设施给即将于2010年初



格调&战略：即将启用的北京校园将获赠海沃氏家具赞助的价值200万元人民币的办公设施。图为海沃氏北亚地区常务董事Miguel Garat（中）与佩德罗·雷诺院长、张维炯副院长共同出席了签约仪式。

STYLE & STRATEGY – CEIBS' new Beijing campus will benefit from the donation of RMB2 million in top-quality office furnishings from Haworth. Here, company Managing Director (North Asia) Miguel Garat (centre) poses with CEIBS Executive President Pedro Nueno and Co-Dean Zhang Weijiong at the Partnership Signing Ceremony.

开放的中欧北京校园。

在签约仪式上，中欧国际工商学院院长佩德罗·雷诺（Pedro Nueno）教授发言时高度赞扬了海沃氏的创新精神、高品质的产品以及先进的企业文化，他认为海沃氏的这些品质都将使其成为中欧的优秀企业合作伙伴。雷诺教授说道，“我们将永远记得，在我们对外拓展的艰难时期，是海沃氏向我们伸出了援手。”他还补充道，中欧和海沃氏的合作将是非常愉快的，因为双方在中国的发展都非常迅速。

学院副院长兼中方教务长张维炯教授不仅赞赏了海沃氏高标准、舒适且实用的家具，而且对公司睿智的经营战略评价颇高。他提议道，“我建议将海沃氏的经验、思索和设计作为MBA课程案例加以研究。”

海沃氏北亚地区常务董事Miguel Garat表示，海沃氏期待与中欧密切合作，尤其是愿意与中欧分享海沃氏的经营战略，他这样说道，“赚钱的同时做正确的事情”。在签字仪式上，由学生领导的绿色校园行动计划成员还向Miguel Garat简要介绍了该计划，并希望得到海沃氏以及其他有助于促进社会责任的组织的支持。

HAWORTH
office furniture
海沃氏办公家具

Haworth Partners with CEIBS, Supports New Beijing Campus

As part of a three-year agreement signed with CEIBS on November 13, leading office furniture maker Haworth will donate more than RMB2 million in furnishings for CEIBS new Beijing campus, which is set to open this year.

In his remarks during the Signing Ceremony, CEIBS Executive President Pedro Nueno complimented Haworth on its spirit of innovation, its high quality products, and its progressive company culture – attributes that make Haworth an excellent new corporate partner with CEIBS, he said. “We will always remember that, during the challenging period of our expansion, Haworth helped us,” said Prof Nueno. He added that CEIBS and Haworth make a well suited pair because both are growing so rapidly in China. “We are both in the same vehicle, moving very fast.”

CEIBS Vice President and Co-Dean Zhang Weijiong, as the CEIBS Management Committee member tasked with overseeing the construction of the Beijing campus, was especially pleased with the new Haworth partnership. Prof Zhang praised Haworth not only for its

extremely high standards and comfortable and functional furniture, but also on the company’s smart business strategies. “I suggest that we can put Haworth experience, thinking and design into an MBA case study,” said Prof Zhang.

Miguel Garat, Haworth’s Managing Director, North Asia Region, said the company looks forward to working closely with CEIBS. In particular, he anticipates sharing the Haworth business strategy, which he described as “making money while doing the right thing.” During the ceremony Mr Garat was briefed by members of the student-led Green Campus Initiative, and voiced Haworth’s support for this and other organizations at CEIBS which promote social responsibility.

“公立医院变革探索：理念与实践”中英国际研讨会成功举办

2009年10月15日，中欧国际工商学院与英国驻华大使馆贸易投资处共同主办了题为“公立医院变革探索：理念与实践”的国际研讨会。与会的专家、学者和从业者围绕“中国公立医院改革”这一主题展开了热烈而深入的讨论。来自医疗服务公司、医院以及政府职能部门的100余名相关人士参加了此次研讨会。

中欧国际工商学院张炜教授讨论了公立医院变革的国际经验，认为中国医改应以创造价值为中心，医疗服务应从以医生为中心转到以公众为中心。张教授提出医疗同样是商业活动，公立医院的改革应以为患者创造价值为最终目的，可采取的途径包括以患者为中心的医疗模式，测量和公开医疗质量信息，增强医疗服务的整合协调，以病种为突破口进行改革，有针对性地使用信息技术等。

英国临床优质服务国立研究所（National Institute of Clinical Excellence, NICE）CEO安德鲁·迪伦（Andrew Dillon），英国联合健康集

团 (United Health) CEO 大卫·奥斯勒 (David Ostler), 北京大学政府管理学院顾昕教授, 北京大学公共卫生学院马谢民教授, 国际SOS中国区常务董事张巍先生, 中国医院协会副会长、301医院前院长朱士俊将军等嘉宾各自阐述了对中国公立医院改革的期望。

CEIBS, British Embassy Co-host Symposium on China's Hospital Reform

The critical issue of China's Hospital Reform was discussed among experts, academics and practitioners in Beijing during an October 15 symposium hosted by CEIBS and the UK Trade & Investment Section of the British Embassy. The event attracted more than 100 participants from healthcare enterprises, hospitals and government departments across China.

Among the issues explored were: engaging stakeholders and the wider community in the hospital reform process; the use of technology and information to transform hospital care; as well as ongoing quality improvements underway at China-based hospitals.

The symposium ended with a lively 40-minute discussion between guest speakers and the audience on the

redefinition of healthcare service goals, physician's professional and economic dilemma, financial accountability in public hospitals, the implications of an independent regulatory agency, and public-private partnerships in China's healthcare sector.

Symposium Speakers

- Andrew Dillon, CEO of the National Institute of Clinical Excellence (NICE)
- David Ostler, CEO of United Health, UK
- Professor Gu Xin, School of Government, Peking University
- Professor Ma Xiemin, Department of Health Policy and Management, School of Public Health, Peking University
- John Williams, Managing Director of SOS International
- CEIBS Management Professor Zhang Wei
- General Zhu Shijun, Vice President of Chinese Hospital Association and Former President of No. 301 Military Hospital

中欧校友西班牙游学之旅

21名中欧校友在“2009年中欧校友游学之旅”期间花了10天时间进行了一次西班牙投资旅游。从11月21日至12月1日, 旅行人员访问了巴塞罗那、阿斯图里亚斯、巴斯克自治区、塞维利亚和马德里的中欧战略企业合作伙伴。此次旅行由中欧校友会和企业关系部联合举办, 主题为“西班牙-投资于欧洲和拉丁美洲的跳板——机遇、趋势和挑战”。

此行参与人员收集了关于各个课题的第一手资料, 包括: 欧洲如何处理全球经济危机带来的创伤; 西班牙在连接拉丁美洲和中国之间的作用; 毕尔巴鄂成为巴斯克地区有能力通过区域创新度过经济衰退的典范; 拉丁美洲银行业的新发展; 西班牙国际融资业务; 等等。

该考察团还访问了IESE商学院, 在那里倾听了中欧国际工商学院院长佩德罗·雷诺教授 (Pedro Nueno) 和 IESE商学院经济学教授佩德罗·维德拉 (Pedro Videla) 的讲座。校友们还听取了来自全球领先的电信供应商之一西班牙电信 (Telefonica)、巴塞罗那港口 (Port of Barcelona)、总部位于西班牙的世界著名银行桑坦德银行 (Banco Santander) 与西班牙对外银行 (BBVA)、以及Orkestra, 巴斯克工业改革及促进会 (SPRI) 以及蒙特拉贡大学 (Mondragon) 的一系列报告会。考察团在阿斯图里亚斯访问时受到了阿斯图里亚斯经济与发展研究所 (IDEPA) 的热情款待。最后, 在艾斯登达 (Extenda) 访问期间, 考察团重点研究了当前的出口战略以及在欧洲房地产的机会。

CEIBS Alumni Enjoy Study Tour of Spain

Twenty-one CEIBS alumni from leading investment and venture capital firms spent 10 days on an investment tour of Spain during CEIBS Alumni Study Tour 2009. From November 21 to December 1, the executives visited CEIBS' Strategic Corporate Partners in Barcelona, Asturias, Basque Country, Seville and Madrid. Held under the theme "Investing in Europe and Latin

变革之声: 关注公立医院变革的中英国际研讨会吸引了100余名相关人士的参与, 七位业内专家及从业者展开了热烈讨论。

REFORM MINDED – The October 15 Symposium on China's Hospital Reform drew 100 participants to hear 7 industry experts on this timely issue.





你好，西班牙：参与2009西班牙游学之旅的校友们访问了西班牙的知名企业，在考察之余他们还游览了著名的古埃尔公园（上图）及著名的雪莉酒产区 Tio Pepe。

HOLA AMIGOS! – Participants in CEIBS' 2009 Alumni Study Tour to Spain pause from briefings at top Spanish companies to enjoy the sun in Barcelona's famous Park Guell (above) and to visit Tio Pepe winery in Seville (below).

America from Spain – Opportunities, Trends and Challenges,” the trip was jointly organized by CEIBS’ Alumni and Development departments.

Participants received first-hand information on topics ranging from how Europe is coping in the aftermath of the global economic crisis; Spain’s role in linking Latin America and China; Bilbao’s excellent example of the Basque Country’s ability to defy the recession through regional innovation; new developments in Latin American banking; and financing international operations from Spain.

The study tour also included visits to IESE Business School, where the group attended lectures by CEIBS President Professor Pedro Nuevo and IESE Professor of Economics Pedro Videla. The alumni also heard a series of custom briefings from **Telefonica**, one of the world’s leading providers of telecommunications services; **Port of Barcelona**; leading Spain-based banks **Banco Santander** and **BBVA**; as well as by **Orkestra**, **SPRI** and **Mondragon**. The group’s visit to Asturias was hosted by The Institute

for Economic Development of the Principality of Asturias (Instituto de Desarrollo Económico del Principado de Asturias – **IDEPA**). Finally, the portion of the tour hosted by **Extenda** examined current export strategies and real estate opportunities in Europe.

For complete story, please visit www.ceibs.edu.

塔塔独家赞助“中印企业之间的合作机会”研讨会

2009年12月11日，由塔塔集团有限公司北京办事处独家赞助的“中印企业之间的合作机会”研讨会在中欧国际工商学院上海校园举行，会上大家就中国和印度之间可以互相借鉴学习的经验教训展开了激烈的讨论。本次研讨会由中欧国际工商学院和印度产业联合会(CII)共同举办，为期一天，会





“中印企业之间的合作机会”研讨会吸引了100余名嘉宾及媒体人士，（右起）上海世博会中国政府总代表、前中国驻印度大使华君铎阁下，印度驻上海总领事戴斯锐女士，中欧国际工商学院执行院长朱晓明教授，印度产业联合会及印度商业论坛（中国）主席徐肯迪。

TICKET TO CHINDIA – CEIBS and CII's jointly held forum, "Opportunities for Cooperation between Chinese and Indian Businesses," attracted high profile speakers including (from right) former PRC Ambassador in India Hua Jundu, Consul General of India in Shanghai Riva Ganguly Das, CEIBS President Zhu Xiaoming, and CII India Business Forum (China) Chairman JJ Shrikhande.

议吸引了100余名嘉宾及媒体人士。

上海世博会中国政府总代表、前中国驻印度大使华君铎大使阁下；印度驻上海总领事戴斯锐（Riva Ganguly Das）女士；L&T集团中国区拉森特博洛（无锡）电气有限公司负责人、印度产业联合会及印度商业论坛（中国）主席徐肯迪（J. J. Shrikhande）先生；塔塔咨询服务（中国）公司副总裁兼首席执行官约翰逊·兰姆（Johnson Lam）先生等重量级嘉宾都在会议上发表了重要讲话。

在为期一天的研讨会上，与会者共同探讨了四个主题，分别为：中印政治和经济关系、工程与基础设施领域的合作机会、信息技术与信息技术相关服务领域的合作机会以及制药与医疗领域的合作机会。



Tata Sons Sponsors Forum on "Opportunities for Cooperation between Chinese and Indian Business," Organized by CEIBS and CII

The mutually beneficial lessons that China and India can teach each other provided meaty discussion during a

December 11 forum on "Opportunities for Cooperation between Chinese and Indian Business" exclusively sponsored by Tata Sons Ltd., Beijing Office. The full-day event, jointly organized by CEIBS and the Confederation of Indian Industry – India Business Forum in China (CII), attracted 100 guests and members of the media.

VIP speakers included H. E. Ambassador Hua Jundu, the former Ambassador of the People's Republic of China in India, and current Commissioner General of the Shanghai 2010 World Expo; H.E. Mrs Riva Ganguly Das, Consul General of India in Shanghai; Mr JJ Shrikhande, Chairman, CII India Business Forum (China) and Country Head, China Larsen & Toubro; and Mr Johnson Lam, Vice President & CEO, Tata Consultancy Services, China.

Throughout the day, participants shared their expertise during four sessions which examined: Political and Economic Relations between China and India; Cooperation Opportunities in the Engineering & Infrastructure Sector; Opportunities in the Information Technology & Information Technology Enabled Services Sectors; and Opportunities

in the Pharmaceutical & Healthcare Sectors.

For complete story, please visit www.ceibs.edu.

领导力是如何炼成的 中欧教授与GE高管分享研究成果

中国在全球市场的迅速崛起呼唤兼具国际化理念和本土执行力的领导者。2009年12月14日，中欧国际工商学院米其林领导力和人力资源管理教席教授李秀娟与通用电气公司（GE）的30多位高管分享了她的领导力研究成果。

李教授用一年多时间，走访了亚太地区100名企业高管，发现不论本土企业还是外企，都面临共同的领导力发展瓶颈：在快速变幻的市场，领导力究竟如何炼成？在中国的新兴市场，需要怎样的领导力素质？

李教授研究发现，导致新兴市场领导力提升的八种关键行为是：“变”、“楷模”、“冲（突）”、“危”、“新”、“（挫）败”、“学”、“磨”。而不断学习与提升、重信守诺、人性化管理、团队组建与协作、战略决策、创新变革以及有效沟通，则是本土和外企重视或急需提高的八个关键领导力。当然中国特色也极大的影响了以上行为。

针对大家关心的目前企业采用的领导力发展项目是否有效这一问题，李秀娟教授提出了几点具体措施：创造轮岗机会和扩大职责范围以锻炼有潜力员工；企业变革重大事项过程中成立专项小组给予管理者锻炼机会；加强沟通技巧；对有能力的经理临危受命；让员工深入前线体验实际困难；利用开拓新市场锻炼领导力；培养“师徒”系统；塑造学习氛围和内部分享；上课培训等。

最后李秀娟教授总结到，人才发展是系统工程，企业要做好打持久战的准备，为下一个战略目标储备人才。针对不同年龄阶段的人才领导力的培养，企业要因地制宜。比如80后的领导力培养，要敢于给予责任，要让他们在挫折中成长，因为他们是未来三十年大发展的中流砥柱。



CEIBS Prof Jean Lee Shares Leadership Research Results with GE Group

China's rapid economic rise and emergence as a global commercial player has triggered a massive demand for business leaders possessing both international vision and domestic understanding. Supplying China's demand for business leaders was the topic of a briefing from CEIBS' Michelin Chair of Leadership and Human Resources Management Professor Jean Lee on December 14 for GE Group. Prof Lee shared her research results on leadership development with more than 30 GE executives, stressing that leaders cannot be developed overnight.

After spending more than one year surveying 100 executives in the

Asia-Pacific region, Prof Lee found that both domestic and international businesses faced a lack of effective leaders. She then researched the particular leadership skills needed in fast-developing markets such as China, identifying the following essential characteristics: constant learning and upgrading, established credibility, "humanized" management, team building and collaboration, strategic decision-making, innovation, and effective communication. Prof Lee then proposed specific measures for China-based enterprises to build leadership skills, including:

- train high potential staff via job rotation, expand scope of responsibility
- strengthen communication skills
- allot urgent assignments to capable, energetic managers
- send promising staff to the 'front-line' to experience practical difficulties first-hand
- focus potential business leaders

on developing new markets

- develop a "mentoring" system to strengthen coaching skills
- establish a corporate culture that emphasizes training and internal knowledge sharing.

In conclusion, Prof Lee warned enterprises to prepare to fight a "protracted war" for talent development by establishing a range of leadership training programmes for personnel of differing experience levels. She also advised companies to adapt their training programmes to local conditions and needs, and to remember that key personnel are the backbone of the enterprises future development.

高投入人力资源战略打造高绩效企业

企业绩效如何受人力资源战略影响？企业应如何平衡长期管理投入和短期目标的矛盾？对应不同类型人才，企业应如何配置资源投入，以实

李秀娟教授（右五）向GE高管讲解如何炼成领导力。

EFFECTIVE LEADERSHIP – CEIBS Management Professor Jean Lee (centre, right) briefed GE executives on her findings concerning leadership skills for the Asia-Pacific region.



现最大化产出？2009年12月7日，全球知名人力资源服务商任仕达公司就以上问题，邀请中欧国际工商学院管理学副教授肖知兴在人力资源沙龙北京会场上做了精彩分享。

肖教授认为，高投入的人力资源政策和高回报的业绩是可以形成良性循环的。通过对国内外大量高绩效企业的长期研究，他发现高绩效企业在人力资源管理上从来都不吝惜时间和物质成本。高绩效企业员工和雇主在以下多项人力资源政策要素的重要性上达成共识（按重视程度排列）：信息分享、广泛参与、招聘遴选、培训多、团队文化、考核机能、轮岗多、平等地位、考核团队。这些要素均体现了企业是否能提供Motivation（动力）、Ability（能力）以及Opportunity（机会）。

在随后的案例分享中，三家领先本土企业的异曲同工的高投入人力资源战略，很好的印证了肖教授的见解。不论是军事化风格的华为，阳光体制的万科，还是剑走偏锋的阿里巴巴，三家企业均在领导人以身作则、提升员工和客户满意度和制度创新方面不遗余力的追求着。

不过肖教授也建议企业应区别对待人才。他根据人才的价值和市场可购买价值，将人才分为四个象限。对于人才价值和市场价格均高的人才，企业应给予高投入；而对于人才价值和市场价格较低的人才，企业可以将其外包给专门从事人才外包服务的公司，如任仕达这样的公司。



Prof Xiao Zhixing Briefs Randstad on HR Strategies for High-Performance Businesses

How does human resource strategy impact a company's performance? How can enterprises balance long-term management objectives against short-term goals? How should companies allocate resources to maximize output? World-renowned HR service provider Randstad Group invited CEIBS Associate Professor of



肖知兴教授与任仕达公司分享高投入人力资源战略如何打造高绩效企业。

HIGH PERFORMANCE – In a presentation to Randstad, CEIBS Associate Professor of Management Xiao Zhixing told how innovative HR strategies help companies succeed.

Management Xiao Zhixing to explore these questions during a December 7 briefing in Beijing. Randstad is one of CEIBS' corporate sponsors.

In his talk, Prof Xiao drew upon his research of high-performance businesses in China and abroad to show that enterprises which excel in HR management typically operate efficiently both in terms of time and cost. His findings emphasize that high-performance employees and employers tend to agree on the vital need for the following attributes (ranked by importance): information sharing, a wide range of references, recruitment selection, training, strong team culture, performance evaluation, increased rotation, equal status, and team assessment. These elements allow companies to successfully provide employees with motivation, ability, and opportunity, Prof Xiao said.

During his address, Prof Xiao also stressed that individual staff members should be managed

differently, using four quadrants to illustrate his point. Enterprises should focus on attracting high-talent employees with higher market value while staff members of lower talent- and market value can be outsourced from professional HR companies such as Randstad.

Prof Xiao shared case studies based on his interviews with three leading domestic companies Huawei, Vanke and Alibaba, providing real life examples and best practices. He highlighted the importance of enhancing employee and customer satisfaction and pursuing institutional innovation. For example, Huawei's salary scheme reflects a commitment to "value-added human capital" rather than financial capital. Paying employees well, Prof Xiao said, has provided Huawei with the HR talent necessary to develop into a global telecommunications giant. All three companies' HR strategies are based on long-term, not short-term, development, he said.

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“组织能力杨三角”这一理论框架和工具在成千上万的高管培训中，一次次地被大家认可；它所提供有效的分析诊断方法和行动方案，已改善并提升了国内外众多企业的组织能力，实现了企业快速增长、扭亏为盈、或战略转型等发展需求。

——杨国安 (Arthur Yeung)



杨国安 (Arthur Yeung)

世界杰出华人管理大师之一，现为中欧国际工商学院飞利浦人力资源管理教授、副教授、CEO学习联盟创办人和执行主任、以及人力资源与组织管理研究中心主任。此前，他曾任宏碁集团的首席人力资源官，负责推动宏碁集团的组织变革和领导力发展工作。目前为多家公司的独立董事，并担任腾讯科技、阿里巴巴、TCL-汤姆逊等公司的高级顾问。





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