



著名歌手，“捡回珍珠计划”义工刘若英
Rene Liu,
Renowned singer
and Pearl Retrieval
Project volunteer



中坤集团董事长
黄怒波
Huang Nubo,
Mountaineer,
Chairman of
Zhongkun Group



欧洲理事会
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TheLINK

www.ceibs.edu/link

中欧国际工商学院校友杂志 CEIBS Alumni Magazine

2011年第二期

Volume 2, 2011



言出必行 WALKING THE TALK

中欧为何在负责任领导力
方面走在世界商学院前列
Why CEIBS leads the
b-school world in
Responsible Leadership

聚焦:

中欧“戈六”不负众
望勇夺三连冠

顶级品牌、传媒产业
高峰论坛精彩集锦

PLUS:

CEIBS wins a
“three-peat” in Gobi
Challenge 2011

Highlights of Prestige
Brand Forum, China
Media Industry Forum



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中欧“戈六”不负众望勇夺三连冠！ CEIBS TAKES GOBI DESERT CHALLENGE 2011

“戈友”精彩分享 博客全程追踪
Follow CEIBS team bloggers as the school scores a
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顶级品牌高峰论坛精彩集锦 PRESTIGE FORUM OUTTAKES

奢侈品行业的代表人物就“协作与差异”各抒己见
Luxury brand heavyweights speak on
“Collaboration and Differentiation”



中国深度，全球广度 China Depth, Global Breadth

亲爱的校友们：

我很荣幸能以中欧国际工商学院新一任副院长兼教务长的身份，在这一期《TheLINK》杂志上向我们的校友读者作个自我介绍。自从今年2月担任这一职位以来，我已在上海、北京、深圳、伦敦和巴塞罗那会见过许多位中欧校友；我希望能学院今后主办或协办的各项活动中结识更多校友。

我曾在哈佛商学院工作20多年，最后的职位是资深副院长，还曾在伦敦商学院出任院长一职。现

在我来到中欧国际工商学院任职，首要目标之一就是凭借我以往的经验帮助我院确立一个更加明晰的定位。在向学院管理委员会提议之后，我们将我院独一无二的价值观归结为一句话：“中国深度，全球广度”。我们希望，中欧诸位校友能以这句话，来向客户和同事说明中欧是如何将丰富的中国本土历练与先进的国际工商管理知识结合成无可匹敌的优势的。

现在我来阐述一下我们是如何通过具体行动来体现这一定位的。首先，有关“中国深度”，这一期《TheLINK》杂志足以说明，中欧不但着力于在中国打造学术领先地位，而且积极推进可持续发展领导力的发展：中欧通过一年一度的企业社会责任全球论坛表达了对于社会责任的关怀，要求所有MBA学生都必须参加社会责任领导力项目，并顺利使上海校园成为亚洲首个达到碳中和的商学院以及全球最先达到碳中和的商学院之一（以上详见本期“封面故事”）。中欧上海校园的新校区扩建工程于5月25日正式动工，到2012年年底将在现有校区的基础上扩大一倍；扩建工程中的许多建筑将达到“能源与环境设计认证”（LEED）标准，这表明了中欧对环保的重视。

对于扩展我院的“全球广度”，我也很高兴地宣布，诸位校友已在这一方面为中欧做了不少有益的工作。在过去的一年里，我院海外校友分会迅速增加，建立了首尔校友分会（2010年7月）、英国校友分会（2011年4月8日）和西班牙校友分会（2011年5月31日）。想要了解有关我院38个全球校友分会的最新信息，请查询www.ceibs.edu/alumni。

最后，《TheLINK》杂志的“班级通讯录”栏目提供的校友信息更新日益丰富，这令我尤其感到欣慰。谨此感谢每一位发来职业成功经验或个人成就消息的校友，并希望能继续听到你们的好消息！作为母校，中欧将与你们结成终生的伙伴关系，请充分利用基于“中国深度，全球广度”的中欧支持系统！

Dear Alumni:

I am pleased to use this edition of *TheLINK* to introduce myself to alumni readers as the incoming Vice President and Dean of CEIBS. I have met many of you, in Shanghai, Beijing, Shenzhen, London, and Barcelona, since I took this position in February 2011. For those of you I have not yet met, I hope an event hosted at or by CEIBS allows us to meet soon.

One of my first goals at CEIBS has been to use my previous experience – including 20+ years at Harvard Business School, most recently as Senior Associate Dean, plus three years at London Business School – to help crystallize the positioning of our school. Working with my colleagues in the CEIBS Management Committee, we have fine-tuned our unique value proposition in the four words: “China Depth, Global Breadth.” We hope this phrase will also be useful to you in explaining to clients and colleagues CEIBS’ unbeatable combination of rich China expertise plus cutting-edge international business management knowledge.

Let me illustrate how we “walk the talk” of this positioning. In terms of “China Depth”, this edition of *TheLINK* portrays CEIBS’ strong commitment to not only building academic excellence in China but our active cultivation of sustainable leadership. CEIBS’ commitment to CSR is evident in the annual Being Globally Responsible Conference, the intensive Responsible Leadership Projects now required of all MBA students, and the successful bid to make our Shanghai campus the first b-school campus in Asia (and one of the first worldwide) to achieve carbon neutral status (all in the Cover Story). Meanwhile, our new Shanghai campus expansion, which officially began construction on May 25 and will double the size of our original campus by 2012, illustrates a new commitment to environmental protection as CEIBS will strive to achieve LEED certification for many of the buildings.

In terms of expanding our “global breadth,” I am happy to report that you alumni are doing much of this work very effectively for CEIBS. In the past year, the school has rapidly expanded its overseas Alumni Association with the launch of chapters in Seoul (July 2010), United Kingdom (April 8, 2011) and Spain (May 31, 2011). Go to www.ceibs.edu/alumni to get in touch with these or any of our network of 38 Alumni Associations worldwide.

Finally, I am particularly pleased with the increased listings of personal news shared in the LINKING IN section of this magazine. Thanks to each of you who sent in a message of professional success or personal achievement. Keep the good news coming! As your alma mater, CEIBS offers you a life-long partnership. Feel free to tap into this support system based on our core value of “China Depth, Global Breadth.”

Sincerely,



约翰·A·奎尔奇教授
中欧国际工商学院副院长兼教务长

John A Quelch
Vice President & Dean, CEIBS



新媒体倡议

亲爱的中欧人：

今年春季，“媒体”这两个字成了中欧人所关注的热点：4月，学院主办了第三届中国传媒产业高峰论坛，二十多位中外专家对急剧变化的媒体行业发表了看法，他们讨论的话题包括新媒体的影响力、社交媒体的迅速兴起以及中国多变市场环境中传统媒体的新角色（详见本期“特别报道”）。

与此同时，中欧国际工商学院市场公关部本身也投入到了社交媒体中去，在博客、微博平台和其他许多平台上进行积极推广。学院也有越来越多的学生被全球大牌媒体（包括彭博社/《商业周刊》、英国《金融时报》、巴西《经济周刊》和《MBA频道》）邀请担任博客作者。在5月的“玄奘之路商学院戈壁挑战赛”中，市场公关部安排让中欧“戈六”参赛队员在艰苦的行程中用博客发表所见所闻，中欧的参赛队员还在冒险旅途中通过新浪微博新开通的中欧国际工商学院微博页面（<http://weibo.com/2012950964>）随时发布消息，该微博开通1个月以来订阅者就已达4万人（“戈友随想”详见“校友之声”）。我们还邀请中欧校友通过“班级通讯录”栏目和其他平台上的社交媒体加入中欧校友网络——请您踊跃加入，与母校和校友网络保持联系！

New Media Initiatives

Dear CEIBS Community:

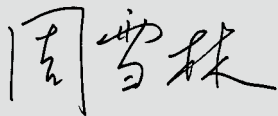
Media is on everyone's mind at CEIBS this season. First, in April, the school hosted its 3rd China Media Forum, featuring 20 international and domestic experts on the fast changing world of media. These insiders discussed the impact of new media, the rise of social media, and the new role of traditional media in China's dynamic market (highlights, Features Section).

Meanwhile, the CEIBS Marcom Department has itself leapt into social media, launching new initiatives via blogs, micro-blogs, weibo platforms, and more. A growing number of current CEIBS students have been chosen by established media to serve as official bloggers. These include Bloomberg/BusinessWeek, Financial Times, Economia Semana, and MBA Channel. During the Gobi Desert Challenge in May, the Marcom Department arranged for CEIBS EMBA team members to blog as they undertook the rigorous challenges of crossing the Gobi. CEIBS competitors bravely issued blogs via CEIBS new dedicated Sina Weibo throughout their adventure (see Alumni Voice for excerpts). After just one month of use, the new site (<http://weibo.com/2012950964>) boasts 40,000 subscribers. We also invite CEIBS alumni to join many new CEIBS networks using social media via Linking In and

6月8-9日，中欧还为全球资深传媒人度身定制了培训课程，40多位来自国内外顶尖媒体的总编辑、主任和高级记者接受了中欧专门为他们打造的全球传媒商务课程，今年这一课程是首次在北京和上海共同开办。中欧五位知名教授许小年、许定波、忻榕、丁远、赵欣舸在课堂上为学员答疑解惑，帮助他们更好地从事商业报道，寻找属于自己的领导风格和发展路径。同时，课程期间还举行了中欧媒体联谊会。

所有为本杂志“班级通讯录”栏目发来消息的校友们，中欧市场公关部团队向你们致以诚挚的感谢！这期杂志得到了有史以来最多的来自校友的消息。如果您在职业发展、工作机遇、事业升迁、搬迁新址以及所有有关方面有更新信息，请发给我们并最好附上照片，与您的校友网络分享！

最后，我们非常自豪地向您推出这期内容丰富的杂志。我们一年一度的“企业社会责任”特刊今年尤其丰富、完善，包括了有关企业社会责任全球论坛、“绿色校园”、社会责任领导力和“碳中和”倡议的文章。此外，欧洲理事会主席赫尔曼·范龙佩阁下的到访、2011年陆家嘴论坛、第三届传媒产业高峰论坛和第三届顶级品牌高峰论坛的有关文章都为读者提供了重要信息，当然还有上海校园扩建的消息。更多精彩内容敬请关注！



周雪林
院长助理
Snow Zhou
Assistant President

other platforms. Join in to stay connected with your school and your network!

This month, in a creative method of collaborating with the most important media groups in China and region-wide, from June 8-9, CEIBS hosted its 2nd annual “Advanced Business Management Reporting” programme for media.” The event attracted more than 40 seasoned journalists to attend two days of lectures from five of CEIBS most renowned professors. First held in the Shanghai campus in 2010, this year’s programme runs in both Beijing and Shanghai. The Beijing programme featured stellar presentations from Economics Professor Xu Xiaonian, Accounting Professor Xu Dingbo, Management Professor Katherine Xin, Accounting Professor Ding Yuan, and Finance Professor Zhao Xinge.

The Marcom Team issues a genuine “thank you” to all alumni who took time to send messages to the LINKING IN section of this magazine. This issue boasts our biggest-ever number of submissions from our alumni. If you have news to share with your alumni network, on your professional development, new job, career climb, new location, as well as any and all personal achievements, please do send a note and photo!

Finally, we proudly present a packed issue of TheLINK to you. Our annual “CSR” issue is bigger and better than ever this year, with highlights of BGRC, Green Campus plus new RLP and Carbon Neutral initiatives. You will also find key learning points from the visit of EU Council President HE Herman Van Rompuy, highlights from the Liujiazui Forum 2011, the 3rd China Media Forum, and 3rd Prestige Brand Forum, plus exciting news on the construction of the Shanghai Campus Expansion, and much more. Enjoy!



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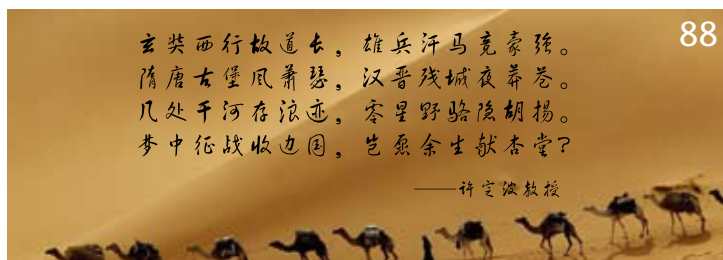
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我院参与承办的2011陆家嘴论坛成功举办 CEIBS Participates in 2011 Lujiazui Forum



中欧执行院长
朱晓明教授发言
CEIBS Executive
President Zhu
Xiaoming.

2011年5月19-21日，上海国际金融中心建设的年度标志性盛会“陆家嘴论坛”在浦东香格里拉隆重举行。来自多个国家的800位全球金融机构高管、知名学者和政府高官齐聚美丽的黄浦江畔，聚焦“新时期的金融体系及其宏观管理”。陆家嘴论坛创办于2008年，迄今已连续举办四届。作为承办单位之一，中欧国际工商学院为论坛议程策划提供了全程智力支持。

作为国际性的高端交流平台，本届陆家嘴论坛迎来了上海市委书记俞正声、中国人民银行行长周小川、中国银监会主席刘明康、中国证监会主席尚福林、中国保监会主席吴定富、财政部副部长李勇，前哈佛大学校长、前美国国家经济委员会主任劳伦斯·萨默斯，新加坡金融管理局局长孟文能，斯坦福大学麦金农教授等国内外知名人士。

陆家嘴论坛组委会副主任、中欧国际工商学院执行院长朱晓明教授参加了专题会场“网络时代的金融新业态”的发言和讨论。朱晓明院长指出，第三方电子支付是上海“四个中心”建设共同孕育的“幸运儿”，但做大做强，上海还应做好功课“赢在起点”，必须严格市场准入。此外，还要建立可靠的动态监管机制，采用先进的非现场监管手段，构建起全面的业务数据的统计体系，必须依法处罚违规行为。朱晓明院长强调，目前尚未出台信用评估法规，应该尽快制定。朱晓明院长建议，政府部门应当出台一些政策，以激发第三方电子支付，力争形成有利于第三方电子支付的发展制度环境。此外，还要建立健全准入退出机制以及鼓励创新。朱晓明院长近期领衔的“第三方电子支付课题组”，正在就上海如何促进第三方电子支付产业发展做紧锣密鼓的调研。这一消息，受到与会媒体的广泛关注。据悉，课题组成员包括来自央行上海总部、上海市政府发展研究中心、上海银监会、上海金融办、上海商务委

等政府部门骨干，及校友企业环迅支付、汇付天下的高管。

副院长兼教务长约翰·奎尔奇教授在全体大会“新时期上海国际金融中心建设的机遇”中，指出上海建成国际金融中心仍面临多项挑战。此外，人民币还没有实现全兑换，上海还不易成为国际金融中心；上海金融产品多样化程度比较窄，财富管理、私人银行才刚刚开始，投资银行、M&A、IPO、资产管理，这些主要业务大多集中在香港，还有公司债、外汇这种市场目前还不是发展得非常成熟。奎尔奇教授强调，各种类型的服务，对于一个国际金融中心非常重要，特别是人才教育。

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吴晓灵教授参加了全体大会“全球金融监管改革新动向与宏观审慎政策性框架构建”。该全体大会由中欧西班牙巴塞罗那储蓄银行教席教授黄明博士主持。

副教务长、经济学与金融学教授许斌博士担任了“浦江夜话：金融业在中国企业走出去中的机遇和作用”的主持人。

黄明教授、中欧陆家嘴国际金融研究院副院长刘胜军博士分别在专题会场“十二五时期的资本项目开放”担任发言嘉宾和主持人。

中欧国际工商学院副院长兼中方教务长张维炯教授、经济学教授王建柳、金融学教授赵欣舸、院长助理葛俊及多位校友等全程参与了本届陆家嘴论坛。

在本届陆家嘴论坛担任演讲嘉宾或主持人的还有：上海期货交易所总经理杨迈军、华安基金董事长俞妙根、汇付天下总裁周晔等中欧EMBA校友，以及上海市副市长屠光绍、中国国际金融有限公司董事长李剑阁、上海市金融办主任方星海等中欧兼职教授。



CEIBS Executive President Zhu Xiaoming, Vice President & Dean John A Quelch, along with Professors Xu Bin and Huang Ming, CEIBS Lujiazui International Finance Research Centre Director Wu Xiaoling and Deputy Director Gary Liu, were among the high-level team of experts who participated in the three-day 2011 Lujiazui Forum. Held during May 19 to 21, the annual forum is renowned as one of the most prestigious finance events in Asia. CEIBS has been one of the Forum's co-organizers since the first staging in 2008. President Zhu Xiaoming is also the vice chairman of the Forum's organizing committee.

This year, the event attracted more than 100 expert speakers including some of the most influential officials and business leaders in the finance industry – both in China and globally. Keynote speakers included CPC Political Bureau Member and CPC Shanghai Municipal Committee Secretary Yu Zhengsheng, Central Bank Governor Zhou Xiaochuan, China Securities Regulatory Commission Chairmen Shang Fulin and Wu Dingfu, PRC Vice Minister of Finance Li Yong, and Harvard Professor Lawrence Summers.

As the forum's first representative from CEIBS, Dean Quelch served as a panellist during the Plenary Session on "New Opportunities for Shanghai in Becoming a Global Financial Centre." Dean Quelch began by stressing the historical importance of Shanghai as a finance centre for China. He then identified areas of concern in Shanghai's bid to become a global finance centre. First, Shanghai "still has quite a lot of work to do" in offering a regulatory and tax environment comparable to that of Hong Kong, he said. Second, Shanghai must decide the "reach and relevancy" it seeks as a finance centre: should

the city strive to serve as a hub for China or for the world? "Without a fully convertible RMB, Shanghai cannot become an international financial centre," he added.

CEIBS Executive President Zhu Xiaoming served as keynote speaker during the popular "Night Chat" panel discussion on "New Financial Business in the Cyber Age." Addressing a packed room of journalists, President Zhu joined a discussion alongside influential cyber finance business leaders Chai Hongfeng, Executive Vice President of China Unionpay; Guan Guoguang, CEO of 99Bill Corp; and Jerry Zhou (CEIBS EMBA 2000), President and CEO of ChinaPnR. Speaking as an expert on China's service economy, President Zhu addressed the rising importance of "third party e-payments," emphasizing that developing e-payment offers an excellent opportunity for Shanghai, given its position as an international economic centre, financial centre, shipping centre and trade centre.

CEIBS Professor of Finance Huang Ming moderated the Plenary Session on "Reforming Global Financial Regulation and the Creation of a Macro-Prudential Policy Framework," with CEIBS Lujiazui International Finance Research Centre Director Wu Xiaoling as a panellist. CEIBS Professor of Economics Xu Bin also moderated the "Night Chat" discussion addressing "The Roles of and Opportunities for the Financial Industry in Helping Chinese Enterprises Going Global." On the forum's final day, Prof Huang Ming spoke during the Panel Session on "Capital Account Liberalization during the 12th Five-Year Plan Period." The session was moderated by CEIBS Lujiazui International Finance Research Centre Deputy Director Gary Liu.



欧洲理事会主席 赫尔曼·范龙佩 到访中欧

EU Council President
HE Herman Van Rompuy
Addresses CEIBS

5月18日，中欧国际工商学院上海校园迎来了欧盟最高领导人——欧洲理事会主席赫尔曼·范龙佩（Herman Van Rompuy）先生一行。在学院上海石化演讲厅里，范龙佩先生向MBA、EMBA学生和教教职工发表了题为“当今中国和欧洲所面临的经济挑战和机遇”的精彩演讲，并与听众展开交流，现场气氛非常热烈。

在演讲开始前的致辞中，朱晓明院长对范龙佩主席等贵宾的来访表示热烈欢迎。他指出：中欧国际工商学院能在建校短短17年中取得令人瞩目的办学成绩，是与中国和欧洲众多有识之士的努力以及学院中西合璧的特色分不开的。范龙佩主席在上任后首次访华的旅程中选择访问我院，说明我院作为连接中国与欧洲的纽带为推动中欧关系的发展起到了积极作用。范龙佩主席的来访将为我院历史增添光彩的一页。副院长兼教务长约翰·奎尔奇教授主持了论坛。

范龙佩主席对有这样这样一个机会可以和来自于丝绸之路两端的同学们直接对话感到十分高兴，他说，你们代表了中国和欧洲的未来，我非常高兴地了解到中欧国际工商学院现在成为中国最棒的商学院，搭建了一个中欧双方互相了解的平台，能来到这所著名院校，我感到非常骄傲和自豪。

随后，范龙佩主席就全球各经济体的相互依存关系、欧元区与欧洲经济体、中国与欧盟经贸及其他双边关系这三个问题阐述了观点并提出了建议。他指出，中国在席卷全球的金融与经济危机中为全球经济复苏做出了巨大贡献；中欧贸易关系规模巨大、发展

迅速，推进这一关系持续健康发展有利于双方的共同利益。他期望中国与欧盟在政治与经济领域携手努力，为中欧双方乃至整个世界的稳定与繁荣做出贡献。

范龙佩主席还对关注到欧洲投资的中国投资者提出了两个建议，在欧洲创建一个类似于驻华欧盟商会的中国商会，以便充分利用在欧洲市场的机会；另外，可以设立一个调解机构，让双方的商务人士有机会在公平的环境中解决相互间的争议。

最后，范龙佩主席提出了中国与欧盟可以进一步刺激持续增长三个重要领域：首先是创新，双方应尽其所能创造一个有利于创新的环境；其次，中国新一轮的城镇化不仅需要技术，也需要城镇的规划和高效的交通运输与能源利用解决方案，而欧洲在这方面的经验恰能对中国做出贡献；第三，促进欧洲与中国之间人才的交流，使双方的专长、技能得到充分交流，使双方留学生人数大为增加。

演讲结束后，范龙佩主席与在座的中欧MBA和EMBA学生就应对气候变化的双边合作、一些欧盟国家主权债务危机的处理、中国企业家如何更好进入欧洲等问题展开了热烈的交流和对话。

此次范龙佩先生的来访，是应中国国家主席胡锦涛的邀请，对中国进行的为期五天的国事访问中的一部分。这是我院成立至今接待的欧盟最高级别领导人。陪同范龙佩主席到访学院的还有欧盟驻华大使艾德和等。多个欧盟成员国的驻沪总领事也参加了此次活动。

During his first official visit to China since assuming the role of EU Council President, His Excellency Herman Van Rompuy gave an exclusive address at CEIBS Shanghai campus on May 18. China was the first country outside Europe visited by Van Rompuy, the EU Council's first permanent president, and CEIBS was one of the handful of stops he made in Shanghai. Speaking to more than 300 CEIBS students, alumni, faculty, diplomats and members of the media President Van Rompuy delivered an exclusive address on "Current Economic Challenges and Opportunities for Europe and China."

CEIBS Vice President and Dean John A Quelch opened the event by welcoming distinguished guests including EU Ambassador to China H.E. Markus Ederer and Ministry of Foreign Affairs Councilor of the Department of European Affairs Ms Hua Chunying, as well as 15 consulates general from European nations. In his opening address, CEIBS Executive President Zhu Xiaoming praised President Van Rompuy for the "enormous contributions" he has made during his political career in elevating the image of the EU and in further developing the friendship between China and the EU.

The President's address covered three topics: global economic interdependence, challenges for the Euro Zone, and the future of China-Europe relations. Concerning global economic interdependence, he praised the EU's "coordinated, coherent" response to the Global Financial Crisis which began in 2008 – an effort which "allowed us

to avoid a systemic meltdown and wide-scale depression." Looking forward, he said the world's major economies – including China and the EU – must do their part to "address the causes of global macro imbalances." He urged the Chinese government to "stimulate consumption" in order to help rebalance growth.

Turning to the sovereign debt crises in the Euro Zone, he praised the government's ability to "act with determination" to prevent the crisis from extending beyond Greece, Portugal and Ireland, and he reminded the audience that the combined economies of those three nations represent only 6% of the EU's total GDP. "Our fundamentals... are stronger than those of most other economies worldwide," he stressed. "Looking at the bigger picture, after the past history of wars and conflicts, Europe has become a haven of stability and peace."

Addressing how the EU and China can cooperate to create growth and jobs for their citizens, he emphasized that just 20 years ago, the bilateral trade between the two sides was "almost nothing". Today, China is the EU's second-largest trade partner, and the region's fastest growing export market. "No doubt, our economies are increasingly dependent upon each other. It is in the interest of both sides to further open trade and investment. Mutual benefit should be the guiding principle in opening our markets further," he said. President Van Rompuy concluded by emphasizing the need for further EU-China collaboration in three areas: innovation, expertise sharing, and academic exchange.



欧洲理事会主席范龙佩一行在院长朱晓明教授等学院领导陪同下参观了校园。

CEIBS Executive President Zhu Xiaoming briefs EU Council President Herman Van Rompuy on the Shanghai campus expansion.



中欧举办2011年 欧盟主题日活动

CEIBS Hosts EU Day 2011

2011年5月12日，中欧国际工商学院2011年欧盟主题日活动正式拉开帷幕。当天的活动内容丰富，包括匈牙利著名的Tokaji葡萄酒会，一组夺人眼球的匈牙利建筑风貌图片展，一场关于东欧国家在欧盟中应该扮演的角色的讨论会以及别致的匈牙利动画片展。主题日的系列活动吸引了至少150名观众来到中欧上海校园现场参观。

本届欧盟主题日活动由中欧国际工商学院和欧盟本月轮值国匈牙利的驻中国总领事馆联合主办。这是中欧连续第三年举办欧盟主题日活动。

2011年欧盟主题日随着匈牙利总领事László Kuti先生的开幕致词和摄影图片展的开幕而正式拉开帷幕。此次展览的主题是“匈牙利建筑革新的传统”。“这次展出能够很好地向世人体现出匈牙利建筑风格是一个既保留传统又不断创新的绝佳范例。”匈牙利总领事László Kuti先生说，“而中欧校园的建筑风格，本身就是建筑界的一个杰作，在这里举行这样的建筑图片展，再贴切不过了。”

随后，匈牙利德布勒森市市长、国会成员以及匈牙利公民联盟FIDESZ执行副主席Lajos Kósa先生发表了主题演讲。Kósa先生认为，欧洲国家都在努力改革以赋予自己新的生命力。

接着，一场关于“东欧国家，他们今后在欧盟的角色问题”的讨论开始进行。参与讨论代表都来自于由捷克共和国、匈牙利、波兰和斯洛伐克四国组成的联合组织——Visegrád 4。会议一开始，四国代表分别作了简短的演讲，其中包括斯洛伐克总领事Pavol Sýkorčín先生、波兰总领事Andrzej Lysiak先生、捷克总领事Bohumil Mazánek先生以及Trigránit Construction 副总裁、匈牙利国家企业家联合会主席顾问Péter Lőrincze先生等。中欧论坛创建者高大伟（David Gosset）参与了讨论并做了精彩的评论。

A lively debate on the role of Eastern Europe in the EU, Tokaji wine tasting, a stunning photo exhibit showcasing Hungarian architecture, and the showing of Hungarian animation movies all made for an interesting mix of activities as CEIBS staged EU Day 2011 on May 12. The event attracted an audience of about 150 to the CEIBS Shanghai campus. EU Day was jointly hosted by CEIBS and the Consulate General of the Republic of Hungary, which now holds the Presidency of the Council of the European Union.

The event began with an official welcome and opening of a photographic and video exhibition by Consul General of Hungary László Kuti. Following the theme ‘The Tradition of Innovation in Hungarian Architecture,’ the exhibition featured a wide range of architectural styles captured in churches, synagogues, holiday homes, libraries, and much more. As guests took a closer look at the photographs, they enjoyed sips of Hungary’s delicious Tokaji wine.

Guests then moved to a lecture hall for the keynote speech by Mr. Lajos Kósa, who is Mayor of the Hungarian City of Debrecen, Member of the Hungarian Parliament, and Executive Vice President of FIDESZ Hungarian Civic Union. Mayor Kosa outlined an innovative project underway at one Hungarian business school in order to promote entrepreneurship. One of his central themes was that European nations are now seeking to “renew” themselves.

The afternoon debate on “Eastern European Countries – Their Future Role Within the European Union” featured representatives of Visegrád 4, an alliance between the Czech Republic, Hungary, Poland and Slovakia formed to further their European integration. After a lively Q&A session moderated by Academia Sinica Europaea Director David Gosset, audience members moved to the Shanghai Petrochemical Auditorium for the EU Day finale: a viewing of Hungarian animated films.



150名中西部企业家从中欧商务文凭课程毕业

EU-China BMT Reunion Day & Graduation Ceremony

5月21-22日，中国-欧盟商务管理培训项目（BMT）商务教育文凭课程学友返校日暨毕业典礼，在上海校园举行。近150位来自中西部地区的企业家学友欢聚一堂，共同聚焦企业和社会经济发展的新话题。

5月22日下午，众多中外嘉宾齐聚一堂，共同参加商务教育文凭课程隆重的毕业典礼。与会中外贵宾有：欧盟委员会研究、创新与科学委员梅尔·乔戈-昆女士、上海市政府副秘书长翁铁慧女士、欧洲联盟驻华代表团团长、大使马库斯·艾德和 (Markus Ederer) 博士以及上海市教委副主任印杰教授。

参加此次毕业典礼的中西部地区地方政府重要领导包括：呼和浩特市政协主席张彭慧、成都市人民政府副市长傅勇林、江西经济管理干部学院党委书记谢斌以及西安市委干部领导小组办公室副主任王晓锋。学院院长朱晓明教授，副院长兼教务长约翰·奎尔奇教授以及副院长兼中方教务长张维炯教授也出席了仪式。

约翰·奎尔奇教务长主持了典礼。翁铁慧副秘书长和梅尔·乔戈-昆委员先后发表演说，对中欧国际工商学院勇担社会责任，胜利完成首轮在中西部和北方地区八座城市开设的高端管理培训课程深表欣赏，并要求学院师生员工再接再厉，为中国经济社会发展和推动中欧双方关系再做贡献。

朱晓明院长发表了热情洋溢的闭幕词。他强调，当前的中国经济正在实现一场关键的经济方式转型，转型所依赖的核心力量就是企业家、管理人员，就是在座的毕业学员。他衷心希望毕业学员以在中欧学习的这段时间为自己事业发展的新起点，努力把所学知识转化为企业竞争力的提升，打造出一批拥有高端品牌、核心技术、全球客户的企业，不断通过创新和管理提升为中国经济发展做出贡献。

Nearly 200 participants in the EU-China BMT Project's Business Development Certificate Programme proudly gathered in Shanghai on May 21 and 22 for a reunion that offered thought provoking lectures and a grand graduation ceremony.

Class members were from Xi'an, Chengdu, Nanchang, and Hohhot – four of the eight cities in which the programme is offered. Representatives from the EU, the Frankfurt School of Finance and Management (CEIBS' academic partner for the project), as well high-ranking government officials from Shanghai, Hohhot, Chengdu, Jiangxi, and Xi'an were among the VIPs attending the graduation ceremony.

Keynote speaker EU Commissioner for Research Mrs Máire Geoghegan-Quinn focused on the importance of EU-Sino cooperation in the fields of research, innovation and science. She lauded CEIBS as an excellent example of EU-China cooperation, and spoke of the strong support the school has received from the EU since its establishment. "That commitment to CEIBS has paid off," she said. "It is now one of the most famous business schools in the world ... and it stands as testimony to the excellence that can be achieved when the European Union and China join forces." The Business Development Certificate Programme, she added, was a good fit with one of the EU's main strategic objectives in China: to support the country – in a sustainable way – in its economic reform and in achieving the Millennium Development Goals.

The closing remarks were delivered by CEIBS Executive President Zhu Xiaoming, who congratulated the graduates on their accomplishment. The diplomas they received, he noted, represent six months of hard work. He urged them not to forget their alma mater, nor the bonds of friendship forged through their studies.



身体力行 快乐公益 “捡回珍珠计划”义工刘若英做客中欧 Singer Rene Liu Graces CEIBS Charity Event

5月19日晚，由中欧校友会、中欧校友爱心联盟、新华爱心教育基金会共同主办的“身体力行·快乐公益——中欧爱心志愿者大聚会”在中欧国际工商学院石化厅举行。“捡回珍珠计划”义工刘若英在现场与爱心校友代表一起分享了身体力行做公益的快乐。中欧国际工商学院执行院长朱晓明教授出席了本次活动并致辞。石化厅300多个座位座无虚席，现场气氛非常热烈。

中欧校友爱心联盟秘书长罗念慈（AMP06）担任本次活动的主持人，副理事长汪灵江校友（EMBA06）首先发言致辞，为大家介绍了中欧校友爱心联盟的发起和近三年丰富的慈善活动，并号召校友加入俱乐部，奉献爱心，回馈社会。

朱晓明院长在致辞中谈到：在培养中国商界精英的同时，中欧也在孕育着社会责任和爱心的学院精神。成立于2008年的中欧校友爱心联盟为校友们提供了一个实现公益理想的平台。2009年，爱心联盟选择与浙江新华爱心教育基金会合作，为中欧校友引进“中欧珍珠班”慈善项目。2010年，中欧爱心校友捡回220颗“珍珠”，帮助孩子们完成高中三年的学业，改变了他们的人生轨迹。与此同时，中欧校友爱心联盟也组织了许多公益踏访活动，从中体会“慈善是一种生活态度”。致辞结束后，朱晓明院长为中欧校友爱心捐助者代表颁发了爱心证书。

刘若英动情地为大家讲述了自己参加“捡回珍珠计划”的经历和感悟，她表示：“今年三月的甘肃探访让我看到希望，知识改变命运。因为透过我们的捐助，能够有更多孩子获得受教育的机会，他们未来的命运能有不同。这也是让我能充实地往前走的方式，我会持续做下去。”

浙江新华爱心教育基金会的张君达理事长介绍了“珍珠计划”。中欧陆家嘴国际金融研究院副院长刘胜军博士从经济学角度剖析了慈善捐赠活动。早期参与珍珠生计划的中欧校友爱心志愿者严肃（EMBA02）和周元（MBA09）则以亲身经历谈了慈善的心得。有30多位考到上海各所高校的珍珠生也参加了本次活动，张萌作为珍珠生代表走上台和大家分享了自己的感受。现场气氛再次掀起高潮。

身体力行快乐公益，只有亲身参与，才能享受到助人的快乐。希望更多的校友能够投入慈善事业，共同“奉献爱心、承担社会责任”。

Renowned singer and Pearl Retrieval Project volunteer Rene Liu joined CEIBS alumni on May 19 for an event dubbed “Doing Charity for Happiness – Grand Get-Together of CEIBS Charity Volunteers.” The event, held on the Shanghai campus, was jointly hosted by CEIBS Alumni Association, CEIBS Alumni Charity Union, and Xinhua Compassion Education Foundation. CEIBS Executive President Zhu Xiaoming was among the VIPs, and gave a speech during the event which attracted an audience of about 300.

In speaking of the joy she has experienced from doing charity work, Liu used a recent visit to Gansu as an example. “There is a saying that knowledge changes life. Through our donations, we can help more children receive educational opportunities, and change their lives for the better. This is what inspires me to keep working as a volunteer,” she said.

In his address, CEIBS Executive President Zhu Xiaoming spoke about CEIBS’ long track record of social responsibility activities while cultivating China’s business elite. He also awarded “certificates of love” to CEIBS alumni who have made significant donations to charity. The CEIBS Alumni Charity Union, founded in 2008, provides a platform through which CEIBS alumni can realize their dreams of helping the needy. In 2009, the Charity Union began collaborating with Zhejiang Xinhua Compassion Education Foundation, and introduced the CEIBS Pearl Class Charity Project to alumni. The project allows CEIBS grads to provide support for students forced to quit school because of financial challenges, to return to the classroom. In 2010, CEIBS alumni helped 220 “Pearl” students go back to school. They also made a commitment to help the students through their three years of senior high school, thus changing the course of their lives. In fact, among the guests at the grand get-together were more than 30 Pearl students who have enrolled in universities in Shanghai.

In recent years, the CEIBS Alumni Union has also organized a series of field visits, helping alumni to experience first-hand the philosophy that “charity is an attitude towards life.”



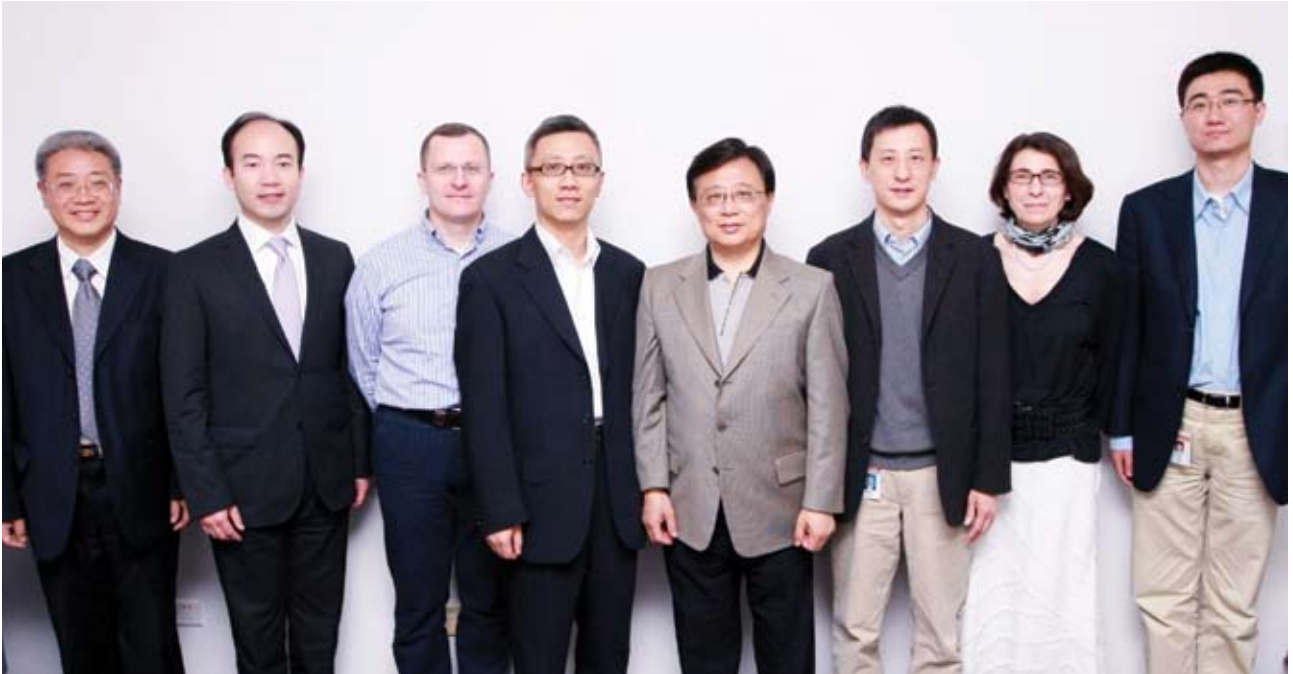
中欧上海校园扩建项目开工: 5月25日, 期盼已久的中欧国际工商学院上海校园扩建项目正式开工。本期项目计划于2012年年底竣工, 并将于2013年3月投入使用。届时, 中欧上海校园的总建筑面积将扩大近一倍以上, 达到约7.5万平方米。简短的开工仪式在扩建项目工地举行。学院管理层、部分中欧教授、员工共同见证了这一历史性的时刻。朱晓明院长、刘吉名誉院长、约翰·奎尔奇(John Quelch)副院长兼教务长、张维炯副院长兼中方教务长共同按下打桩机启动按钮, 一时礼炮齐鸣、彩球飞舞, 打桩机轰隆隆地启动作业, 这一刻标志着中欧上海校区扩建项目正式开工了!

PHASE 3 BEGINS – Construction work officially began on Phase III of the Shanghai campus on May 25. The project is scheduled for completion in late 2012 and will open for use in March 2013. When opened, the expansion will double the size of the Shanghai campus to 7.5 million square metres.

中欧·上海市浦东服务经济研究院启动: 2011年5月17日下午, 中欧·上海市浦东服务经济研究院启动仪式在中欧国际工商学院举行。来自上海市政府、外地政府的重要官员, 知名企业总裁等50多人参加了启动仪式。上海市政协副主席王新奎博士, 上海市政协副主席、浦东新区姜樾区长, 上海市市委副书记王战教授, 上海市政府发展研究中心主任周振华博士以及上海市人大常委会财经委朱匡宇副主任出席会议并致辞。学院执行院长、中欧·上海市浦东服务经济研究院院长朱晓明教授向与会嘉宾介绍了研究院筹备情况与研究计划。学院名誉院长刘吉教授、院长佩德罗·雷诺(Pedro Nueno)教授、副院长兼中方教务长张维炯教授也出席了启动仪式。启动仪式由服务经济研究院秘书长刘胜军博士主持。

LAUNCHED! – The CEIBS Shanghai Pudong Research Centre for Service Economy was officially launched on May 17, with more than 20 political and economic leaders in attendance. CEIBS Executive President Zhu Xiaoming, President Pedro Nueno, and Vice President & Co-Dean Zhang Weijiong attended the ceremony.





霍尼韦尔管理团队到访中欧：4月27日，霍尼韦尔（Honeywell）自动化控制系统集团管理团队一行到访中欧，受到了学院院长朱晓明、董事会秘书杜谦、教务长办公室副主任谢婷雅（Claudia Schaefer）、校友关系事务部助理主任付丹阳等人的热情接待。到访的霍尼韦尔管理团队包括建筑智能系统部北亚区副总裁兼总经理王春文、全球市场战略副总裁卢嘉（Luca Mazzei）、建筑智能系统中国区总经理向斌、建筑智能系统北亚区节能业务总监罗兆雄、能源服务总经理张兴国等。会见中双方表达了结成战略合作伙伴的愿望，并探讨了中欧校园扩建工程的智能系统建设以及有关绿色社会、绿色校园的培训课程开发等方面进行合作的可能性。

HONEYWELL VISIT – CEIBS and Honeywell explored possibilities for future collaboration during an April 27 campus visit by members of the Honeywell Automatic Control Systems Group's management team. The talks were led by CEIBS Executive President Zhu Xiaoming and Secretary of CEIBS Board of Directors Du Qian. Honeywell representatives included VP and General Manager for Honeywell North Asia Department of Infrastructure Smart Systems Wang Chunwen, Strategic VP of Global Markets Luca Mazzei, General Manager of Infrastructure Smart Systems (China) Xiang Bin, Senior Director of Energy Saving Business of the North Asia Department of Infrastructure Smart Systems Luo Zhaoxiong, and General Manager of Energy Service Zhang Xingguo.

美国史带集团董事长兼首席执行官格林伯格先生到访中欧：2011年5月16日，美国史带集团公司董事长兼首席执行官莫利斯•格林伯格先生到访中欧，受到了学院执行院长朱晓明、院长佩德罗•雷诺、副院长兼教务长约翰•奎尔奇以及副院长兼中方教务长张维炯等学院领导的热情欢迎和接待。莫利斯•格林伯格先生对学院的建设和发展表示了极大的认可。双方希望能在未来有进一步的交流与合作。

HIGH PRAISE – Chairman and CEO of C. V. Starr & Co Maurice Greenberg (at centre) expressed kudos for CEIBS' expansion during a May 16 visit to the Shanghai campus. He also hopes there will be future opportunities for cooperation between both sides. During his visit, he met with CEIBS Executive President Zhu Xiaoming, CEIBS President Pedro Nueno, Vice President and Co-Dean John Quelch, and Vice President and Co-Dean Zhang Weijiong.





李开复博士做客中欧“高朋满座”论坛：2011年4月28日晚，中欧北京校园内人头攒动，中欧“高朋满座”论坛再次迎来爆棚盛况，近500余名观众在主会场及分会场分享了此次活动。吸引众多同学前来的原因是拥有传奇经历、不断自我超越的重量级演讲嘉宾——创新工场董事长兼首席执行官李开复博士以及他带来的热门话题——《从我亲历的企业谈人才的价值》。

HONOURED GUEST – Chairman and CEO of Innovation Works Dr Kai-Fu Lee (at right) spoke on “The Value of Talents, from my Experiences in Different Companies” during his appearance at the Honoured Guests Forum at the Beijing campus. More than 500 persons turned out for the April 28 event which featured the IT expert. Here with CEIBS Assistant President Ma Yusheng.

信息速递 FAST FACTS

中国的媒体/通讯产业到底有多大 How Big Is Big? China's media / telecom industry

目前我国已建成世界规模**最大**的通信光缆
网络出口带宽达到**1098G**
网站数量为**191万**
有线数字电视用户**8798万户**
全年累计净增用户**超过1亿**
全国有线电视用户**18730万户**
固话用户为**2.98亿**
手机网民总数为**3.03亿**
互联网网民总数达**4.57亿**
2010年我国移动电话用户突破**8.5亿**
网页数量达到了**600亿**
全国电信业务收入累计**超过8120亿元**
互联网上市公司总市值已**超过万亿元**人民币

China has...

#1 = worldwide ranking in size of communications optical fiber cable networks

1,098 = internet bandwidth capacity (in gigabytes)

1.9 million = domestic internet sites

88 million = digital cable TV users

100 million = new mobile users per year

187 million = cable TV subscribers

298 million = fixed-line phone users

303 million = mobile internet users

457 million = internet users

850 million = mobile phone users

60 billion = web pages produced domestically

812 billion = annual revenue from telecommunications services (RMB)

1 trillion = market cap of internet companies nationwide (RMB)



详细报道见本期“特别报道”《中国媒体：波澜迭起的时代》

顶级品牌高峰论坛精彩集锦

Prestige Brand Forum Outtakes

4月16日，在中欧国际工商学院上海校园召开的第三届顶级品牌高峰论坛上，大约20位引领奢侈品业界与理论界潮流风向的代表人物就“协作与差异：多元时代顶级品牌的再造和重生”这一主题各抒己见。对于创造奢侈品牌的价值而言，是否存在一条放之四海皆准的真理、一种屡试不爽的方法呢？抑或，不同的商业模式会导致不同的品牌出现，以满足多种多样的顾客？这些都是论坛探讨的问题。

Twenty experts – trend setters from the luxury industry and academia – weighed in on the theme “Collaboration and Differentiation: Diversifying Core Competitiveness for Prestige Brands” during the 3rd Annual Prestige Brands Forum held at CEIBS Shanghai Campus on April 16. Is there a universal gospel, a tried and true approach to creating value for prestige brands? Or will different business models lead to varied brand types which can satisfy highly diversified customers? These were among the issues explored.

文 / Charmaine N. Clarke & 周杨

主题演讲人： 宇舶表董事长兼首席执行官 让-克劳德·比弗先生 “制表的激情”

让-克劳德·比弗(Jean Claude Biver)先生早在孩童时代，就深深为蒸汽机而着迷。长大后，他从事制表业，与开办自己的私人玩具厂如出一辙。在他看来，将精细的时间碎片装配到一起是一门艺术，自始至终都充满激情。受到这种激情的驱策，1982年，他买下了世界上最古老的制表商宝珀(Blancpain)的名称使用权。比弗在演讲中将自己如何当上宇舶表CEO的历程娓娓道来，引人入胜。宇舶表，这家制表业界骤升的新星，目前正将目光投向中国及世界其他地区的市场。

■ 逆风而行，找到市场空间

“1982年，大家都认为瑞士(制表商)必得走向这样的未来：必须改革！必须生产石英表！然而，单单一个未来绝对解决不了所有问题。‘未来’本身只是一个概念。未来总是要与过去相连，这才是关键。”

所以，整个瑞士制表业都走上了技术与石英的道路。而我们(当时在宝珀)却反其道而行之。在最初的广告上，我们称：“自1735年至今从未出现过宝珀石英表，以后

也绝对不会。”不出所料，人们寄来成百上千封信，告诫我们不可在广告上发出负面评论，也绝对不能说“绝对”。我们的回答是：“无所谓！”我们做广告不是要循规蹈矩，而是要让人们明白我们的追求。

如果你规模小，又是最后入行的，别人都在你前面，那么你就不会成为重要角色。如果你是其中最小的，你就必须找到其他途径。否则你就永远不会成功。因此，小公司必须逆流而行动，必须找到一个栖身之处，才能为自己的品牌找到空间。这就是我们的战略。

■ 征服中国市场

“1993年(他将宝珀售予欧米茄母公司斯沃琪集团翌年)，我肩负一个重大的任务——重组欧米茄。我的班子作出了一项可能是我们最明智的举动：我们说要去中国。当时没多少人到中国来，来的几个人手头的货品都很差，差到别处都卖不出去。尽管如此，从第一天开始，我们就停止将劣质货品运往中国。从第一天开始，我们就决定，在上海出售的每一只手表，都与在纽约、苏黎世和巴黎出售的相同。我们没有理由不出售同样的质量和款式。”

1993年，当我们进入中国市场，欧米茄表有90%属于使用电池的石英表，我们知道当时中国的电池销售还不完善。因此，我们开办服务中心，出售电池。我们的目标是让中国顾客放心。他必须了解，如果他购买了一块价格不

BY CHARMAINE N. CLARKE & ECHO ZHOU

**KEYNOTE SPEAKER:
Hublot CEO Jean Claude Biver
On "The Passion of Watch Making"**

Fascinated with steam engines as a child, Hublot CEO Jean Claude Biver turned to watch-making as a way to create his own personal toy factory. For him, the crafting of exquisite time pieces is an art, and inextricably linked to passion. In 1982, that passion drove him to buy the right to use the name of the oldest watch maker in the world, Blancpain. In a captivating speech, Biver described his journey to his current position as CEO of Hublot, a watch-making upstart that is turning heads in China and the rest of the world. Read on for his key talking points from the 2011 Prestige Brand Forum:

■ **Renegade finds its niche**

"In 1982, the theory was that the Swiss [watch-makers] would have to go to the future: We have to innovate! We have to move towards quartz! But the future alone is never the whole solution. The future, by itself, is just a concept. The future must always be related to the past. That is the key.

So, the whole Swiss watch industry went the way of technology and quartz. And we [at Blancpain] were phenomenally contrarian. In our first ad we said, 'Since 1735 there has never been a Blancpain watch in quartz.



让-克劳德·比弗 Jean Claude Biver

And there will never be one.' And of course, hundreds of letters came from people telling us that you should never have a negative comment in an ad; and you should never say never." And we said, "We don't care!" We don't make ads because there are rules; we make ads to make people understand what we want.

If you are small, if you are the last to arrive and you follow everybody, then you will not become somebody. If you are the smallest, you must find other ways. If not, you will never succeed. So, small companies need to be contrarian, they need to find a niche, then you can find some room for your own brand. So that was our strategy."

■ **Conquering the China market**

"In 1993 [a year after he sold Blancpain to Swatch Group, Omega's parent company], I had the big task of restructuring Omega. And my team made what was probably our brightest move ever: we said we must go to China. Back then, not many people came to China; and



照片来源: 宇舶表 Photos courtesy of Hublot

菲的手表，我们会一直向他提供服务，他可以一直在我们这里换掉手表上的旧电池。

■ 成功的公式

第二个因素：中国的销售环节——商店、珠宝商——有点儿陈旧。于是，我们对拜访的每一家珠宝商说：如果您经销我们的品牌，我们会出资改造您的整个店面。但在用我们的审美观和设计装修店面时，我们突出了自己的品牌。如此，在一家焕然一新的商店里，我们就能以异常美观的形象先声夺人。因此，所有不经销欧米茄的珠宝商，在那些经销欧米茄的竞争对手面前，其店面相形之下都显得破旧。于是，越来越多的商店要求经销我们的品牌，并要求我们替他们装修店面。

这个问题的另一个重要因素：我是当时的顶级名模辛迪·克劳馥（Cindy Crawford）的好朋友。我说服她每年访华5日，帮忙表现出对这个品牌的关注。当你谈到一个品牌时，中国人想知道的是它有哪些为它代言的人物！后来，欧米茄的代言人还有饰演詹姆斯·邦德（James Bond）的演员等。这三个元素——服务、陈列的品质、品牌的个人化——对于欧米茄在中国的发展至为关键。

■ 征服新世界

2004年，我离开斯沃琪集团，买下了宇舶。起初，没人知道宇舶。当所有的事都已被业界前辈做过，还有什么可做的呢？后来，我发现在瑞士制表业里还存在着一条小夹缝。手表品牌不是在传统上下苦功，就是只与未来发生联系，但没有一个品牌将传统与未来联结在一起。

我想将我心目中的传统与未来相连——催生一种新的传统。这就是宇舶的理念。最终，我们于2004年9月买下了这家公司，当时的年销售额是2600万美元。到2008年，我们的年销售额已经达到了2.6亿美元，是当时成交价的十倍。而今天，更是远远超过了这个数字。16个月前，我们来到中国。我们正在获得巨大的成功，但规模尚小，因为我们拥有的是一个细分市场。不是任何人都想买一块具有3个时区的手表的。人们通常只乐于拥有一个时区。

主题演讲人： 墨尔本商学院市场营销系 副教授马克·里特森 从事奢侈品行业的七条“军规”

马克·里特森（Mark Ritson）教授为了工作走遍世界各地。他为世界上最大的若干品牌担任顾问，他曾为全球最大的奢侈品集团路威名轩担任顾问和内训师8年，工作伙伴是来自路易威登、唐培里依香槟王、芬迪、豪雅表、迪奥和轩尼诗的高管。2009年在英国进行的一次调查中，他被评为英国最受尊敬的市场学家。在本次论坛上，他以教授身份发言，与大家分享了一些既涉及奢侈品传统、同时又“打破所有规章”的新观点。



马克·里特森 Mark Ritson

军规之一：记住你的根。

除非回顾过去，否则无法前行。第一条奢侈品牌的基本规律是：记住你的根。与奢侈品有关的一点是：我们来自过去的世界，记住旧有的方式。就奢侈品而言，我们永远要记住我们的根。

军规之二：采用品牌的DNA。

正如人们从父母那里获得DNA一样，奢侈品牌也从创始人那里获得DNA。当你将目光投向一个强大、成功的奢侈品牌，在它的选择、行为和方式的任何意义上，它都取决于自身的DNA。这不仅体现在广告上，还体现在它所采取的任一举动上，直到下一任总裁或创意总监作出新的选择为止。基本上，DNA是梦想的源泉。提起奢侈品，我们不得不谈到梦想，我们出售的就是梦想，而不是产品。我们为客户奉上梦想，而这梦想就来自DNA。

奢侈品牌在诸多方面都十分恭敬地为顾客服务：服务、产品、客户关系管理。但有一点是神圣不可更改的，如果我们足够明智的话是不会向顾客提起的，我们不会问他们：“您希望我们成为什么样子？”我们的DNA源于历史和创始人。

军规之三：代码是关键

DNA是等式的一边，而代码是另一边。奢侈品牌历史越悠久，代码就越富于独创性，也越丰富。它们不仅仅是我们称之为（消费品牌的）LOGO，而是一种更丰富的象征性的词汇……也让顾客更易于辨识。

代码的另一项更重要的用途是变魔术，毫不夸张地说，就是魔术。因此，奢侈品牌面临的问题和挑战总是相同的：如何既忠实于传统，同时又保持活力？答案是：用自己的代码。我来变个魔术。我拿路易威登的字母组合的代码，引入日本的一位波普艺术家村上隆，然后我说：“开始！变！”大家可以看到魔术变出来了。它陈旧而又新颖，与以往相同而又不同。它古老而又时新，传统而又现代。这就是奢侈品牌既忠实于传统又保持活力的一个途径。

“我们都需要玩具来帮我们
做梦，即使在清醒时也能做，
但长大成人的悲剧就在于：
你不再拥有玩具。”

——让-克劳德·比弗，
宇舶表董事长兼首席执行官

THE TRAGEDY OF BECOMING
AN ADULT WOULD BE TO LOSE YOUR TOYS,
BECAUSE WE ALL NEED TOYS: THEY HELP US
TO DREAM EVEN WHEN WE'RE AWAKE.
– JEAN CLAUDE BIVER, CEO HUBLOT

the few who came, had very bad stock – stock that could not be sold elsewhere. From Day 1, we stopped sending bad stock to China. From Day 1, we decided, every watch must be the same in Shanghai, in New York, in Zurich, or in Paris. There is no reason why we should not deliver the same quality and the same shapes.

In 1993, when we entered the China market, Omega was 90% quartz with batteries, and we knew that the battery distribution was not well-established in China at that time. So we opened service centers where we were selling batteries. Our goal was to reassure our Chinese customer. He needed to know that if he buys an expensive watch our service will always be available to him, and he will always be able to replace the old battery.

■ Winning formula

"The second factor: the Chinese distribution chain – the stores, the jewelers – was a little old. We went to every jeweler and we said: if you carry our brand, we will rebuild your entire store, at our cost. But in refurbishing the store with our aesthetic and design, we gave prominence to our own brand. This gave us a fantastic presence inside a store that had a fantastic look. So all the jewelers that were not Omega distributors, their stores started to look old compared to competitors who were carrying Omega. More and more stores asked to carry our brand and asked for us to restructure their shops.

Another major piece of the puzzle: I was a good friend of Cindy Crawford, who was the top model in those days. I got her to agree to visit China for five days each year and help me put a face to the brand. When you talk about a brand, the Chinese want to know who is

behind it! Later it became James Bond, and so on. Those three elements – service, the quality of the display, and personalizing the brand – were crucial to Omega's development in China.

■ Conquering new turf

"In 2004, I left Swatch Group and bought Hublot. In the beginning, nobody knew Hublot. When everything has already been done in the industry, what's left to be done? Then I found there was a niche in the Swiss watch-making industry. There were either brands that were heavily invested in tradition, or brands that were just connected with the future. But no brand connected tradition with the future.

I want to connect my tradition, which I know, to the future – to give birth to a new tradition. That was the Hublot concept. As a result, we bought the company in September 2004 and were doing US\$26 million in turnover. By 2008 our turnover had grown tenfold to US\$260 million. And now we are far above that. And 16 months ago we came to China. We are having enormous success, but on a small scale because we are a niche market. Not everyone wants to buy a watch with three different time zones. Very often people are happy to just have one."

KEYNOTE SPEAKER: Melbourne Business School Associate Professor of Marketing Mark Ritson On the "Old Rules" of Luxury

Prof Mark Ritson has worked extensively all over the world as a consultant for some of the largest brands in the world. His clients include McKinsey, adidas, PepsiCo, Glaxo SmithKline, Eli Lilly, Johnson & Johnson, De Beers, Ericsson and WD40. For eight years he has also served as advisor and in-house professor for LVMH – the world's largest luxury group – working with senior executives from brands such as Louis Vuitton, Dom Perignon, Fendi, Tag Heuer, Dior and Hennessy. In a 2009 national survey in the UK, he was voted one of the Britain's most admired marketers. Speaking in his capacity as a professor during the 2011 Prestige Brands Forum, he shared learning points on respecting the traditions of luxury while, at the same time, 'breaking all the rules.'

#1: Remember your roots

"You cannot go forward unless you go backwards. The first elemental rule of luxury brands is: remember your roots. The thing about luxury is: we come from the

军规之四：从不复原，永远新生

你绝对不能将一个奢侈品牌重新定位，它就是它自己。别浪费时间试图打乱创始人留给你的遗传密码，而必须要让它焕发新生。对于奢侈品牌而言，最苛刻的批评莫过于说它已经蒙上了灰尘。就像是告诉你这个品牌从未焕发过新生。它落在了守旧的经理手中，止步不前。

军规之五：崇尚创造力

创造力的第一课是：经理们没有创造力……但他们很重要。一名奢侈品牌经理必须选出合适的、有创造力的人，这个人要拿得出创意，经理们必须学会支持这些人。我们怎么支持这些与我们迥然相异的有创意的人呢？你必须学会言简意赅，这种技巧是现在MBA学生和高管所缺乏的。要是某位创意人士既不喜欢幻灯片，也不喜欢柱形图或折线图，你怎么用简短的话对他解释呢？最终，你怎样才能学会闭嘴保持安静呢？

消费品学校教会我们，CEO和CFO都是大人物，但就奢侈品而言，这是大错特错的。真正的奢侈品高管从不发言，他们学会静默。发言的是艺术家，而高管是话语的背景。

让制造者通过产品与顾客对话，这是世界上最纯粹、最有效的交流了。

军规之六：崇尚排他性

如果某样产品变得具有排他性了，你最好明白这代表了什么——它将人们排除在外，阻止人们购买它的产品。这虽然很难，但奢侈品必须这么做。

美国梦建立的基础是人人平等，它很令人赞赏——却并不适用于奢侈品行业。不是谁都能受到邀请的，也不是谁都能成为做生意的对象。我认为正是美国梦对于民主的特别青睐，使得欧洲人依然主宰着奢侈品行业。

军规之七：打破常规

让我来告诉你品牌的法则：一条也没有！没有法则！没有分类！奢侈品没有规律，如果有的话，我们无论如何也要打破它，因为那就是我们要做的事。其他行业都循规蹈矩，而我们要破坏规矩。

主题演讲人： 贝恩公司合伙人布鲁诺·兰纳先生 中国奢侈品市场的主要趋势

布鲁诺·兰纳(Bruno Lannes)先生拥有20余年的战略咨询经验，发表了许多研究中国消费品、奢侈品和零售业的文章。他是贝恩公司大中华区消费品和零售行为的领导者。在本届论坛上，兰纳公布了自己关于中国消费者对于奢侈品业将愈发重要的趋势的预测。

趋势1：境内购买持续增加

境内消费正赶上境外消费。中国人如今更乐于在国内



布鲁诺·兰纳 Bruno Lannes

购买奢侈品牌，而不是去香港、纽约或巴黎消费。

他们在国内购物的理由之一是购买冲动。如今越来越多的奢侈品牌靠用量限额来吸引消费者，限额越小，消费冲动就越大。另一个理由是越来越便捷的售后服务，及更多可供购买的货色。认为中国商店的供货不如香港或海外的商店那般广泛或时新的看法已经过时了。

趋势2：二三线城市成为“新战场”

许多二三线城市的消费意识与消费愿望与我们在北京、上海或广州所见到的是相同的。对于奢侈品牌而言，二三线城市的市场特征与我们在北京和上海所发现的有诸多相似之处。事实上，一些表现最好的奢侈品商店并不是北京和上海的。中国消费者变得越来越错综复杂了。

趋势3：消费者期待“差异化”体验

这类消费者因为在境外大量购物，所以期待无论在纽约、巴黎或上海购物时，店员都能认出自己，随即圆熟地奉上问候、欢迎与服务。这种期待要求奢侈品牌拥有极为周到的客户关系管理。今后几年里，中国市场可能会发生一项重大变化，即战略上的进攻性变化，从致力于“圈地”和开店变为致力于在销售与售后领域都为顾客提供美好的消费体验。

趋势4：社会网络成为关键

在中国，公司的中文网站和在线沟通（社会网络）平台仍是关键的市场渠道，特别是在25-44岁的顾客中间。在线工厂直销店、海外网站和第三方机构的出现都促进了网络销售的发展。

趋势5：品牌建立“本地化”

在当今中国，奢侈品牌为了说明自己的身份而做了些什么？它们的传统与当前的营销类型是什么？我们看到在

old world and we remember the old ways. In luxury, we always remember our roots."

#2: Use brand DNA

"Just as you get your DNA from your parents, our luxury brand gets its DNA from its founders. When you look at a strong, successful luxury brand, it is – in every sense of its decisions and activities and ways – driven by its DNA. Not just the advertising, but in every single approach it takes, all the way up to the selection of the next president or creative director. Fundamentally, DNA is the source of the dream. We cannot speak of luxury and not speak of the dream, the dream is what we sell; we do not sell products. We offer a dream to our clients, and the dream comes from the DNA.

Luxury brands serve their clients with great humility in every area: service, products, CRM. But the one area that is sacrosanct, the one area that we will not speak to clients about, if we know what we are doing, is to ask them, 'what would you like us to be?' We get our DNA from history, from our founders."

#3: Codes are key

"DNA is half the equation, but code is the other. Luxury brands are older, they are more creative, they are richer. They go beyond the logo [of consumer brands] to what we call codes, a much richer symbolic vocabulary... which is easier for the clients to identify as well.

And the other more important use of codes is a magic trick, literally a magic trick. So the question and the challenge of luxury brands is always the same: how to maintain its freshness while still being true to its heritage. And the answer is: I use my codes. I play a magic trick. I take a code like the monogram of [Louis] Vuitton, and I bring in a pop artist from Japan, Takashi Murakami, and I say "play, change." And what you see before you is a magic trick. It is the same, but it is different; it's old, but it's new. It's past, but it's present; it's tradition and it's modernity. This is the way a luxury brand maintains freshness while still being true to heritage."

#4: Never reposition, always revitalize

"You would never reposition a luxury brand: it is what it is. Never deem to mess around with the genetic code that has been passed to you by your founders. [Instead] you must, you have, to revitalize. There can be no [greater] criticism of a luxury brand than [to say] it is dusty. Dusty tells you that the brand has not been revitalized. It is being held by conservative managers and is not moving forward."

#5: Believe in creativity

"The first lesson of creativity is: managers are not creative. ...But managers *are* important. A luxury brand manager must select the right creative person who can deliver, and they must learn to support them. How do we support the creative person when they are so different from us? You must learn to brief; briefing is a lost art among modern MBA students and executives. How do you explain in brief to a creative person who doesn't like power-point or charts of columns or lines? And finally, how do you learn to shut up and be quiet?

The school of consumer goods teaches us that the CEO and CFO are important people; but nothing could be further from the truth in luxury. A true luxury executive never speaks, they learn to be quiet. The artisans speak; the executives remain in the background.

There is no more pure or powerful communication than the man or woman who made the product speaking to the client who is buying the product."

#6: Believe in exclusivity

"If it is going to be exclusive you had better remember what that means: it excludes people. It stops people from buying its products. That is a hard thing to do, but it is essential in luxury.

The American dream is founded on anyone being anyone, and this is an admirable thing – except in luxury. Not everyone is invited, not everyone is part of the adventure. And I think the democratic focus of the American dream is the explanation to why the Europeans still dominate the luxury industry."

#7: Break the rules

"Let me tell you about the principles of branding: there aren't any principles! There are no rules! There are no categories! Luxury has no rules, and if there were any rules, we would break them anyway, because that is what we do. The others follow the rules; in luxury, we break them."

KEYNOTE SPEAKER: Bain & Co Partner Bruno Lannes On "Key Trends in China's Luxury Market"

The publisher of numerous articles on China consumer products, luxury and retail sectors, Bruno Lannes has more than 20 years of strategy consulting experience. He is Bain & Company's head of the Consumer Goods and Retail practice for Greater China. During the 2011 Prestige

中国消费者眼中，以中国为主题的活动、对社会福利与非营利机构的支持加强了品牌与企业形象之间的联系。此外，中国如今成为品牌全球营销计划的前沿与中心，举办的营销活动有巴黎香奈儿-上海风尚秀等。

趋势6：“送礼”愈演愈烈

送礼是中国的一项悠久传统，礼品也包括奢侈品牌。行业中还有很大的一部分，惠顾它们的人并不是为了自己购买，而是为了他人——无论出于私人原因还是公务原因。这也对奢侈品市场有所影响。

**主题演讲人：米歇尔·古泽兹教授，
法国马赛商学院MBA、EMBA主任，
Scriptorium公司顾问
中国如何打造世界顶级品牌**

米歇尔·古泽兹 (Michel Gutsatz) 教授是全球奢侈品行业动向和品牌管理研究大师，现担任品牌战略公司 Scriptorium 的顾问，公司客户涉及投资基金、奢侈品牌、主流品牌、零售商和品牌供应商等多个领域。他目前任教于马赛商学院的三个校区——马赛、上海和马拉喀什，致力于领导和开发半脱产工商管理硕士、全日制高级工商管理硕士和工商管理博士项目。他的博客 Brandwatch (www.michelgutsatz.com) 如今已成为品牌战略领域的风向标。

在此之前，米歇尔曾担任形象战略公司 white Spirit 常务董事、瑞士 Bally 集团的人力资源 and 内部沟通部门主任与执行委员会成员，他在 Bally 集团重建了整个人力资源部门，并重新制定了 Bally 的店内服务战略。同时，他也为公司注入了一个新的理念：服务和零售是奢侈品牌成功的基石。

此外，通过和欧莱雅、酩悦·轩尼诗-路易·威登集团、雅诗·兰黛、卡地亚、万宝龙、爱斯卡达、杰尼亚和芬美意等众多企业合作，米歇尔在法国埃塞克工商学院创办了工商管理硕士项目（国际奢侈品牌管理方向）。如今，此项目已成为奢侈品牌管理人才的培训基地。

■ 顶级品牌的业务模式

我深信奢侈品是有业务模式的，并且可以分为七个维度。

第一是文化背景。比如 PRADA 的商标上写着米兰，爱马仕写巴黎。昆庭去掉了巴黎，为什么？我认为它就是一个法国品牌，这一品牌有着非常丰富的国家内涵。奢侈品根植于一个国家（的文化），在品牌抵达消费者的口袋之前，这种文化内涵是先期到达的。第二个维度是至关重要的——创意。对奢侈品而言至关重要是设计师、艺术总监，顶级品牌一定要把创意工作和设计师放在工作的中心。第三是手工艺和品质的精髓。比如说爱马仕的网站，反应了这个家族的传承是手工艺和质量精髓。第四个维度则需要时间因素和传承。时装类的奢侈品，比如香奈尔始

酒、旅行、技术、家具、装潢、
水疗、豪车.....这一切都让顶级
品牌成为可能——你能在各式
各样的行业类别中创建奢侈品。

——米歇尔·古泽兹教授，
法国马赛商学院MBA、EMBA主任，
Scriptorium公司顾问

"ALCOHOL, TRAVEL, TECHNOLOGY,
FURNITURE, DECORATION, SPAS, LUXURY
CARS... ALL THESE MAKE LUXURY
POSSIBLE. YOU CAN HAVE LUXURY BRANDS
EVERYWHERE, IN EVERY CATEGORY."

— PROF MICHEL GUTSATZ, Euromed Marseille
Ecole de Management; Advisor, Scriptorium Co

于1910年，最年轻的奢侈品也有40岁了。时尚类也需要时间的酝酿，每个顶级品牌都会随着时间的推移使自己取得成功。第五个维度非常关键，就是瞄准精英，比如卡地亚最早是为欧洲王室服务的。最初的创意者是为精英阶层服务的，这非常关键，我们最好知道精英阶层在某个时间点的需求，这样才可以让自己的业务有所突破。第六个维度是高比价，唯一能证明顶级品牌和其他非顶级品牌区别的因素，就是看价格里面有多少手工含量，多的就是奢侈品。第七个维度则是特殊的品牌管理能力。以上6个基本因素如果没有第7个就不存在。品牌的能力是无形的，管理的能力也是无形的。

■ 中国是否具备打造顶级品牌的七要素？

中国要打造自己的顶级品牌是否具备前6个要素？我认为有的。在文化背景上，中国有自己的传承和文化，但我们要就自己的文化传承做深度挖掘，不要照搬照抄别人。第二是关于创意的重要性，在海外有不少从中国出来的设计师，有一些产品在中国生产、国外销售，达到了极高的质量水准。我们需要利用这些设计师资源，建立设计学校、培养设计师。第三是工艺和品质精髓是否具备，这其实根植于中国传统之中，但前提要做到像爱马仕、香奈



米歇尔•古泽兹 Michael Gutsatz

Brands Forum, Lannes shared his predictions for the trends making Chinese consumers vitally important for the luxury industry.

Trend #1: Continued increase in domestic shopping

"Domestic spending is catching up. The Chinese [now] feel more comfortable spending and buying luxury brands inside the country instead of going to Hong Kong or New York or Paris.

One of reasons they are buying in China is because there is an impulse to buy. More and more luxury brands are now using smaller ticket items to attract shoppers, there are more impulse purchases. The other reasons are: increasing access to after-sales service and more items available for purchase. There is a perception that what is available in Chinese stores is not as broad a range and not as new as what is in Hong Kong or overseas stores. But that's not true anymore."

Trend #2: Second- and third-tier cities are the "new battleground"

"The awareness and willingness to spend in many [Chinese] Tier 2 cities and Tier 3 cities is equivalent to what you find in Beijing and Shanghai or Guangzhou. The market in second- and third-tier cities has very similar characteristics for luxury brands, compared to what you find in first-tier cities. In fact, some of the highest performing luxury stores are not in Beijing and Shanghai. And Chinese consumers are becoming more sophisticated."

Trend #3: Consumers expect a 'differentiated' experience

"Because they are buying a lot outside [of China],

Chinese consumers expect to be recognized, greeted, welcomed and serviced in a very sophisticated way – whether they shop in New York or Paris or in Shanghai. That expectation requires brands to have very sophisticated CRM. A big shift that may take place in the China market, over the next few years, is an aggressive shift in strategy from being focused on 'land grab' and store openings to consistently delivering a great consumer experience in both the sales and after-sales areas."

Trend #4: Social networking now critical

"Company websites, in Chinese, and online community (social networking) platforms remain critical marketing channels in China, particularly among consumers aged 25 to 44. Emergence of online factory outlets, overseas websites, and third party agents are driving internet sales growth.

Brand building is "localizing"

What are brands doing now in China to explain who they are? What's the heritage and the tradition and the type of marketing they are doing? We see Chinese-themed campaigns and support for social welfare and non-profit causes enhancing the relevance of brands and [corporate] image in the eyes of Chinese consumers. Also, China is now front and centre in brands' global marketing programmes, with events such as the Chanel Paris-Shanghai fashion show in Shanghai."

Trend #5: "Gifting" is growing

"Gifting is a very old tradition in China, and it is also expressing itself in the luxury brands. A substantial part [of the industry] is patronized by people who are not buying for themselves, but buying for others – whether for personal reasons or business reasons. That also is shaping this luxury market."

KEYNOTE SPEAKER: Prof Michel Gutsatz, Director of the MBA & EMBA Programme, Euromed Marseille Ecole de Management; Advisor, Scriptorium Co on "Strategies for Creating Chinese Luxury & Prestige Brands"

Michel Gutsatz' professional experience ranges from luxury brands to mass-market brands and private labels. He is Advisor of The Scriptorium Company, a Brand Strategy Agency whose clients include investment funds,

尔一样，始终维持高水准，永远不要在质量上打折扣。第四是在时间因素和传承上。中国的老品牌确实存在，甚至要比欧洲的品牌还要悠久。但关键是否是否可以再次推出，是否可以赋予其丰富的内涵。如果要打造顶级品牌，要先找到一个从传统到现代的路径。第六个维度是价格，要让社会接受这个东西就是高价值，而高价格代表高价值，这种精神要被消费者认同。

■ 打造中国顶级品牌的关键

以上6个基础中国都有，关键就在于中国是否具备具体的品牌管理专长和能力，并将中国的传统与现代结合起来。首先是品牌管理能力；其次是设计、创意能力；第三是领导能力；第四是品牌身份管理能力。

这样的能力发展具体来说可以通过以下三个方式完成：首先，可以通过收购欧洲顶级品牌，打造复合、混合团队，在收购之后必须保留其CEO和关键团队。第二是与欧洲顶级品牌合作，打造新的顶级品牌。第三是与品牌建设专家通力配合，深度挖掘现有品牌的潜力。

在坚持中国风格和借鉴西方经验之间，我们什么时候需要忠实于正常的文化自信，而不显得狂妄呢？唯一的办法就是寻找一个新的联盟。所谓新的联盟就是联合中国的企业家精神和西方的品牌管理能力。当然，要想培养联盟，还需要一个生态系统。这样的生态系统应该具备以下要素：主要的设计学校、贸易展、贸易会、国际时装周的参与、真正的博物馆和艺术品市场；然后为下一代设计师、创意人士打造工作室，表演艺术、传统的手工艺的技能恢复和发展。最后加上时间和耐心，就一定会很快变成现实。

主题演讲人：王德培教授， 中国经济体制改革研究会副会长， 上海福卡经济预测研究所所长 顶级品牌的中国启示

王德培教授领衔咨询团队完成为国家发改委、上海市委市政府、各区县以及全国省市、地县市、亚洲开发银行、中国电信、宝钢集团等大型企业以及开发区、园区、证券机构、外企、民企一千多家单位的咨询课题。由王德培主笔出版的专著已近三十册。同时，他还领衔编创了《高层内参》、《福卡分析》、《经济预测》等内部报告，深受国家各级机关、企事业单位领导的关注。

“关于奢侈品产业发展的商业背景和金融背景，有以下几点值得关注。首先，今年第一季度，中国经济依然是起飞状况，这对奢侈品的发展来说显然也是肥田沃土。GDP增长达到9.7%，CPI是5.0。这意味着一方面经济发展很快，另一方面通货膨胀却遏制不住，从而导致过剩的资金从楼市中挤了出来。这对奢侈品而言究竟是福音还是不利？中国经济的高增长带来了整个富裕阶层增长的高速度，由于地区经济发展带来的奢侈品消费人群增长势头旺盛。福卡十多年前就预测中国经济处于起飞期，而现在这个起飞期才走到了1/3，未来还有2/3的阶段中国将处于相当高的、几乎可以用起飞衡量的发展势头。

第二，北非动乱加日本地震，等于第四次石油危机。但我认为危机是无法抗拒的，这场大通涨再也回避不了了。在中国，金融领域可能引发第四次大爆炸，奢侈品在定向爆炸中也是主战场之一。这一过程会引发行业重新洗牌，从而又引发出大量出局的企业。因此，问题的关键是需要一种新的商务模式在这场重大的动荡过程中风起云涌。与此同时，奢侈品企业和奢侈品行业在这个过程中又处于先锋状况。最近我们一系列的研究发现在这场新的商务模式中有两股直接的力量，一股是VC和PE，一股是奢侈品。

第三，人民币汇率对从事奢侈品进口的企业来说关系很大。现在人民币汇率在各方面的压力下，处于升值状况。但我认为，这个时间不会长，大概也就在5年左右。为什么我得出这样的结论？是因为全世界来看，没有第二个国家像中国这样发展的。中国不仅连续30年保持GDP的高增长，未来还将有两个年代，关键是市场规模。依现在情况来看，我们每年因为奢侈品的税收不合理损失几十亿，政策部门也会意识到这个商业背景的急剧变化的。所以人民币升值是个伪命题，这扇大门正在关起。



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Photos courtesy of FRANZ



luxury brands, mass brands, retailers as well as brand suppliers. Plus, he is currently on a mission for Euromed Management to lead and develop their MBA Part Time, Executive MBA & DBA programmes on their 3 campuses (Marseille, Shanghai and Marrakech). Gutsatz also created and developed the MBA programme specializing in International Luxury Brand Management at ESSEC business school, through partnerships with L'Oréal, LVMH, The Estée Lauder Companies, Cartier, Montblanc, Escada, Ermenegildo Zegna, Firmenich.

■ Critical elements

“I am convinced that there is a business model for luxury brands, and I think there are seven critical elements for building a luxury brand:

1. Cultural background: Just look at logos. Brands are rooted in a country. So there is a huge country heritage which, even in the mind of the consumer, exists even before the brand.

2. The essential role of creation: Everything about luxury brands is about creations: creators and designers. You can't escape them. They are central.

3. Craftsmanship: Let me introduce you to what I think is the most extraordinary website a luxury brand has built: Hermès. The first thing that strikes you is that they use drawings – because drawings are handmade. Plus, they are done by a Hermès family member. With a few drawings and images, they tell us, ‘We are rooted in craftsmanship and quality’.

4. Heritage: Among all the major fashion brands, the oldest is Chanel – from 1910 – and the most recent one, Armani, is 40 years old. It really means that it takes time. But each one will find its own success in its own time. It takes 30 years to build a luxury brand.

5. Serving the elite: Cartier served the queens and kings of Europe. So, at all times, you can see the creator is serving the elite. This is really critical. It means that if you want to make a breakthrough, at some point, you've got to understand the wants and needs of the elite.

6. High relative price: This is the most critical point. There is one theory that explains the difference between luxury brands and all other brands: you measure the price by the number of hours of work necessary to buy the product. Except for luxury products, all the products worldwide show that, over time, that number of hours decreases.

7. Brand management competencies: the six other basic qualities mentioned above cannot exist without this final element. This is totally intangible. It is intangible in

terms of the brand; but it is also intangible in terms of the experience of the people who build and grow the brand.

China has all of these six essential elements. So what do we need then? We need people who are capable of bridging the gap between tradition and modernity. This means brand management skills, design creation skills, leadership skills, and brand identity management.

How can these skills be learned? One way is by buying a luxury brand and creating mixed teams – we may need to keep the CEO and the leadership team. Second, we can create a new luxury brand through a joint venture with European brands. A third way is to work with brand experts on redeveloping existing brands.

These are the questions brand managers in China should ask themselves. When should we devote ourselves to imitating the Western experience? When should one stick with the Chinese style? When should we go for a pragmatic compromise? When should we deal with cultural self-confidence? My answer is: the only way to achieve this is to find a new alliance between the Chinese entrepreneurial spirit and Western brand management competencies. Of course, to develop that, you need an eco-system. If you want this to happen quickly, you need major design schools, trade shows, international fashion weeks, an international fashion city, museums and real art markets. This requires workshops for upcoming designers and creators. It means promoting living arts, performing arts, and traditional crafts. If we take the time to do this, success will come very quickly.”

**Keynote speaker: Prof. Wang Depei,
Vice Chairman of China Research Society,
Head of Shanghai FC Economy Forecast
Institute on “What Can Luxury
Do for China?”**

Prof Wang Depei and his consulting team have completed over 1,000 projects for the Asian Development Bank, the Chinese government, some of China's largest companies as well as foreign and privately-run enterprises. Prof Wang is the author of nearly 30 books and frequently generates reports for use by the Chinese government, earning him a solid reputation within political and business circles.

■ Development of the luxury industry

“The following points concerning the development of



王德培 Wang Depei

说到商业背景变化带来的影响，其中一个便是奢侈品的布局。奢侈品的布局和城市功能再造有关。现在全国城市功能再造主要表现在大型交通枢纽上，如上海的大虹桥地区。杭州现在有在建和规划的100个城市综合体，无锡44

个，成都66个。一方面，在宏观背景下无论是人民币的币值也好，通货膨胀的定向爆炸也好，都给奢侈品提供了前所未有的重大商机。另外一方面由于中国城市化的发展，城市功能的再造，奢侈品将有一个重新布局。而这一布局过程中，除中央政府外，当地政府都是招商引资的经营性政府。值得注意的是，奢侈品的内涵在深化，外延在拓展。现在奢侈品的活动，已经在往精神层面发展。在业态的发展过程中，我们将有更多的空间来体会、感悟奢侈品的浪潮，特别是一线城市。

最后，对从事企业经营的人来说面临两个变革，第一个变革是怎么由传统的科学管理切换到不确定性管理？来自西方所有的科学管理到90年代初就戛然而止了。但现在面临不确定性，那么谁在经营企业？是老板、企业家？还是执行董事？西方是不同的阶段，但在我们这里是混在一起的。在奢侈品发展的商机和地区空间、城市功能的再造布点过程中有战略机遇，也有可能存在的陷阱，尤其是对奢侈品企业，在这个重大的变化过程中，谁在经营企业这样的命题仍然值得探索。” **TheLINK**

the luxury industry are worth attention. First, China's economy still enjoyed burgeoning growth in the first quarter of 2011, which obviously prepares fertile soil for the development of luxury products. GDP growth of 9.7%, together with a 5.0 CPI index, means the economy is developing fast. Meanwhile, inflation has become unbridled, leading to the crowding-out of excessive capital from the housing industry. Is this good or bad for the luxury sector?

China's fast growth brought the quick expansion of the wealthy class. Today, the pool of luxury-product consumers is also expanding as a result of regional development. Over a decade ago, the Shanghai FC Economy Forecast Institute predicted that China's economy was ready to take-off. Now we've completed only the first one-third of that stage; China will still experience another two-thirds of the current period of surging development.

Second, the current atmosphere of upheaval in hotspots around the world – including unrest in northern Africa, and the devastation of the Japanese earthquake—has created an environment of political crisis. This political crisis can trigger economic crisis. In this atmosphere of chaos, there will be a reshuffling of the business world and a new business model will emerge. The luxury sector will be one of the industries to form such a new business model. Luxury producers are the vanguards in this process. In our recent research, we identified two driving forces in creating this new business model: one is Venture Capital and Private Equity; the other is the luxury sector.

■ The impact of the RMB, new management theory

In addition, the RMB exchange rate will have a huge influence on importers of luxury products. Currently the RMB is appreciating under pressure from different parties. I predict that significant appreciation will take place within the next 5 years. Why do I think that? Because in the global context, there is no other country that is developing like China. No other country not only has maintained rapid GDP growth over the past 30 years, but will enjoy another two decades of good development, eventually creating an immense Chinese market. Currently, the loss of tax on luxury products due to regulatory discrepancies amounts to billions every year, but I believe the Chinese government will finally realize the drastic changes taking place in the commercial landscape.

For those engaged in business, there will be two changes: first, traditional management practices must be shifted to managing risk. The development of new Western management theories ended in the early 1990s. But now, faced with uncertainty, who is running the business? The boss, the entrepreneur, or the executive director? The West has seen different phases of management theory; but in China, these concepts are tangled together. There are strategic opportunities in the development of luxury products ...while there may be traps as well. In this atmosphere of upheaval and change, it is worthwhile to explore: who's running the enterprise?" **TheLINK**

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我最大的收获就是中欧把一个诗人改造成了一个现代的企业家。中欧的EMBA教育给了我另外一种价值观念，它完全改变了我。作为一个中欧人是很幸福的！ //

黄怒波

第一个登顶世界七大洲最高峰并到达两极极点的中欧人
中欧国际工商学院EMBA1996级校友、中坤集团董事长



www.ceibs.edu

2011年4月，黄怒波成功抵达北极点，也是“7+2”行动的最后一站，成为中国首位完成这项世界之巅壮举的诗人企业家，也是人类有史以来第一次正式在北极举行诗歌朗诵会的诗人。

2010年5月，黄怒波成功登顶世界最高峰珠穆朗玛峰（海拔8844.43米），成为由尼泊尔境内南坡登顶珠峰的第一位中国企业家。黄怒波在顶峰上摘下氧气面罩朗诵了一首自己的诗，他是世界历史上第一个在珠峰顶上朗诵自己作品的诗人。

黄怒波于2005年2月成功登顶非洲最高峰—乞力马扎罗（海拔5895米）至今，已分别登顶世界冰山之父—慕士塔格峰（海拔7546米）、世界第六高峰—卓奥友峰（海拔8201米）、北美洲最高峰—麦金利峰（海拔6194米）、欧洲最高峰—厄尔布鲁士峰（海拔5642米）、南极洲最高峰—文森峰（海拔4892米）、南美洲最高峰—阿空加瓜峰（海拔6964米），并胜利抵达南极点、大洋洲最高峰查亚峰（海拔5030米）。

言出必行

WALKING THE TALK

去年，世界各大商学院的院长给中欧国际工商学院起了一个特别的绰号——“耐克学院”。这是因为，去年的一次商学院教务长会议上，中欧因在可持续发展和社会责任领导力方面倡导一系列首创项目而广受赞誉。“所以，我把中欧称作‘耐克学院’”，佩珀代因大学商学院院长琳达·利文斯顿（Linda Livingston）说，“中欧的特色就是付诸行动！”（耐克的广告语恰好是“Just do it.”）

学院副教务长、MBA课程学术主任白诗莉（Lydia Price）教授对这一绰号十分自豪，她说：“目前，可持续发展和社会责任领导力仍属新兴话题，没有明确的模式来指引研究和教学，所以许多商学院不愿过多介入。可是在中欧，我们不再坐等结果，而是现在就采取行动，在行动的过程中学习。”她列举了中欧开展的一系列旗舰项目，包括MBA课程中独特的“社会责任领导力”必修项目、一年一度的企业社会责任全球论坛、“绿色校园”行动和最新的“碳中和”项目。白诗莉教授还表示，她今年想“升级”一下“耐克学院”的绰号：“我们要再进一步，因为在许多方面我们不只是在行动，而是已经将这一理念融入中欧本身。我们的学生急切盼望着在实践中展示他们的社会责任领导力。可以说，这已经融入了我们的基因之中。”

这一期《TheLINK》杂志特刊阐释了中欧引领全球各大商学院风气之先，在推动社会责任领导力方面做出表率，具体文章如下：

培养负责任的领导者——中欧独有的社会责任领导力项目（RLP）说明了其MBA课程将可持续发展放在首要地位

“脱碳者”——一批学生力争把中欧建成亚洲首家“碳中和”商学院、全球首批“碳中和”商学院之一

企业社会责任全球论坛精粹——本年度最受瞩目的企业社会责任全球论坛吸引了电影明星、绿色英雄、技术先锋、畅销书作家以及创新市场





Last year, CEIBS gained a strange nickname among the deans of other business schools worldwide: “the Nike school”. Here’s why: At a dean’s conference in 2010, CEIBS was praised publicly for taking initiative on a number of innovative projects focused on sustainability and responsible leadership. “I call CEIBS the ‘Nike school,’ said Dean of Pepperdine University Linda Livingston. “At CEIBS, they just do it!”

MBA Programme Director Lydia Price likes the nickname. “Many schools are reluctant to act on sustainability and responsible leadership at this time because the issue is new and there are no clear models to guide research and teaching. But at CEIBS we don’t wait. We want to begin the work now, and learn as we go,” says Price. She cites a growing list of flagship projects launched at CEIBS including the MBA Programme’s unique (and required) Responsible Leadership Project, the annual Being Globally Responsible Conference, the Green Campus Initiative, and the new Carbon Neutral Initiative. This year, Prof Price says she would upgrade CEIBS’ nickname a bit: “I would go one step further. In many ways, we are not just doing it, we are *being* it. Our students have a real, deep passion to demonstrate responsible leadership. As the saying goes, it is now part of our DNA.”

This Special Edition of *TheLINK* looks at how CEIBS is leading the business school world in Responsible Leadership initiatives, such as:

- **Grooming Tomorrow’s Leaders** – CEIBS unique “RLP” proves how serious the MBA Programme takes sustainability
- **The “Decarbonators”** – Meet the students behind CEIBS’ bid to be the first b-school in Asia, and among the first worldwide, to become ‘carbon neutral’
- **Best of BGRC 2011** – This year’s flagship CSR conference delivered Movie Stars, Eco Heroes, Technology Pioneers, Best-selling Authors and a new Innovation Marketplace

文 / CHARMAINE N. CLARKE & 安若丽

BY CHARMAINE N. CLARKE & LAURIE UNDERWOOD

培养负责任的领导者

Grooming Responsible Leaders

BY CHARMAINE N. CLARKE

近年来，中欧国际工商学院以其对于可持续发展及社会责任领导力问题的高度关注赢得了广泛的国际声誉。



在过去两年间，中欧国际工商学院 MBA 学生参与了 60 多个与中国可持续发展问题相关的项目。这些项目是社会责任领导力项目 (RLP) 的一部分，而这一项目已经成为我院课程中不可或缺的重要组成部分。通过这一项目，350 余名学生与政府部门、知名企业、社会企业以及非政府组织一起探究了经济、环境、社会以及商业可持续性问题。这些项目涵盖了从“绿色”营销、公益、颐老到食品安全等等问题。事实上，中欧很可能是全球首家要求全体 MBA 学生参加 RLP 并将其作为必修课程的一流商学院。由于这些学生对于 RLP 倾注的努力及其颇有成效的创举，比如

中欧企业社会责任全球论坛 (BGRC) 和绿色校园行动等，中欧以其对于可持续发展以及社会责任领导力问题的高度关注赢得了广泛的国际声誉。

学院副教务长兼 MBA 学术主任白诗丽 (Lydia Price) 教授称，其中的奥秘在于为学生提供项目所需的条件，并且给予其充分的自由创造空间来完成明确的目标。“我们提供了一种孵化环境，”她说道。学院兼职教授理查德·布鲁贝克 (Richard Brubaker) 调动其广泛的人际网络 (见文本框)，帮助团队成员接洽那些有研究课题并拥有资源、能够推动有价值课题的企业与非政府组织。对于 RLP 较为宽泛的评判标准是：每个项目必

可持续发展：事业的风帆？

熊晨光能够获得青云创投的工作机会很大一部分原因是在担任 2010 中欧企业社会责任全球论坛 (BGRC) 主席期间积累了丰富的人际关系。自 2006 年以来，中欧每年都举办 BGRC，这是全亚洲由学生主办的最大规模的企业社会责任论坛。在熊晨光的主持下，去年的论坛以“激发、创新、实践”为主旨探讨了环境保护和可持续发展的问题。300 名学生、教授、校友、企业赞助人以及媒体人士参加了为期两天的会议，28 名来自政府部门、非政府组织和企业的领导在会上发表了演说。熊晨光邀请青云创投总裁兼首席执行官叶东担任 2010 中欧 BGRC 主讲人。熊晨光的领导能力以及对于企业社会责任的热忱在会上展露无遗，使她在毕业后成为青云创投的合适人选。现在她已经成为青云创投的投资专员，专门负责青云投资的社会环境责任事务。青云创投已经成立十周年，它是中国首家专注于环境投资的创业投资公司。

与熊晨光一起参与中欧 BGRC 的学生沈会林由此结识了麦肯锡 (上海) 咨询有限公司总经理王炬 (Michael Wong)，并获得了为期两个月的实习机会 (王炬是大会嘉宾之一)。凭借两年半的咨询从业经历和在中欧培养的能

力，沈会林得到了这一实习机会。他作为实习生参与了中国铝业的基底材料细分计划，这个项目促使他作出了一个重要的职业决定：沈会林最终决定转向工业，于是他毕业以后加入了杜邦。如今他已经成为杜邦中国区市场策划经理，他认为中欧 BGRC 这段经历帮助他形成了自己的职业规划。“中欧 BGRC 为我提供了在现实生活中尝试不同选择的机会，”沈会林说，“我对现在和将来的中欧 MBA 学生的建议是：多去尝试这些机会——RLP、BGRC、综合战略项目——看看你是否适合自己选择的职业道路。”

Ritwik Ghosh 也在 RLP 中获得了宝贵的经验。他的项目研究了物流领域的市场准入与兼并，获得智傲物流管理人员的高度赞誉。“我们有很多机会与客户企业以及行业中的其他企业进行互动，”Ghosh 说，同时他还称赞了团队成员张洪、Kenny Yip、董亮、许婧以及 Teeravit Thammaphornpilas。“选择合适的项目是关键，”Ghosh 补充道，作为给未来 RLP 团队成员的建议。“假如项目很有趣并且与团队成员的职业焦点一致，那么它能够提供许多现实的经验：你是在为某个具体公司解决某个具体问题。”Ghosh 目前担任新加坡环球太阳能资本有限公司的投资经理。

Over the years, CEIBS has earned a solid reputation in China, and internationally, as a school that takes sustainability issues – and responsible leadership – very seriously.

Over the last two years, CEIBS MBA students have worked on more than 60 projects related to sustainability in China as part of the Responsible Leadership Project (RLP) that has now become a vital part of the school's curriculum. Through this programme, more than 350 students have worked with top corporations, government agencies, social enterprises and NGOs on projects that explore economic, environmental, societal, and business sustainability. RLPs run the gamut from 'green' marketing to volunteerism, elderly care, and food safety issues... and a lot more. In fact, CEIBS is

believed to be the first top-tier business school in the world to require all MBA students to undertake an intensive project on responsible leadership as part of the required curriculum. Thanks to the students' hard work on RLPs, and other successful initiatives such as BGRC and Green Campus, CEIBS has earned a solid reputation in China, and internationally, as a school that takes sustainability issues – and responsible leadership – very seriously.

The secret recipe, explains CEIBS Associate Dean and MBA Programme Academic Director Professor Lydia Price, is to provide students with the tools they need for their projects,

Sustainability: a career boost?

Aminta Xiong landed her current job at Tsing Capital partly due to the connections she made as President of Being Globally Responsible Conference (BGRC) 2010. BGRC, staged annually by CEIBS MBA students since 2006, is the first and largest student-hosted CSR conference in Asia. With Xiong at the helm, last year's conference explored improving environmental protection and sustainability through a theme of "Inspire, Innovate, Implement." An audience of 300 students, professors, alumni, corporate supporters and members of the media turned out for two days of presentations by 28 leaders from the government, NGOs, and corporations.

Xiong met Tsing Capital's Founder and Managing Partner, Don Ye, through inviting him to be a keynote speaker at BGRC 2010. Xiong's leadership skills and passion about CSR – which Ye witnessed during the conference – made her a good fit for Tsing Capital after graduation. She is now an Investment Associate with additional responsibility for Tsing Capital's Social and Environmental Responsibility Practice. Celebrating its 10th anniversary this year, Tsing Capital was the first venture capital firm to focus on environmental investment in China.

Michael Shen, who worked with Xiong on BGRC, landed a two-month internship at McKinsey & Company after meeting the global management consulting firm's GM for Shanghai Michael Wang during the competition. Wang was one of the VIPs at the event. Shen's assignment to escort Wang around

campus ended with the McKinsey executive inviting him to interview for a job. With two-and-a-half years of consulting experience under his belt, and the skills he had picked up at CEIBS, Shen landed the internship. As an intern at McKinsey, he worked on developing a strategy for segmentation of base materials for Aluminum Corp of China (Chalco), a project that helped him make an important career decision. He decided that he preferred to focus on industry, so he joined DuPont after graduation. Today, he is DuPont's Marketing Planning Manager for China and he credits his involvement with BGRC with helping him shape his career. "BGRC gave me a chance to explore my options in the real world," says Shen. "My advice for current and future CEIBS MBA students is: leverage these opportunities – RLP, BGRC, the ISP – to see if you fit the career path you have chosen."

Ritwik Ghosh also gained valuable experience when his RLP won high praise from executives at Agility Logistics for developing a market entry and consolidation study for the logistics sector. "There was ample opportunity to interact with not only the client company but also with players from other companies in the industry," says Ghosh, who also praised team members Veronica Zhang, Kenny Yip, Donald Dong, Ann Xu, and Teeravit Thammaphornpilas. "Choosing the right project is the key," Ghosh adds as advice for future RLP team members. "If the project is interesting and aligned with the team members' career focus, it provides an opportunity for real life experience: you're working on a real problem for a real company." Ghosh is now an Investment Executive at GSF Capital.

三问可持续发展专家理查德·布鲁贝克

每当提及中欧国际工商学院的可持续发展研究，有一个名字总是不得不提——兼职教授理查德·布鲁贝克(Richard Brubaker)。七年来，他致力于中国非政府组织/社会企业领域研究，创立了著名的非政府组织和社会企业，与不计其数的组织合作，帮助他们提高可持续发展技能，并且在中欧国际工商学院的可持续发展事业中扮演着重要角色。得益于布鲁贝克广泛的人际关系网络，参与 RLP 的学生们总能获得需要的资源进行项目研究，从而如期完成。

The LINK: 看着 RLP 逐步成型您的感受如何?

布鲁贝克: 简直难以置信! 我知道在此过程中许多团队时不时会遇到不确定的问题，比如如何开展项目、制订计划、寻找合作者、执行等。但是中欧学生提出的一些想法令一向高标准严要求的我也大为吃惊——我们的校外合作者也这么认为。

The LINK: 您对将来会参与 RLP 的学生有何建议?

布鲁贝克: 选择一个与你密切相关的方向。你必须对你选择的主题充满热情，或者有长期的兴趣（或许与你未来的职业有关）。努力理解深层的问题，然后重点发展与核心

问题相关的想法或合作关系。

The LINK: 在接下来的五年中您希望 RLP 向哪个方向发展?

布鲁贝克: 在过去的两年中，我们有 4 到 5 个团队的项目参加比赛并获得很好的成绩，还有 5 到 8 个项目提出的想法我个人认为具有企业投资价值；其中一部分确实获得了资助。所以，今后几年我的目标是更密切地与这些团队合作，然后帮助他们获得赞助。不过，我们不能忘了课程比项目更重要。我希望在今后的五年中，随着商业环境的变化（以及由此衍生的环境/社会变化），现在的学生能够逐步把他们在 RLP（以及中欧其它课程）中学习到的技能运用到日常工作实践中去。这将有助于建立更多适应性强的企业，为市场提供新的解决方案，并且在各自的领域提高企业社会责任的标准。

重要的是，我们虽然把主要的注意力放在企业在可持续发展中扮演的角色，以及这些组织如何反馈，但是同时我们也鼓励学生注重机遇。上海有 300 万老年人需要帮助，有 800 至 1000 万流动人口等待投身经济建设，中国的快速城市化又带来能源短缺问题，我预计我们的学生能够发现许多新的商业模式。

须具备一个明确的目标，能够促进中国的可持续发展。学生团队根据他们自己感兴趣的领域选择研究方向以及适合的政府部门、企业或者非政府组织作为合作伙伴。“当学生们对某个项目有预设的见解时，我们鼓励他们把视野放宽，‘做做看！’我们创造了一种开拓进取的氛围，不坚持既有的理论或者人为预设可能的结果。因为在现实中，可持续发展领域存在太多未知的可能性。我们希望学生能够采取行动，而非等待别人为他们提供‘正确答案’。”白诗丽教授解释道。

骄人成果

自 RLP 启动至今已经两年，这两年来项目进展顺利，学生团队取得了骄人的成果。2010 年 12 月，其中的救济食品发放中心项目（计划通过物流网络，将食品发放到全中国需要的家庭），获得了招商局集团有限公司扶贫创新奖提供的创业资金 1 万元。其中一个项目促成了若干世博场馆建筑

材料在包玉刚寄宿制中学建造过程中的再利用（见文本框）。而另一个项目则着眼于中欧国际工商学院本身，促使学院测量上海校园的碳排放量，致力于使中欧成为国际上最先达到“碳中和”状态的商学院之一。（参见“封面关注”相关报道）

RLP 的初衷是为学生提供一种途径，使他们能综合运用在 18 个月的学习中培养的技能。此外，可持续发展问题在中国乃至全球都是至关重要的问题，因此该项目同时也是一种实践活动，能够让学生为毕业后必将遇到的问题做好准备。正如白诗丽教授所言，“我们所做的许多努力都是关于环境可持续发展问题的，但是我们并不局限于此。我们也关注中国面临的其他重要问题，比如贫穷对环境造成的巨大影响。”她又补充道，“假如你在中国发展事业，你几乎无可避免地需要面对可持续发展问题，因为相关规定不断变化。所以对我们的学生来说，越早接触这些问题越好。同样的，及早探究这些重大难题的解决之道对他

们有百利而无一弊。”

对于 MBA 学生来说，社会责任领导力项目或许是一大挑战，因为它与其他课程不同，无法立即知晓结果，结论也往往模棱两可。白诗丽教授则将这一项目视为学生们为离开校园后的人生做准备的良机。“要在这些问题上取得进展非常非常困难。所以对于作为未来领导者的他们来说，这是理解他们将要面临的挑战的大好机会。他们懂得了必须勇往直前——不管有多困难，”她说道。

方法论

RLP 的基本运作方式是，学生们在第一学期从中欧 MBA 多门社会责任领导力课程中选择一项：商业、社会和环境。在这门课程中，学生们需要掌握完成 RLP 必须的工具——比如系统思考、足迹实验以及产品生命周期。然后他们需要组成团队，决定所要探究的具体问题。剩下的时间用以收集资料，确定关系人，分析现有解决方案以便就该问题

3 questions for Prof. Richard Brubaker, Sustainability Guru

There is one name that always comes up in discussions about CEIBS' sustainability focus: Adjunct Professor Richard Brubaker. During the last seven years in China's NGO/social entrepreneur field, he has founded a well respected NGO and a social enterprise, worked with numerous organizations to help them develop sustainability skills, and played a huge roll in CEIBS' sustainability efforts. Thanks to Brubaker's extensive network, RLP students are never short of the tools needed to get their projects underway, and successfully completed.

The LINK: How satisfying is it to watch these RLPs take shape?

RB: It is fantastic! I know that during the semester there is, at times, uncertainty within the teams about how to approach their programme, develop a plan, find a partner, and then execute. But, as someone with very high standards, I am sufficiently impressed with some of the ideas that CEIBS students bring to the table – and our external partners agree.

The LINK: What advice do you have for students who will do RLPs in the future?

RB: Focus on something that is close to you. Something that you are passionate about, or think you have a long term interest in (maybe in terms of your future career). Work to understand the issues that are below the surface, and then develop an idea or partnership that addresses those core issues.

The LINK: What direction do you want to see the RLP take in the next 5 years?

RB: In the last 2 years, we have had 4-5 teams leverage their RLP work to place highly in competitions, and we have had 5-8 teams develop what I personally believe were fundable ideas; and some *have* secured funding. So, my goal in the next few years is to work more closely with the teams and then work to bring funding to these programmes. However, it is important to focus on the fact that this class is more than the projects. I hope that over the next 5 years, as the business environment changes (in response to the environmental/societal issues we face) that current students will begin to put into practice some of what they have learned in RLP (and through the wider CEIBS curriculum) as part of their everyday work. This will help to build more resilient businesses, to bring new solutions to market, and to raise the bar of responsibility within their respective fields.

It is important to note that while we are largely focused on the role of the corporate within sustainability, and how these organizations will react, we are also urging students to see the opportunities available to them, as well. With 3 million elderly in Shanghai who are going to need support, with 8-10 million migrants in Shanghai looking to participate in the economy, and energy shortages occurring as part of China's rapid urbanization, I anticipate that there are more than a few business models that our students will uncover!

and then give them free rein to be innovative enough to meet their clearly defined goals. "We provide an incubator environment," she says. For RLP, CEIBS Adjunct Professor Richard Brubaker [see box above] taps into his broad network to put team members in touch with companies and NGOs that either have an issue they want explored, and/or have resources available to move a worthwhile project forward. The broad criteria for projects: each must have a clearly defined goal which promotes sustainability in China. Depending on their areas of interest, student teams select an area of focus and choose an appropriate corporate,

government or NGO partner with whom to collaborate. "Once students have a solid idea for a project, we turn them loose and say 'do it!' We create an entrepreneurial environment without insisting that there are solid theories or guidelines for likely outcomes. Because in reality, the entire field of sustainability holds a lot of unknowns. We want the students to take action without waiting for the 'right answers' to be provided to them," Price explains.

Impressive results

In the two years since the launch of RLP, this approach has worked

well, with student teams racking up impressive results. In December 2010, a Food Bank project, which formulated a solid plan for a logistics network to deliver food to needy families across China, won RMB10,000 in seed money during the China Merchants Group Innovation Awards for Poverty Alleviation. Another RLP saw materials from several Expo pavilions being recycled into the construction of the YK Pao School's new secondary school boarding campus [see boxes]. Yet another RLP focused on CEIBS itself, leading the school to measure the carbon footprint of the Shanghai campus in a bid to make CEIBS among

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改变

中欧国际工商学院 RLP 启动后的两年间赢得了多个国际奖项，广受企业赞誉，并且为部分学生提供了工作机会。最令人自豪的是，一些项目对于相关领域或问题作出了实实在在的贡献。下面是几个突出的例子。

团队 / 项目名称：救济食品发放中心



中欧团队成员：何泗丹、徐蓓、Henry Ko、Johnny Hung、Henrik Schoepfer (MBA 2009)

项目合作伙伴：智傲物流、熙可集团、精品酒店

其他非政府组织合作伙伴：上海慈善基金会

项目概述：这一项目的目标是将原本可能会被浪费的食物分配到全中国需要的家庭和个人，比如社区中心成员、农民工子弟学校学生、孤儿院和退休家庭等。该团队针对贫穷和饥饿问题作了研究，分析了现有的解决方案，然后提出建立救济食品发放中心的设想。根据该团队的方案，救济食品发放中心每天从商业伙伴处收集美味营养的食物——比如城市旅馆、地铁公司、Tripod 集团公司以及熙可食品——然后通过物流通道输送到需要的人手中。团队成员预计该计划投入实施需要 3 万元启动资金，此外每个月还需要 3000 元运营成本。

项目成果：救济食品发放中心于 2010 年获得了招商局集团的扶贫创新奖以及 1 万元启动资金，得到了全国范围内的认可。RLP 结束后，学生们成立了一个核心团队，负责落实和管理救济食品发放中心：徐蓓、Michael Wang 和何泗丹。其他中欧社区的成员和食品捐赠方将陆续加入并支持该项目。

下一步：2011 年 3 月以前用“创新奖”的奖金和其他善款成立第一个救济食品发放中心。最终救济食品发放中心计划将被移交给可靠的非政府组织，它的长远目标是在中国其他城市复制上海的成功模式。

团队名称：尤里卡

项目名称：在线学习平台

中欧团队成员：Cindy Zhu、Leo Kang、Winson Yang、廖愚以及 Julian Wang (MBA 2010)

项目合作伙伴：格诺威特公司 (Greennovate)

项目概述：该团队应格诺威特公司要求开发了一个“在线平台”，包括商品/服务设计、推广策略、金融模型等内容。

格诺威特是一家致力于为中国企业与社区提供可持续发展方案的公司。

项目成果：成功地为在线平台制订商业推广计划，并将该计划介绍给格诺威特公司潜在的投资伙伴。

下一步：该在线平台预计经过测试后将于 2011 年投入运营。

团队 / 项目名称：后世博建筑材料与绿色空间

中欧团队成员：John Willard Timms、宣艳、丁华胜 (MBA 2009)

其他非政府组织合作伙伴：中美清洁能源合作组织 (聚思)

项目概述：该团队制订了一个商业计划，致力于对 2010 年上海世博会的建筑材料再利用进行分类和管理，减少浪费、降低碳排放。团队成员和各个场馆合作，建立可用材料数据库，与建筑师和室内设计师接洽，评估他们对于建筑材料的需求，然后为两者牵线搭桥。

项目成果：七个世博会场馆最终与该项目签署了谅解备忘录，约定在世博会结束后将建筑材料捐出。同时该团队还与包玉刚实验学校和聚思达成合作伙伴关系，以便正式将建筑材料移交包玉刚实验学校。

下一步：这些材料被运用于包玉刚绿色校园展示——世博建筑材料再利用项目中，这些材料将被用于建造该校的新寄宿制中学。该项目同时也将推进可持续发展教育。

团队名称：JWDC

项目名称：可持续包装进入时尚零售业

中欧团队成员：Roslyn Chua、Jessica Chow、Cole Wu、Eric Wu、David Dai、Pichaya Jongkamanont (MBA 2010)

项目合作伙伴：LL Bean

项目概述：该团队发现，时尚零售业中的包装浪费问题是现今可持续发展面临的一大挑战，因为中国的时尚业无论是供应还是需求均在全球时尚市场中扮演着举足轻重的角色。这一项目的目标是与一家时尚零售公司合作，为该公司提供一种包装设计，保证运用最少的材料，将碳排放量减至最低同时还具有最高的循环利用潜力。

项目成果：该团队与 L.L.Bean 公司合作，在该公司上海专卖店中使用可重复利用的帆布袋。



Making a Difference

Just two years after the launch, CEIBS' Responsible Leadership Projects have won international awards, gained corporate praise, and led to job offers for some lucky students. Best of all, some RLPs have triggered tangible improvements to the initiatives or issues they address. Read on for sample standout projects.

Team/Project Name: Food Bank CEIBS Team

Members: Sidan He, Stephanie Xu, Henry Ko, Johnny Hung, Henrik Schoepfer (all MBA 2009)

Project Partners: Agily, CHIC, Boutique Hotel

Other NGO Partners: Shanghai Charity Foundation

Project Overview: The goal of this RLP was to distribute food, which would otherwise go to waste, to needy families and individuals across China, such as members of community centres, students at migrant schools, and residents of orphanages and retirement homes. This RLP team studied the problem of poverty and hunger, analyzed current solutions, then proposed developing a Food Bank. The team developed a plan in which tasty, nutritious food is collected daily from business partners – urban hotels, Subway, Tripod Group and CHIC Foods – then distributed via a logistics channel to those in need. Team members anticipate that it will take RMB30,000 to launch the project, and another RMB3,000 per month to run it.

Accomplishments: The Food Bank project gained national recognition in December 2010 by winning the 'Innovation Award' plus RMB10,000 in seed money via the China Merchants Group Innovation Awards for Poverty Alleviation.

After the RLP, the students formed a core team to launch and manage the Food Bank: Stephanie Xu, Michael Wang and Sidan He. Additional members of the CEIBS community and additional food donors are expected to join and support the project.

Next step: Launch Shanghai's first Food Bank by 3Q 2011 with funds to be sourced from the 'Innovation Award' prize and other charities. Eventually, the Food Bank project will be turned over to a reliable NGO, and the long term goal is to duplicate the successful Shanghai Food Bank model in other cities across China.

Team Name: Eureka Project Name: Online Learning Platform CEIBS

Team Members: Cindy Zhu, Leo Kang, Winson Yang, Sugie Liao and Julian Wang (all MBA 2010)

Project Partner: Greennovate

Overview: The RLP team was asked by Greennovate – a social enterprise which develops sustainability-focused ideas for businesses and communities in China – to develop an "online platform" including product/service design, promotion strategy, financial models.

Accomplishments: Successfully formulated a business strategy for the launching of the online platform and introduced the strategy to Greennovate's potential investment partners.

Next step: The online platform is expected to be launched in 2011 after a trial operation.

Team/Project Name: Post Expo Building Materials & Greenspace

CEIBS Team Members: John Willard Timms, Catherine Xuan, Alan Ding, Liu Ming, Denise Chao and Sachin KULKARN (all MBA 2009)

Project Partners: Business Plan

Other NGO Partners: Joint US-China Collaboration on Clean Energy (JUCCE), GIGA (Green Ideas Green Action)

Overview: This RLP team set out to develop a business plan to catalogue and manage the potential reuse of material used during the construction of Shanghai Expo 2010, in order to reduce waste and decrease the carbon footprint of the event (which had a sustainability theme). Team members worked with individual pavilions to create a database of material available, met with architects and interior designers to assess their needs for the material, and then brought the two groups together.

Accomplishments: Seven pavilions signed MOUs and donated material after Expo finished. A partnership was also formed with YK Pao School and JUCCE, in order to facilitate the official transfer of the material to YK Pao.

Next step: The material is being used in the YK Pao Green School Showcase - EXPO Materials Re-use Project which will see the construction of the school's new secondary school boarding campus. The project also promotes education on sustainability issues.

Team Name: JWDC Project name: Injecting Sustainable Packaging Practices in Fashion Retail

CEIBS Team Members: Roslyn Chua, Jessica Chow, Cole Wu, Eric Wu, David Dai, Pichaya Jongkamanont (all MBA 2010)

Project Partners: LL Bean

Overview: Packaging waste in the fashion retail industry is a key sustainability challenge today, this RLP team found, given that China's fashion sector plays a far-reaching role at both the supply and demand side for the global fashion market. The goal of the project: to partner with a fashion retail company and create a purchase packaging design for the company that would ensure 1) least amount of materials used, 2) least carbon footprint impact, and 3) highest reusability/recyclability potential.

Accomplishments: The team's engagement with L.L. Bean led the company to implement reusable canvas bags in their retail outlets in Shanghai.

建立完整的“路线图”。项目于第二学期结束，在此之前每个团队都必须制定出完整的商业方案，以便推进研究。

最初两年，我们在项目完成时遇到了一个出人意料的问题，有些企业合作伙伴希望能把手头的项目继续下去，或者与学生合作开展新的项目（而学生们也往往很希望能够继续下去）。但问题是这时学生们需要把精力集中在 MBA 其他课程的学业上。中欧国际工商学院 MBA 课程部目前正在对社会责任领导力项目进行评估，希望能够运用企业伙伴的兴趣强化实践意义和学术价值之间的联系。“当我们引入学术视野时，我们需要考虑以下问题：每一个中国管理者或领导者关于可持续发展应该了解些什么？归根结底，假如你真的想改变世界，那么你必须成为一个能够理解可持续发展重要性的领导者。”白诗丽解释道。

中欧国际工商学院是一所将可持续发展与商业密切联系在一起的高学院，这一点在 MBA 学生中颇具口碑。有部分申请者甚至将此作为申请的主要原因。其中一个原因或许是因为 RLP 将某些人并不看重、而且看似与利润无关的问题，转化成为切实可行且有利可图的项目。

对于中欧学生来说，学院“可持续发展”声誉鹊起为他们带来了许多事业发展方面的益处。除了参与上海世博会等盛事以及频频获奖带来的媒体曝光率以及学院知名度的上升外，2009 年参与 RLP 的学生们还获得了一个意料之外的好处：更广泛的企业人际网络（参见文本框）。比如 2010 中欧企业社会责任全球论坛主席熊晨光和志愿者沈会林因为 RLP 项目与企业管理人员结识、合作，因此获得了实习和工作机会。

2.0 模式

正如白诗丽教授所说，中欧 RLP 已经发展至 2.0 阶段：一开始只是一个小规模的尝试性项目，然后渐渐迅速扩展。她强调真正推动这一过程的是中欧的学生们，学校教职员只是调整框架使之更适合学生们的需求。“我们今天（关于 RLP）所做的一切皆来源于学生，这点并非偶然。因为我们的学生关注这些问题。只要你身处亚洲就不得不面对可持续发展问题——他们早在我开设课程之前就已经对此了然于胸。”白诗丽教授说道，“我们不觉得凡事都要去教学生。我们给他们整体框架和结构，然后据此对他们进行考核。在许多情况下我们只是为他们提供了合适的环境然后让他们自己去摸索……大多数人都做到了。”

绿色校园行动关注上海校园扩建计划 LEED 认证

2007 年绿色校园行动由一群热忱的中欧国际工商学院 MBA 学生发起，初衷是令中欧校园变得更加环保。在此后的五年中，这一活动每年交由新一届 MBA 同学主持，一系列项目取得了丰硕的成果：全院回收利用项目，组织活动呼吁大家节电节水，提高能效等等。2009 年，在绿色校园行动帮助下，贝卡尔特 (Bekaert) 向学院捐赠了价值 60 万元人民币的窗户薄膜，全院所有玻璃门窗都安装了这种薄膜，这笔捐赠每年可以为中欧节约价值约 40 万元人民币的能效成本。

2010 年，绿色校园还帮助促成了贝卡尔特对北京校园的追加捐赠。2010 年 4 月北京新校园落成时，贝卡尔特捐赠并安装了价值 70 万元人民币的窗户贴膜产品。由于北京冬天寒冷夏天酷热的气候，公司技术人员预计此举能比在上海校园节约更多能耗。

过去的一年，绿色校园密切关注上海校园扩建计划的能源效率和环保问题。绿色校园行动主席托马斯·迪亚斯 (Thomas Dias) (MBA 2010) 解释：“2010 年我们的当务之急和重中之重是将尽可能多的能效科技引入上海校园扩建项目。我们有能力向院领导证明我们的建议能够降低碳排放，并且节约资金。”中欧国际工商学院管理委员会支持为新教学中心、院系楼和综合楼申请 LEED 美国建筑环保认证。LEED，或称能源与环境设计认证的定义如下：“2000

年 3 月由美国绿色建筑委员会 (USGBC) 创立的一项国际公认的生态建筑认证体系。它向建筑物业主和经营者提供了以下框架，以定义和操作切实、可量化的绿色建筑的设计、建造、运作和养护方案。”

为了获得 LEED 认证，建筑必须在能源和节水等各方面达标，并且降低温室气体排放。如果成功获得该项认证，中欧国际工商学院将是全球最先为其校园取得 LEED 认证的顶尖商学院之一。这证明了学院对于可持续发展问题和社会责任领导力的高度重视。

由于上海校园扩建项目的巨大规模和复杂性，迪亚斯和其他俱乐部成员与中欧领导密切合作。迪亚斯声称：“由于这项重要工程的巨大规模，我们意识到 MBA 学生没办法投入足够时间直到项目完成。但是我们从一开始就与中欧扩建项目经理章诚明密切合作，我们相信毕业之后他会继续完成我们的事业。”绿色校园还为碳中和项目的学生团队提供资金赞助，并于去年四月帮助 MBA 同学在内蒙古植树用以抵消中欧的碳排放。

今年春天，迪亚斯和绿色校园的其他成员正准备将事务移交交给 2011 级 MBA 学生。迪亚斯说：“明年秋天，我的计划是顺利地于 2011 级 MBA 学员完成绿色校园的交接事宜，我相信在繁忙的第一学期中，他们会将这项活动发扬光大。”

the first business schools worldwide to achieve “carbon neutral” status. [see related story].

The RLPs initially began as a way for students to integrate all the skills learned during their 18-month MBA. With sustainability a major issue in China, as it is globally, it was also seen as a practical approach to preparing students for issues that they would undoubtedly face after graduation. As Price explains, “A lot of what we do focuses on environmental sustainability, but we are not exclusively limiting it to that. We look at other issues that are very important in China; issues like poverty that impact the environment in big ways.” She adds, “If you go through your career in China, you most certainly are going to have to address sustainability, because regulations are changing. So the sooner our students know about these issues, the better it is for them. And the sooner they begin to seek solutions for these large, intractable problems the better.”

For MBA students used to other class courses in which the results may be immediate, and more cut and dried, the RLP can be quite a challenge. Prof. Price sees this as excellent preparation for life beyond the classroom. “It’s very, very hard to make headway on these issues. So it’s a good exercise for them to understand the challenges that are ahead for them as future leaders. They learn that they’re going to have to make headway – even though it’s very hard,” she says.

How it works

The RLP’s basic approach is that Term One students must take one of the CEIBS MBA programme’s many Responsible Leadership courses: Business, Society and Environment. In this course, the students acquire the tools they will need to successfully complete their RLPs – such as

Green Campus Initiative Focuses on “LEED” for Shanghai Campus Expansion

Launched by a small team of passionate CEIBS MBA students in 2007, the Green Campus Initiative began as a commitment to making CEIBS more environmentally friendly. During the five years that followed, the initiative has been taken up by incoming MBA classes yearly in order to see a number of projects come to fruition including: initiating a campus-wide recycling programme, behaviour campaigns to reduce waste of electricity and water, and improvements to energy efficiency. In 2009, Green Campus was instrumental in securing sponsorship from Bekaert to install window filming on all glass windows and doors campus-wide through a generous donation of RMB600,000-worth of window filming. This donation saves CEIBS an estimated RMB400,000 yearly in energy costs.

In 2010, Green Campus also helped to secure additional window filming for CEIBS’ Beijing campus. When the campus opened in April 2010, Bekaert had donated and installed another RMB700,000-worth of window filming products. Company technicians estimate that the energy savings on that campus will be even larger than that of Shanghai, given Beijing’s harsh winters and hot summers.

Over the past year, Green Campus has focused on ensuring energy efficiency and environmental friendliness for the coming Shanghai Campus Expansion – a project that will double the size of the Shanghai campus. Explains Green Campus Initiative President Thomas Dias (MBA 2010): “In 2010, getting as many energy efficient technologies into the plans for Phase 3 of the Shanghai Campus was by far our most important task. We were able to show school officials that our suggestions would help reduce the school’s carbon footprint, and save money.” The CEIBS Management Committee supports seeking LEED Certification for the new Academic Centre, Faculty Building, and Commons Building. LEED, or Leadership in Energy & Environmental Design, is self-defined in this way: “an internationally-recognized green building certification system. Developed by the U.S. Green Building Council (USGBC) in March 2000, LEED provides building owners and operators with a framework for identifying and implementing practical and measurable green building design, construction, operations and maintenance solutions.”

To achieve LEED certification, buildings must meet standards in such areas as energy and water savings, and reduced greenhouse gas emissions. When attained, CEIBS will be one of the first top-tier business schools worldwide to achieve LEED Certification for a stand-alone campus. This illustrates the school’s deep commitment to sustainable development and responsible leadership.

Because of the large scope and complexity of the Shanghai Campus Expansion project, Dias and other club members worked closely with CEIBS administrators on the project. Says Dias, “Because of the sheer size of this very important project, we quickly realized that MBA students would not be able to dedicate enough time to see it through. But we have worked closely with CEIBS Construction Project Manager Jeremy Zhang from the outset and know that he will continue our efforts after we graduate.” The initiative also donated funds to the students working on the Carbon Neutral Project, helping to fund MBA classmates for the planting of trees in Inner Mongolia last April to help offset CEIBS’ carbon footprint.

This spring, Dias and other members of Green Campus are preparing to hand-over the initiative to incoming MBA 2011 students. Says Dias, “My goal, next fall, is to ensure a smooth transition to MBA 2011 GCI members who will hopefully expand this project when they arrive during their very busy first term.”

中欧国际工商学院可持续发展活动大事记

- 2005 年
 - 在 MBA 学生 Sam Lee 带领下，中欧企业社会责任全球论坛成立，这是亚洲最大的由学生主办的企业社会责任会议
- 2006 年
 - 第一届中欧企业社会责任全球论坛：“培养二十一世纪的企业领导者”
- 2007 年
 - 第二届中欧企业社会责任全球论坛：“责任领导者共创可持续未来”
 - 展开绿色校园行动；目标：减排、再利用、循环利用
- 2008 年
 - 第三届中欧企业社会责任全球论坛：“全新视野 美好世界”
 - 创意中国 —— 一项面向全球商学院的竞赛，中欧企业社会责任全球论坛的一部分
 - 绿色校园行动向外推广，与上海市政府的合作以及面向其他院校的推广为该行动注入了新的活力
- 2009 年
 - 第四届中欧企业社会责任全球论坛：“改变”
 - 第二届创意中国：作为独立活动举办
 - 绿色校园行动：为上海校园扩建项目申请 LEED（美国建筑环保认证）
 - 社会责任领导力项目成为中欧 MBA 核心课程
- 2010 年
 - 第五届中欧企业社会责任全球论坛：激发、创新、实践
 - 第三届创意中国大赛
 - 绿色校园行动：为中欧上海校园三期建设探索能效技术，推动 RLP 项目，使中欧成为“碳中和”学院。
 - 社会责任领导力项目：从学生项目中衍生出“碳中和”校园项目
- 2011 年
 - 第六届中欧企业社会责任全球论坛：“行动成就梦想”
 - 第四届创意中国大赛：“电子商务让生活更美好”
 - 绿色校园行动：继续关注上海校园扩建的 LEED 认证
 - 社会责任领导力项目：超过 30 个进行中的项目
 - “碳中和”项目开始实施

CEIBS' Sustainability Timeline

- 2005:
 - MBA student Sam Lee spearheads the organisation of Being Globally Responsible Conference, the largest student-hosted CSR conference in Asia
- 2006:
 - 1st Annual BGRC: “Preparing The Business Leaders of The Twenty First Century”
- 2007:
 - 2nd Annual BGRC: “Responsible Leaders Building a Sustainable Future”
 - Launch of the Green Campus Initiative; goals: reduce, reuse, recycle
- 2008:
 - 3rd Annual BGRC: “Corporate Social Responsibility”
 - Launch of Innovate China, a global b-school competition, staged as part of BGRC
 - Green Campus Initiative expands externally with an idea to rejuvenate the initiative by working with the Shanghai government and taking training to other schools.
- 2009:
 - 4th Annual BGRC: “Make a Difference”
 - 2nd Annual Innovate China: staged as a stand-alone event
 - Green Campus Initiative: supports seeking Leadership in Energy and Environmental Design (LEED) certification for Shanghai Campus Expansion
 - Responsible Leadership Projects added as core component to CEIBS MBA Programme curriculum
- 2010:
 - 5th Annual BGRC: “Inspire, Innovate, Implement”
 - 3rd Annual Innovate China competition
 - Green Campus Initiative: Focus on getting as many energy efficient technologies into the plans for Phase 3 of the CEIBS Shanghai campus, pushed for one RLP to include making CEIBS a carbon neutral school
 - RLP: Carbon Neutral Campus project emerges from among the student projects
- 2011:
 - 6th Annual BGRC: “Vision in Action”
 - 4th Annual Innovate China competition: “E-mproving life”
 - Green Campus Initiative: continued focus on LEED certification for Shanghai Campus Expansion
 - RLP: more than 30 ongoing projects
 - Carbon Neutral Project launched, initiated

systems thinking, or footprints and product lifecycles. Next, they select their teams and decide on a specific issue to tackle. The rest of the term is spent researching the issue, defining the stakeholders, analyzing existing solutions in order to create a full “road map” of the issue. The project ends in Term Two, after each team has created a full business plan that will move their issue forward.

In managing the RLP during the first two years, an unexpected problem has arisen as the projects are completed: in some cases, eager corporate partners want to continue working on ongoing or new projects with the students (who are sometimes just as eager to see the project through to the end). But by then, students are expected to focus on other aspects of their MBA coursework. The CEIBS MBA Department is now assessing the RLP to come up with a strategy to take advantage of this interest from corporate partners, and to tweak the course in order to forge closer links between the practical implications and the academic value of the RLPs. “When we’re adding the academic content, we need to look at issues such as: what

does every Chinese manager or leader need to know about sustainability? After all, if you’re really going to change the world, you need to be a leader who recognizes the importance of sustainability,” Price explains.

Today, word has spread, among MBA candidates, that CEIBS is the place to be if you are committed to linking sustainability and business. Some applicants cite the school’s responsible leadership focus as a key reason for enrolment. This may be partly because RLPs take on issues that some cynics may deem as secondary to making a profit, and transform them into viable, and profitable, projects.

For CEIBS students, the school’s burgeoning reputation as ‘the sustainability school’ is leading to benefits in terms of career leads. In addition to the media coverage and school-level recognition generated from winning awards, or being linked to hugely successful events such as the Shanghai Expo, some of the students who worked on RLPs in 2009 have discovered an unexpected bonus: a broader corporate network [see box]. Some, such as BGRC 2010 President Aminta Xiong and volunteer Michael

Shen, have landed internships and jobs through the connections made by working on sustainability-related projects at CEIBS.

The 2.0 Model

As Price explains, CEIBS’ RLP epitomizes the 2.0 approach: it began as a small-scale pilot project, then gradually mushroomed. She emphasizes that it has been CEIBS students who drove the process, with school officials tweaking the structure to better fit students’ needs. “The fact that everything we’re doing today [with RLP] started with students is not by accident. It’s because our students care about these issues. If you’re in Asia, you’ve got to tackle sustainability issues – and they knew this long before I, on the curriculum side, was doing anything about it,” says Price. “We don’t feel like we have to teach the students everything. We give them the framework and the structure and then test them on it. In many cases, we just create the right environment and allow them to find their own way... and most of them do.”

RLP Partners



脱碳者

THE DECARBONATORS

文 / 安若丽

BY LAURIE UNDERWOOD



当一群中欧国际工商学院 2010 级 MBA 学生决定将中欧上海校园“碳中和”作为他们的社会责任领导力项目时，这一想法为他们赢得了一项国际社会责任领导力的奖项，一笔试点项目资金，一个具有历史意义的声明，以及中欧社区的热情声援。接着困难的部分来临了：如何把雄心壮志变成现实。

2011 年 5 月 28 日，可持续发展专家和媒体人士集聚一堂参加了中欧上海校园举办的第六届企业社会责任全球论坛（BGRC），超过 250 名学生参加，中欧国际工商学院院长朱晓明教授宣布：中欧将成为亚洲首家完全实现“碳中和”的商学院，不仅在口头上号召企业社会责任，更将其充分融入实际行动中去。

这也为历时 9 个月的“计量中欧上海校园碳足迹”活动画上了圆满的句号，显示出学院坚定致力于减少温室气体排放，并将已经排出的温室气体及时清零的决心。而这一活动的推动者是一个被称作“脱

碳者”的 2010 级 MBA 学生团队。这一团队的宗旨是：精确计量学院的碳排放量，然后制订一个切实可行的计划用以减少并抵消学院的温室气体排放，将中欧国际工商学院对于气候变暖的影响降至最低。在 BGRC 论坛期间的一场庆典活动上，学院正式购买了一系列碳排放额，覆盖了一年中的温室气体排放量（院内减排措施难以覆盖的部分）。这一举措使中欧国际工商学院上海校园达到了接下来 12 个月的“碳中和”状态。

这一项目需要不厌其烦地整合中欧的大量资源，还须获得学生们以及学院管理委员会的支持。得



When a group of CEIBS MBA 2010 classmates decided to make CEIBS' Shanghai campus "carbon neutral" as their Responsible Leadership Project, the idea led to an international award on responsible leadership, a pilot project grant, a historic announcement, and the passionate support of the CEIBS community. Now comes the hard part: turning the ambitious plan into reality.

On May 28, 2011, speaking to a full auditorium of more than 250 students, sustainability experts, and members of the media gathered at the CEIBS Shanghai campus for the 6th annual Being Globally Responsible Conference, school Executive President Zhu Xiaoming made a historic announcement: CEIBS had become the first business school in Asia, and one of the very few top-tier b-schools worldwide, to achieve "carbon neutral" status.

The announcement represented the culmination of nine months of rigorous research and passionate campaigning from a team of MBA 2010 students – aka "the Decarbonators." The team's mission: to accurately calculate the school's carbon footprint, then create a viable plan for reducing and off-setting the school's greenhouse gas emissions in order to minimize CEIBS' impact on climate change. In a ceremony held during BGRC, the school officially purchased a series of carbon credits equal to the residual amount of greenhouse gas emissions produced in one year (those not reduced by on-campus reduction measures). With this, the CEIBS Shanghai campus effectively achieved "carbon neutrality" for the coming 12-month period.

The project required painstakingly detailed input from dozens of sources at CEIBS, plus gaining the support of

the student body as well as the very top levels of the school's Management Committee. Upon hearing of the student's successful endeavours, CEIBS Vice President and Dean John A Quelch said: "It is terrific to have a group of CEIBS students shaping the strategic direction and vision of the school. Achieving carbon neutral status solidifies CEIBS' position as the foremost proponent of responsible leadership among business schools in Asia."

When the Decarbonators started on their journey back in September 2010, none of the original group members – Robert Seiler, Alex Song, Yusuke Ozeki, Don Ni, and Michelle Da – could have imagined the doors that would be opened by the project. But first came the gruelling work of creating an accurate carbon footprint of the full CEIBS Shanghai campus. As the group soon learned, achieving this goal would test all of their b-school skills: from business strategy, human resources and marketing, to innovation and project management, plus the heavy-duty mathematical calculations.

Step 1: Measuring the Carbon Footprint

To analyze the campus carbon footprint (total greenhouse gas emissions for the calendar year

2010), the group relied upon the expertise of team member Dr Robert Seiler, whose pre-MBA background includes a PhD in Physical Chemistry from MIT and ETH plus six years of experience conducting consulting work on carbon emissions in Italy, Austria, Germany and Switzerland. The team also drew upon contributed expertise from four partner companies: carbon-auditing firm SGS, environmental protection NGO WWF, China-based solar panel producer Trina Solar, and Chinese technology firm and air conditioning experts DunAn. Using these resources, the students set out to measure the campus' greenhouse gas (GHG) emissions from seven key sources: waste paper, food waste, non-food waste, steam, fuel, water and – most significantly – electricity.

Gathering solid data required time consuming input from a host of CEIBS departments, from Logistics to Engineering to Marcom. Alex Song took charge of liaising with the school's logistics personnel to introduce the project (often to an audience unfamiliar with carbon emission issues), then requested detailed information never before shared with students. He explains why the team put so much effort into the project: "The fundamental difference between our RLP and the rest is that we commit to make a business case



脱碳行动：“脱碳者”计划致力于使中欧校园达到“碳中和”状态。这需要精确统计出上海校园的温室气体排放总量，然后通过减排和补偿来完全抵消它。项目要取得成功需要整个中欧大家庭的支持。

Campaigning Against Carbon –

The Decarbonators project to make CEIBS Carbon Neutral led to an in-depth analysis of the Shanghai campus emissions of greenhouse gases, then a plan to either reduce or offset 100% of these. Success requires commitment from the entire CEIBS family – students, administrators, faculty and staff.

知学生们的成就时，中欧副院长兼教务长约翰·奎尔奇 (John A Quelch) 说：“中欧能拥有一群能够为学院塑造战略方针和发展方向的学生是非常值得自豪的。达到碳中和状态能够巩固中欧作为亚洲支持社会责任领导力最领先的商学院地位。”

2010年9月，当“脱碳者”们踏上征程的时候，小组成员们：罗伯特·塞勒 (Robert Seiler)、Alex Song、Yusuke Ozeki、Don Ni 以及 Michelle Da 都难以想象这一项目具有多大潜力。但是首先他们面临着一项艰苦的任务，必须精确地统计出整个中欧上海校园的碳排放量。这一团队马上就意识到要完成这个目标得上他们在商学院获得的所有技能：从商业策略、人力资源、市场营销到创新和项目管理，再加上复杂的数学计算。

步骤1：计算碳排放总量

分析校园碳排放总量（整个2010年度的温室气体总排放量）的工作主要依赖于团队成员罗伯特·塞勒博士，他在攻读MBA之前曾获得麻省理工大学和苏黎士联邦理工大学的实验化学博士学位，并且曾在意大利、奥地利、德国和瑞士从事了长达六年的碳排放相关咨询工作。该团队还获得了四家合作企业的专家技术支持：从事二氧化碳排放审计的SGS通标标准技术服务有限公司、非政府环境保护组织世界自然基金会 (WWF)、太阳能电池板制造商天合光能有限公司以及中国空调专家盾安集团。学生们运用这些资源，从七个主要源头开始测量校园温室气体排放：废纸、食品垃圾、非食品垃圾、蒸汽、燃料、

水以及最重要的：电。

收集固态数据需要中欧许多部门花费大量时间，从后勤部到工程部到市场宣传部门。Alex Song 负责联络学院后勤工作人员，向他们介绍项目计划（通常他的听众们对碳排放问题知之甚少），然后要求他们提供此前从未与学生共享过的具体信息。他向他们解释为何团队要在这个项目中投入如此巨大的精力：“我们的社会责任领导力项目与其他项目最根本的区别在于我们需要致力于策划一个商业案例，并且尽力在离开中欧之前将它完成。”他说道，“因此我们在数据采集和与有关方面的沟通上投入了大量精力。”他说最富有挑战性的是他必须获得方方面面的支持，这就需要一遍又一遍地介绍他们的项目，一点一滴地建立起支持和信任。

最终得出的计算结果是，中欧上海校园每年排放4500吨温室气体（或者二氧化碳排放量）。这相当于驾车环游地球五百次或者波音737环绕地球2.5次。换句话说，要吸收中欧上海校园一年内排放的温室气体需要种植16000棵吸收二氧化碳气体的树木。

好消息是，得出碳排放总量之后，学生们立即开始探求节能减排的方法——当然还有降低成本的方法。在此过程中，这个项目也让中欧有机会证明其对于可持续发展核心价值的支持和认同。正如学生们在最终的社会责任领导力项目报告中所言：“对于中欧来说，这个商业计划最大的好处不是经济层面的，而是为其赢得了声誉和信誉度，使其当仁不让地成为国际商学院中的可持续发展翘楚。”

事实证明，国际上对于该项目的认可来得比预料中更快。

and try to execute the project by the end of our stay in CEIBS,” he says. “That’s why we put tremendous effort into the data collection and liaising with stakeholders.” He says most challenging was to win support from all the different stakeholders involved, which required introducing the project again and again, to build up support and trust from scratch.

The final calculation resulted in a formal tally of 4,500 tons of greenhouse gas emissions (or CO₂-equivalents) from the Shanghai campus each year (see chart, “CEIBS Carbon Footprint”). This is equal to the CO₂ emissions produced by travelling around the world by car 500 times, or by Boeing 737 more than 2.5 times. In other words, absorbing the greenhouse gasses produced by CEIBS Shanghai campus in one year would require the planting of 16,000 carbon-absorbing trees.

The good news is that, once the carbon footprint was calculated, the students began researching ways to reduce it by saving energy and reducing emissions – and cutting costs. Along the way, the project also allows CEIBS to demonstrate its commitment to the core value of sustainability. As the students stated in their final RLP report: “The largest benefit for CEIBS when realizing this business plan will not be financial, but in terms of reputation and credibility on the path of becoming the centre for sustainability among international business schools.”

As it happened, international

recognition for the project came much quicker than the students expected...

Step 2: Competing in Barcelona

In April 2011, just after completing the RLP, the project led to an unexpected opportunity: a chance for the student team to compete in, and win, the annual Global Business Forum (GBF) business school competition. To form the CEIBS team, Robert Seiler attracted a new recruit to the Decarbonators: MBA classmate Eric Seidner. The duo spent March 30 to April 2 at the GBF 2011 competition held at ESADE in Barcelona. During the competition, which attracted 130 student government leaders and alumni from the top 50 global b-schools worldwide, the CEIBS team so impressed the judges that the GBF created a prestigious new category, the “Responsible Leadership Award and Grant.” As the debut recipient of this award, the CEIBS team received a grant of US\$2000, sponsored by Cisco and Thomson Reuters, to promote the carbon neutral initiative.

During their acceptance speech, Seiler and Seidner said the unique aspects of the CEIBS curriculum and the support from the students and administration were critical in shaping the project. The GBF has also invited Seiler, Seidner and Song to attend the 2012 Graduate Business Conference as expert panellists. In this way, the CEIBS team will be able to use this award as a platform for spreading the sustainable mindset to other top MBA schools.

Summing up the sense of pride at CEIBS after the win, MBA Programme Academic Director Lydia Price said: “The entire CEIBS community celebrates this fantastic news. Not only have CEIBS students once again won a prestigious international business school competition but this award clearly highlights our school’s passionate commitment to sustainability and responsible leadership.”

Next, that “passionate commitment” led the team far from Barcelona, to a place where sustainable development is desperately needed to save a deteriorating environment and provide a livelihood for the local population.



胜利的微笑：2011年度全球商学院论坛大赛，中欧学生艾力克·赛德纳（左三）和罗伯特·塞勒（左四）手捧“社会责任领导力大奖及奖金”证书。

WINNING SMILES – CEIBS students Eric Seidner (3rd left) and Rober Seiler (4th left) pose with their certificate after winning the “Responsible Leadership Award and Grant” at the 2011 Global Business Forum.

步骤2：角逐巴塞罗那

2011年4月，社会责任领导力项目刚刚结束，一个意想不到的机会突然出现在学生团队面前，他们获得了参加年度全球商学院论坛大赛的机会。为了组成中欧参赛团队，罗伯特·塞勒招收了一名新的脱碳者成员：MBA同学艾力克·赛德纳（Eric Seidner）。3月30日至4月2日，他们参加了巴塞罗那 ESADE 商学院举办的 2011 年全球商学院论坛大赛。这次赛事吸引了来自全球 50 所顶尖商学院的 130 名学生、校友和政府官员，中欧团队给评委留下了深刻印象，他们甚至为此创设了一项新的荣誉，“社会责任领导力大奖及奖金”。作为初次获得该奖项的参赛队，中欧团队获得了由思科和汤森路透赞助的 2000 美元的奖金，以倡导碳中和行动。

在发表获奖感言时，塞勒和赛德纳称，中欧国际工商学院与众不同的课程设置和来自师生们的大力支持是成就这个项目的关键。全球商学院论坛还邀请塞勒、赛德纳和宋作为专家辩论团参加 2012 年的商学院研究生年会。通过这种方式，中欧团队将以这项奖项作为平台，向其他顶尖 MBA 学院传播可持续发展的观念模式。

学院副教务长兼 MBA 学术主任白诗莉（Lydia Price）教授总结了中欧在获得该奖项之后的自豪感：“全院师生都争相庆贺这个振奋人心的消息。不仅仅因为中欧学生又一次获得了国际商学院大赛的胜利，而且这一奖项昭示了我院对于可持续发展和社会责任领导力的全情投入。”

接下来，这支“全情投入”的团队远离巴塞罗那，来到一个迫切需要依靠可持续发展来挽救正在急剧恶化的环境的地方，为当地的人们提供谋生之道。

身体力行：“脱碳者”罗伯特·塞勒在内蒙古参与种植1000棵“中欧森林”行动，帮助抵消中欧的碳排放。

IN THE TRENCHES – Decarbonator Robert Seiler helps plant the CEIBS Forest of 1000 saplings in Inner Mongolia as part of the effort to offset the school's greenhouse gas emissions.

步骤3：在内蒙古植树造林

获得了全球商学院论坛的奖金和试点项目资金之后，学生们又为接下来雄心勃勃的壮举赢得了支持：内蒙古植树造林行动。4月上旬，由 MBA 同学筹款支持、MBA 办公室提供机票，脱碳者成员塞勒和赛德纳前往滥砍滥伐现象严重的农业地区库伦旗参加年度植树造林行动，帮助抵消中欧的碳排放。

这两名中欧学生乘坐两个小时的飞机从上海来到辽宁省沈阳市，然后再乘汽车经历了四五个小时的颠簸行程，来到中国最贫瘠的地区之一。4月22日至25日，他们开始为“中欧森林”种植第一批 1000 棵树木——这一行动不仅能吸收二氧化碳，还能抵抗土地沙漠化，帮助当地农民重新回到可持续发展之路。

学生们一抵达目的地就深刻感受到植树造林运动的价值，赛德纳说：“沙漠已经延伸到多数房屋的门口。我们不得不坐上马拉的货车，因为道路已经被沙子吞没了，”他说，“这一地区的农民需要通过重新植树造林来挽救并获得耕地和生活来源。”通过国际非政府组织“根与芽”发起的每年春天的植树造林活动，新的树林正在逐渐生长，改善当地的生态环境和经济条

件。这些树木不仅可以组成防风林阻挡沙尘暴，而且能帮助当地居民重新获得可耕作的土地以种植庄稼。除此以外，这片新的树林还为当地农民创造了可持续发展的林业。因为一旦完全长成，杨树的二氧化碳吸收能力就会大大降低，必须进行砍伐并换上新的树苗。这一循环为当地农民创造了一个切实的收入来源，同时还能改善生态环境。

库伦旗的农民对于中欧国际工商学院的脱碳者们是怎样的态度？“当地人极为友善，”塞勒回忆道，“他们驾着拖拉机或者驴车与我们一起工作。他们对于这个项目全身心投入，因为这是他们的切肤之痛。毫不夸张地说，这些树是种在沙漠和他们家园之间的。”

中欧树林此后由当地农民负责养护，根据学生的报告，这些树木的存活率达到 91%。所有没能存活的树木将被新的树苗替代，以保证中欧树林中树木总数不少于 1000 棵。由于每棵树在 15-20 年的生命中将吸收 250 千克二氧化碳气体，这片树林能够使中欧商学院“抵消”250 吨温室气体排放量。而且随着中欧树林的扩大，抵消能力还会逐年增长。

“这是一次极佳的文化体验。我们能够与当地农民一起劳动，了解他们的文化，体验蒙古族传统，”赛德纳称，他接着补充道脱碳者每年都将努



Step 3: Planting Trees in Inner Mongolia

With their GBF award and pilot project grant in hand, the students next won the support for an ambitious new venture: a tree-planting mission to Inner Mongolia. In early April, supported by donations from their MBA classmates and an advance for air tickets from the MBA Office, Decarbonators Seiler and Seidner set out to help offset CEIBS' carbon emissions by joining an annual tree-planting mission to the severely deforested farming region of Kulun Qi.

After taking a two-hour plane trip from Shanghai to Shenyang in Liaoning Province, then a 4.5-hour bumpy bus ride, the CEIBS students arrived in one of China's poorest and harshest regions. The duo was there from April 22 to 25 in order to start the planting of the "CEIBS Forest" with the first 1000 trees – a venture that not only absorbs CO₂ but also combats desertification of the soil, helping local farmers to regain sustainability.

The value of the tree-planting campaign was clear as soon as the students arrived, according to Seidner. "The desert was knocking on the doorsteps of most of the houses. We had to travel by horse-drawn cart because some of the roads were swallowed up by sand," he said. "The farmers in that region depend on reforestation to try to reclaim their land and their livelihood." The growing forest of trees in Kulun Qi, an effort organized by international NGO Roots & Shoots every spring, benefits both the region's environment and its economy. The trees not only create a windbreak to reduce sandstorms, but also assist the local population in reclaiming arable

land for planting crops. In addition, the new forest provides local farmers with a sustainable timber industry. Because poplar trees cease absorbing carbon efficiently when they reach maturity, they must be harvested and replaced with saplings. This cycle creates a viable new source of income for farmers while helping the environment.

How were the CEIBS Decarbonators received by the farmers of Kulun Qi? "The local people were incredibly friendly," remembers Seiler. "They worked alongside us with tractors and donkey carts. They were absolutely into the project because they understand the problem. The trees are literally being planted between the desert and their houses." Such concrete benefits for the programme more than made up for physical hardships of the volunteers, who sometimes returned to their hostel after 12 hours of tree-planting only to find no hot water left for showers.

Going forward, the new CEIBS Forest will be maintained by local farmers, and the students report a 91 percent survival rate for the trees. Any tree that fails to grow will be replaced, guaranteeing that the CEIBS Forest always holds at least 1,000 trees. And because each tree will absorb 250 kilograms of CO₂ during its 15- to 20-year lifetime, the new forest will allow CEIBS to "offset" 250,000 kilograms of greenhouse gas emissions. The offsetting capacity will expand yearly, as the CEIBS Forest expands.

"This was an excellent cultural experience. We were able to work with local farmers, learn about their communities and experience Mongolian traditions," said Seidner, adding that the Decarbonators are determined to make expanding the CEIBS Forest an annual effort. "We will make sure this becomes a

yearly tradition at our school and we hope to plant several thousand trees next year. Because this is a hands-on experience, we will make sure to secure more spots for CEIBS students to participate."

While planting the CEIBS Forest represented a good start toward carbon offsetting, a much larger effort had to be made to achieve Carbon Neutrality. With the backing of the school's Management Committee secured, the Decarbonators next looked to carbon broker Evolution Markets for advice on purchasing carbon credits to offset the residual emissions of the campus that could neither be reduced nor absorbed by trees. Two projects emerged as worthy of a donation from CEIBS: a small hydropower project managed by Guizhou-based Liupanshiu Tuoyuan Group, and Xinjiang Dabancheng Sanchang Phase III Wind Power Project managed by Xinjian Tianfeng Wind Power Co. These were the two projects CEIBS supported in the May 28 donation of carbon credits necessary to offset the residual emissions. These projects not only support the local population in the rural areas of the Guizhou and Xinjiang provinces, but also bring another social benefit: Part of the money invested is used to educate local children on environmental protection and sustainable living.

Step 4: Back on campus – reduce, rethink emissions

With the CEIBS Forest planted, and Carbon Neutral status attained for the coming year, the Decarbonators now face the most difficult work of all: ensuring that the project continues after the original MBA 2010 team graduates. Says Song: "The most

力扩大中欧树林。“我们将确保这一活动成为学院的传统，希望明年能再种几千棵树。因为这是很好的实地经验，我们将寻找更多地点让中欧学生亲身参与。”

如果说种植“中欧树林”代表了碳排放抵消行动良好的开端，那么要达到碳中和状态还需要更多的努力。在获得学院管理委员会的大力支持之后，脱碳者们接着转而向中间商进化市场公司，寻求购买碳排放额来抵消校园碳排放，这部分排放量无法通过节能减排和植树来补偿。经过研究，中欧发现了两个值得资助的项目：由贵州六盘水拓源集团管理的水力发电项目以及由新疆天风发电有限公司负责的新疆达坂城三厂第三期风力发电计划。5月28日，中欧向这两个项目提供资助，购买了足够抵消校园生活碳排放量的额度。这些项目不仅为贵州省和新疆自治区农村的当地居民提供帮助，而且还有另一层社会意义：投入的部分资金将被用于当地儿童的环境保护和可持续发展教育。

步骤4： 回到校园——减排与反省

随着中欧树林种植完成，接下来一年的碳中和状态也得到了保证，现在脱碳者们必须面临最艰难的一项任务：确保2010级MBA学生毕业后这一项目能够得到延续。宋说道：“现在对于我们来说，最富有挑战性的任务是研究如何以一种系统和持久的方式将节能减排措施年复一年地传承下去。碳中和项目并不是为期一年的短期项目。我们需要以某种体系将这些行动融入中欧的血液中去！”

另外，当中欧团队成员参加2012年全球商学院论坛大赛的时候，他们不仅需要证明第一阶段的项目顺利实

付诸行动：中欧通过资助两项清洁能源项目，使得之后12个月能够顺利达到“碳中和”状态。

PUTTING OUR MONEY WHERE OUR MOUTH IS – CEIBS donates funding to two clean energy projects chosen by carbon broker Evolution Markets, effectively achieving carbon neutrality for the coming 12 months.

施，还必须证明中欧国际工商学院将每年持续不断地维持碳中和状态。赛德纳说，“当我们获得全球商学院论坛颁发的奖项时，组织者不断强调一点：传承、传承、传承。我们必须确保碳中和状态不是一件一次性的事情。”

在他们剩余的九个月MBA学习生涯中，脱碳者们将把注意力放在碳中和项目的两个主要方面：减少中欧上海校园碳排放量，以及为2011年MBA团队接手项目打好基础。为了达到这一目的，塞勒、赛德纳和宋参加了一个名为中欧能源与环境俱乐部的学生团体，并且与MBA办公室合作，在MBA学生委员会中设立了一个长期职务，旨在监督俱乐部行使其维持中欧上海校园碳中和状态的新职能。

在减少和反思温室气体排放方面，能源与环境俱乐部在今年春天主要关注两个项目。首先，该俱乐部找到了两条通过节约用电减少温室气体排放的“捷径”。学生们试图将全院大量玻璃门的大“缝隙”堵上——这些缝隙会极大地降低能效，夏天导致热空气流入室内，而冬天则是冷空气。中欧国际工商学院合作伙伴海沃氏公司将提供相关密封产品。根据学生们的计算，通过这一举措可以为中欧降低2.5%的温室气体排放量。第二条由学生们倡议的“捷径”是为整个校园安装移动传感器，自动关闭空房间中的电灯，从而减少0.5%的温室气体排放量。其

他考虑中的减排项目包括：安装新能效空调系统、在全院范围内增加室内植物的数量、种植更多树木等。除此之外，脱碳者正在研究在上海校园使用太阳能电池板。

长期而言，减排行动中更困难——然而极为重要的——方面在于改变中欧学生和教职员的行为习惯，参与节能减排，反思环境保护。“最困难的挑战将是改变行为习惯的运动，”赛勒说。“发表一个演说鼓舞一下人们是一回事，出色的演讲确实能够在一段时间内影响人们，但是这种鼓舞随着时间流逝会慢慢消散。当人们习惯于以某种方式处事时，他们会形成无意识的习惯。我们必须不断提醒和教导在校园中生活、工作和学习的人们。”

为了建立持续的热情，能源与环境俱乐部计划发起一系列节能比赛，比如鼓励MBA班级、寝室楼、EMBA团队或行政部门之间展开友谊赛，看看哪些团队能够节约更多能源。当宏伟的目标令人望而生却时，脱碳者们得到了各方尤其是同学们的积极响应。Alex Song这样总结中欧同班同学的反馈：“只有一个词能恰如其分地形容同学们的反应：‘自豪’。我们是先锋，我们在创新！”

请登陆中欧国际工商学院网站，了解脱碳者（或能源与环境俱乐部）的最新动态。您也可以通过谷歌地图追踪中欧森林的生长情况。



challenging task for us now is figuring out how to implement the emission reducing measures in a systematic and persistent approach in the following years. Carbon neutralization is not a one-year project. We need to identify some systems to integrate the practice into CEIBS' blood!"

For one thing, when the team members head to the Global Business Forum competition in March 2012, they must not only show that the pilot project was successfully launched but also prove that CEIBS is now committed to continually achieving Carbon Neutral status annually. Says Seidner: "When we got the award from GBF, the organizers kept stressing one thing: legacy, legacy, legacy. We have to make sure that achieving Carbon Neutrality is not a one-off thing."

For the remaining nine months of their MBA studies, the Decarbonators will focus on two aspects of the Carbon Neutral Project: reducing emissions at the CEIBS Shanghai campus, and laying the foundation for continuing work on this project by the incoming MBA 2011 group. Toward that end, Seiler, Seidner and Song joined an ongoing student club, the CEIBS Energy & Environment Club, and are working with the MBA Office on creating a permanent position within the MBA Student Committee to oversee the club and its new focus on maintaining Carbon Neutrality for CEIBS Shanghai campus.

In terms of reducing and rethinking greenhouse gas emissions, the Energy & Environment Club is focusing on two projects this spring. First, the club identified two "quick wins" to efficiently cut GHG emissions through electricity usage. The students seek to plug the large "gaps" surrounding many of the glass doors on campus – gaps that greatly reduce energy efficiency by



allowing hot air to flow in during the summer, and cold air to enter during the winter. CEIBS corporate partner Haworth is assisting in sourcing suppliers of a workable sealing product. When done, the students calculated this process could reduce total GHG emissions on campus by 2.5 percent. The second "quick win" recommended by the students is to install motion sensors throughout the campus which will automatically switch off lights in empty rooms, saving the campus another 0.5 percent of total emissions. Other emission-reducing projects under consideration are: installing a new energy efficient air conditioning, increasing the indoor plants on campus, and planting more trees. In addition, the Decarbonators are exploring the use of solar panelling on the Shanghai campus.

Longer term, a more difficult – but critically important – component to the emission reduction will be changing the behaviour of CEIBS students, faculty and staff to reduce and rethink environmental protection. "The hardest challenge will be the behavioural campaign," says Seiler. "It is one thing to give a talk and inspire people. A good talk

can affect people for a while, but that inspiration diminishes over time. And when people are used to doing things in a certain way, they form unconscious habits. We will have to keep reminding and coaching everyone who lives, works, or studies on campus."

To build lasting enthusiasm, the Energy & Environment Club plans to launch a series of energy-saving competitions, for example urging friendly competition between MBA classes or dorm buildings, EMBA groups, or administrative departments to see which group saves more energy. While the ambitious task sometimes seems daunting, the Decarbonators have been energized by the positive response to the initiative, especially from fellow students. Alex Song sums up the reception from CEIBS classmates: "The only word that is appropriate to describe the students' reaction: "proud". We are the pioneers and we are innovative!"

Follow progress of the Decarbonators, aka CEIBS Energy & Environment Club, on the CEIBS website. Or turn to Google maps to check in on the growth of the CEIBS Forest.

2011企业社会责任全球论坛为您呈现： 创新市场以及电影明星、绿色英雄、技术先锋、畅销书作家

BGRC 2011 Brings Movie Stars, Eco Heroes, Technology Pioneers, Best-selling Authors and a new Innovation Marketplace

文 / 安若丽

BY LAURIE UNDERWOOD



5月28-29日，每个来到中欧国际工商学院的人都会发现这里的氛围对于一所商学院来说很不寻常。300名来自全国各地的商学院学生聆听了海内外20多位特邀演讲嘉宾探讨许多未来商业领袖共同关心的问题——责任的领导力。

紧扣“行动成就梦想”的主题，今年的企业社会责任全球论坛（BGRC）迎来了论坛有史以来最强大的VIP演讲嘉宾阵容。专家演讲嘉宾包括：投身企业社会责任事业的影星，富有社会责任感的作家，具有商业头脑的绿色英雄、运动员、企业家，以及“成事莫忘行善”的成功企业总裁和首席执行官。自2006年发起以来，这一旗

舰盛事已经成为亚洲地区最早由MBA学生组织并且面向MBA学生的、规模最大、成效最卓越的企业社会责任论坛。

中欧国际工商学院向专家演讲嘉宾致以最诚挚的谢意，包括壹基金创始人、著名影星李连杰，畅销书作家六六，《时代》杂志“绿色英雄”温波，企业家李宁，凯西·威尔逊（Casey Wilson）、斯凯孚集团亚洲区总裁阮凯旭（Rakesh Makhija）以及西门子东北亚区首席执行官程美玮（Mei-Wei Cheng）。同时我们衷心感谢2011企业社会责任全球论坛赞助商赢创集团（首席）、杜邦、斯凯孚以及媒体赞助商搜狐。

以下为2011BGRC演说精选：

从影星到慈善家

虽然李连杰来到中欧校园时身着低调的黑色牛仔，头戴黑色棒球帽，但是一露出笑容仍然难掩巨星气质。整整一天他的明星魅力无处不在，他就“落实企业社会责任所需的要素以及所面临的挑战”发表了演说并介绍了壹基金公益研究院的成功经验，他之所以建立这个机构是为了创造可持续的慈善基金会。2011年1月，壹基金作为非政府组织成为首个获得法律地位的独立公共基金。研究所致力于通过提供学位项目和企业培训来培养下一代社会公益领袖。李连杰说：“中国目前大型的基金会、公募基金有近1000家，私募的也有很多。但整个舆论推动的、大家关注的基本上有点像企业的前半部：如何融资？如何捐钱？大家的重心放在这块。如果一个企业不能获得可持续的发展，产业链不畅顺，融资作为企业和公民每个人参与公益慈善的激情是远远不够的。社会的公益慈善事业有几大领域，比如教育、医疗、环保。能募集到多少钱并不重要——重要的是这些钱如何帮助社会。”在总结发言中，李先生再次强调了对于保障慈善可持续性至关重要的三个词：“责任、义务和互惠。”





Anyone visiting the CEIBS Shanghai campus on the weekend of May 28-29 found an unusual atmosphere for a business school. Energy levels ran high as 300 b-school students from around China turned out to hear more than 20 VIP international and China-based speakers address an issue close to the heart for many future business leaders: responsible leadership.

Focusing on the theme “Vision in Action,” this year’s BGRC featured the strongest-ever lineup of VIP speakers in the conference’s six-year history. Expert presenters included: movie stars with a CSR mission, authors with a social message, ECO Heroes with business savvy, as well as athletes, entrepreneurs, plus successful

corporate Presidents and CEOs dedicated to ‘doing good while doing well.’ Launched in 2006, the flagship event is now renowned throughout the region as the first, largest and most successful CSR conference organized by and for MBA students.

CEIBS wishes to thank expert speakers including acclaimed film star Jet Li, founder of One Foundation, bestselling author Liu Liu; Time magazine “Eco Hero” Wen Bo, entrepreneurs Ning Li and Casey Wilson; as well as SKF Asia President Rakesh Makhija, and Siemens North East Asia President Mei-Wei Cheng. We are also grateful to BGRC 2011 sponsors Evonik (gold level), Dupont, SKF, and media sponsor *Sohu*.

Read on for memorable quotes and telling images from BGRC 2011.

Film Star Turned Philanthroper

Despite arriving at CEIBS’ Shanghai campus dressed in low-profile black jeans and a black baseball cap, film star Jet Li could not hide his star quality as soon as he smiled. His movie-star charm showed throughout the day as he spoke on “The Essentials and Challenges of Realizing Social Responsibility” and introduced the successes of the One Foundation Philanthropy Research Institute, which he founded to create a sustainable philanthropic fund. In January 2011, the foundation became the first NGO to receive legal status as an independent public foundation. The Institute fosters the next generation of social leaders in China by offering degree-

granting programmes and corporate training. Said Li: “There are over 1000 public welfare organizations [in China], but most of them focus on fund raising. This is not enough. We need to establish a complete industry chain to support public welfare. ... Many fields can be involved with public welfare, such as education, medical care, and environment protection. It’s not important how much money you can raise – what matters is how the money will help society.” In closing, Mr Li restated the three words that are most vital to ensure the sustainability of philanthropy, “responsibility, commitment and reciprocation.”

畅销书作家，争议的信息

被誉为“中国最著名女性作家”的六六就其备受争议的小说以及同名电视连续剧《蜗居》的创作体验发表了演说。她的发言以“社会网络和社会影响”为题，旨在探讨如何不“作恶”以及不受社会负面因素的影响。她说如今的商业和社会环境可能导致“双输”局面，人们相信“别人通过作恶赚钱。如果我不作恶，我就会出局。”为了找到这一问题的根源，六六提醒大家“一点点小恶堆积在一起，会形成一个非常大的社会问题。”她敦促读者们追求成功的同时避免作恶。“成功对我来说就是有一天我可以骄傲地、堂堂正正地把我人生的每一天放在阳光下展览。这是我人生最好的积累。所以我认为持续赚钱的唯一秘诀就是不作恶。”



Bestselling Author, Controversial Message

Known as “the most famous female writer in China,” acclaimed author Liu Liu spoke from her experiences in writing her controversial bestselling book and TV series *Snail Dwelling*. Her talk on “Social Networking and Social Impact” focused on not being “evil,” or influenced by negative aspects of society. She said today’s business and social environment can foster “lose-lose” scenarios in which people believe: “Others act evil to make money. If I don’t act evil, I will lose out.” In trying to find the root of this problem, Ms Liu warns that “the accumulation of small evils will become a great evil.” Instead, she urges her readers to find success while avoiding evil actions. “My definition of success is that one day I can disclose everything I did under the sun, with a clear conscience. That would be the best accumulation of my life. So I think the secret to continue to make money is: do not be evil.”



“在中欧我们不仅仅坐而论道，我们付诸行动！因此我深深地希望我们的活动可以为CSR带来更好的经验传递，希望用

我们的双手和头脑实现这一点，同时我们也希望能为明天建立更加绿色、更加环保和可持续的未来。”

——中欧国际工商学院执行院长朱晓明教授

“At CEIBS we don’t just talk, we walk the talk! It is therefore, my deepest hope that this conference will expand our knowledge of current CSR best practices, and motivate us to improve our community with our ideas and with our hands. Together, let’s create a greener, and more sustainable tomorrow.”

– CEIBS Executive President Zhu Xiaoming



“给钱很容易，而且能因此获得声誉和知名度，但是仅仅这样是远远不够的……赚钱和企业社会责任之间并没有矛盾。事实上，为了获得利益，你

必须投身社会事业，令员工感到自豪。重点不应该是钱，而是如何鼓励脚踏实地的行动。”

——斯凯孚集团亚洲区总裁阮凯旭 (Rakesh Makhija)

“Money is easy to give, and it gets you a name and visibility, but this alone is not where you want to be... There is no conflict between profit earning and CSR. In fact, to be profit orientated, you MUST be socially engaged and let employees feel a sense of pride. The focus should not be on money, but on how to encourage initiatives at the ground level.”

– Rakesh Makhija, President, SKF Asia



“公众对我们如何处理商业问题的信心降到了历史的最低点。金融危机使得企业的社会责任和形象受到拷问……我们需要转变（经营管理模式），如今的领导者不但需要领导，也需要跟从，这是为了提升团队的整体实力……‘战略性竞争优势’意味着需要持续、务实地打造品牌，而这些素质都是植根于负责任、可持续的文化之中的”

——2B-Better 商业咨询公司总监拉尔夫·施耐德

(Ralf Schneider)

“我们每个人做任何事都有一个目的——我们希望自己的行为，购买的东西以及感受的体验都是有意义的。对于公司来说，这是它们的身份，一种告诉别人‘我是谁’的方式。中国正迅速从一种注重（致力于消费群体的）质量转变为对身份感的认同……从经济机会的角度来说，这个趋势为中国的企业创造持续价值提供了机会，他们不再需要比较谁更便宜。”

——陈国权，中国领先网络学生贷款服务商（首家获得世界经济论坛“技术先锋”奖的技术企业）齐放首席执行官及联合创始人

“我们公司的四大核心价值：1、安全与健康；2、保护环境；3、遵守最高的职业操守；4、尊重他人与平等待人。在四大核心价值里面，我们没有谈到公司的业绩，但我们深深地体会到，核心价值做好，公司的业绩、企业的发展是水到渠成的。”

——邹飏，杜邦可持续解决方案部大中国区总经理



“Public trust on how business deals with issues is at a historic low. The financial crisis has led to fallen idols in business and a concern about too much corporate power.... We need a paradigm shift in [management style so that] today's good leaders must lead but also follow, in order to move your team to achieve higher performance together.... 'Strategic competitive advantage' means to consistently and authentically deliver a brand experience through the quality of your people from a culture rooted in responsible and sustainable leadership.”

– Ralf Schneider, Principal, 2B-Better Business Consulting

“Each of us has a purpose behind what we do – we want meaning in what we do, what we buy, and what we experience. For companies, this is their identity, a way to say this is “who I am.” China is moving quickly from [a consumer population focused on] quality to a sense of identity.... In terms of economic opportunity, this trend creates an opportunity for Chinese enterprises to create lasting value instead of competing to see who is cheaper.”

– Calvin Chin, Co-founder & CEO, Qifang, China's leading online student loan service (1st Chinese company to receive WEF's “Technology Pioneer” Award)

“Our corporate core values are: 1. safety and health 2. protection of the environment 3. the highest professional ethics and 4. respect others and treat people equally. Although these core values do not mention the performance of enterprise, as long as we can achieve the above values, the profit of the enterprise will be a natural result.”

– Andy Zhou, Business Director of Greater China, Dupont Sustainable's Solutions

青年企业家证明 “一的力量”

2011 企业社会责任全球论坛第一天的主讲人是活跃的青年企业家凯西·威尔逊 (Casey Wilson)，“我开”的创始人兼首席执行官，《中国新闻周刊》“最富影响力外国人”奖获得者。威尔逊女士分享了她创立和管理“我开”的经验，这是一个设在中国的非营利性小额信贷组织，旨在帮助中国农村人口创业。在短短四年中，“我开”已经帮助了 700 多人，威尔逊女士希望最终这个数字能够达到 10 万以上。虽然“我开”的大多数贷款数目都很小——3000 元人民币以下——但是它们对中国农民创业者的帮助却非常大。她提到一个四川省种植蘑菇的农民，用这笔贷款扩大生产规模，并且省下钱作为儿子的教育费用。“我开”的大部分贷款都得到全额偿还。威尔逊女士说：“人们开始创业之后常常能够提升自信，并且提高在村里的地位。在某些个案中，他们甚至因此成为村支书或者副支书。”

Young Entrepreneur Proves “Power of One”

The Keynote Speech for Day One of BGRC 2011 was delivered by a dynamic young entrepreneur Casey Wilson, founder and CEO of Wokai, and winner of *Newsweek China's* “Most Influential Foreigner in China” award. Ms Wilson shared her experience in founding and leading Wokai, a China-based not-for-profit microfinance organization that assists rural Chinese to launch small businesses. In just four years, Wokai has supported more than 700 people, and Ms Wilson hopes to eventually help over 100,000 people in rural China. While most loans from Wokai are small – under RMB3000 – they tend to significantly assist rural entrepreneurs. She cited one mushroom farmer in Sichuan Province who used her loan to expand her business and save money for her son’s education. The vast majority of Wokai loans are repaid in full. Said Ms Wilson: “As people develop their business ventures, they often increase their self confidence and improve their status in their village. In some circumstances, this has resulted in appointments to mayor or vice mayor.”



“目前（中国的）公共福利产业链是不完善的。我希望我们能够为捐赠者和受捐者创建一个交流和分享资源的平台，以获得最佳结果……我目前（还）有一个梦想：希望中国人民健康，并积极参加体育运动。”

——李宁，前专业运动员、李宁运动品牌创始人

“The current public welfare industry chain [in China] is not perfect. I wish we could develop a social platform for donors and recipients to communicate and share resources in order to achieve the best results.... I currently have [another] dream: I hope that the Chinese people can be healthy and participate in sports,”

– Ning Li, former professional athlete, founder LI NING brand sports goods



“如今中国经济快速发展，代价是对公共健康、自然资源和社会稳定造成巨大影响……然而，我相信未来可持续发展的全新道路正在渐渐显现。”

——温波，《时代》杂志绿色英雄 (2006)、太平洋环境组织 (Pacific Environment) 中国发展项目负责人

“Today there is a trade-off between China’s impressive progress and the threat that progress poses to public health, natural resources, and social stability....However, I believe that new paths are emerging for sustainable future development.”

– Bo Wen, *Time Magazine* Eco Hero (2006); Head of China Operations, Pacific Environment Group

BGRC演讲嘉宾 (按姓氏拼音顺序排列)

陈国权	齐放首席执行官及联合创始人
陈英	北京融智企业社会责任研究所所长
程美玮	西门子东北亚区首席执行官、西门子(中国)有限公司总裁兼首席执行官
冯仑	万通地产董事长
葛亚飞	盾安人工环境股份有限公司总裁
姜天剑	斯凯孚亚洲区总部人力资源部总监
李连杰	壹基金公益研究院理事长
李宁	李宁品牌创立人、集团主席及执行董事
李秀娟	米其林领导与人力资源教授, 中欧国际工商学院管理学教授, 管理系主任, 中欧领导力行为实验室的研究主任
李净洁	凯德置地(中国)投资有限公司企业传播及品牌策略, 企业社会责任总经理
六六	知名作家, 其畅销小说《蜗居》被改编成电视剧
刘晓光	北京首都创业集团有限公司总经理、北京首创股份有限公司董事长、首创置业有限公司董事长、新资本国际有限公司董事局主席
孙继荣	《WTO 经济导刊》首席顾问、社会责任首席专家
温波	2006年《时代》杂志“绿色英雄”
张旭宇	Artesian Capital 合伙人、远景能源 CFO
张勇	启明创投合伙人
朱晓明	中欧国际工商学院执行院长及管理学教授
邹飏	杜邦可持续解决方案部大中国区总经理
Eduardo Casado	Outright 国际公司 CEO
特雷弗·戴维斯 (Trevor Davies)	博士、英国皇家气象学会高级专业会员 (FRMetS)、东英吉利大学 (UEA) 副校长
班德 (Bernhard Hartmann)	高增值咨询公司科尔尼的合伙人和科尔尼大中华区的总裁
Browaey's Johnny	西图公司环境业务副总裁
安德雷·克劳斯 (Andrea Krause)	FYSE 创始人和执行总监
柯玲 (Carola Kylin)	斯凯孚亚洲区公关媒介总监
阮凯旭 (Rakesh Makhija)	斯凯孚集团亚洲区总裁
艾澜德 (Erik Nelander)	斯凯孚中国区总裁
Ralf Schneider	2B-Better 商业咨询公司总监
吉赛尔·韦伊布雷赫特 (Giselle Weybrecht)	《可持续性 MBA: 绿色商业经理人指南》作者
凯西·威尔逊 (Casey Wilson)	“我开”的创始人和首席执行官

BGRC 2011 EXPERT SPEAKERS

Calvin Chin	Co-founder & CEO, Qifang
Ying Chen	Director, Beijing Rong Zhi Institute of Corporate Social Responsibility
Mei-Wei Cheng	CEO, Siemens North East Asia; President & CEO, Siemens, China
Lun Feng	Chairman, Vantone Real Estate
Ya-Fei Ge	President, Zhejiang DunAn Artificial Environment Co.
Tina Jiang	Human Resource Director, SKF Asia Regional Headquarters
Jet Li	Chairman, One Foundation Philanthropy Research Institute
Ning Li	Founder, Chairman & Executive Director, LI-NING brand
Jean Lee	Chair Professor of Leadership and Human Resources Management; Professor of Management; Chair of the Management Department, CEIBS
Chengjie Li	General Manager, Corporate Marketing & Communications, CSR Department, Capital Land
Liu Liu	Author of Bestselling TV series, <i>Snail Dwelling</i>
Xiaoguang Liu	General Manager, Capital Group; Chairman, Beijing Capital Land and Beijing Capital; Board Chairman, New Capital International Investment
Jirong Sun	Senior CSR-Consultant, CIM (Germany)
Bo Wen	“Eco Hero” of the Year (<i>Time Magazine</i> , 2006)
Felix Zhang	Partner, Artesian Capital; CFO, Envision Energy International
Yong Zhang	Practice Partner, Qiming Ventures
Zhu Xiaoming	CEIBS Executive President
Andy Zou	Business Director, Greater China DuPont Sustainable Solutions
Eduardo Casado	CEO, Outright International
Trevor Davies	PhD., FRMetS, Pro-Vice Chancellor (Research & Knowledge Transfer), University of East Anglia (UEA)
Bernhard Hartmann	Partner & Managing Director (Greater China), A.T. Kearney
Johnny Browaey's	Vice President, CH2M HILL Environmental Services
Andrea Krause	Founder & Executive Director, FYSE
Carola Kylin	Communications Director, SKF Asia
Rakesh Makhija	President Asia, SKF Group
Erik Nelander	President, SKF China
Ralf Schneider	Principal, 2B-Better Business Consulting
Giselle Weybrecht	Author, <i>The Sustainable MBA: The Manager's Guide to Green Business</i>
Casey Wilson	Founder & CEO, Wokai; “Most Influential Foreigner in China” (<i>Newsweek China</i>)

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