STANDING TALL: The CEIBS Africa Programme is Poised to Expand
20 months after launching our EMBA in Ghana, the CEIBS Africa Programme is expanding fast. In December, the first cohort of students will graduate. In 2011, CEIB Africa will launch Executive Development courses, a diploma in Health Care Management, and more.
点亮非洲
Lights On, In Africa

每当提到非洲，许多人可能会想起那张展现五大洲夜间灯光的著名卫星照片，北美和欧洲灯火璀璨，相比之下，非洲是名副其实的“黑暗大陆”。

在那张卫星照片中，非洲仿佛置身于世界之外，没有光芒，缺乏发展，而事实上这片大陆从未被遗忘过。如今，它已成为无数投资者、企业家、商业和社会领袖瞩目的焦点和施展雄心的舞台。挑战抑或机遇，他们都将满怀勇气和信心地面对。

2007年，消费者新闻与商业频道（CNBC）创办了非洲频道，24小时关注这片大陆。这是为什么？因为媒体策划人完全相信非洲能够产生吸引观众的新闻。他们期待“大事”发生。一年后，中欧国际工商学院开设了针对非洲的EMBA课程。这是为什么？因为我们同样期待非洲有“大事”发生，我们做对了。

今天的新闻为非洲大陆描绘了一幅经济发展、信心重启的画面。重大私人股本正在非洲零售业获得收益，当地日益成熟的中产阶级前景乐观。尼日利亚正在吸引海外资本，有望不日跻身世界经济20强。坦桑尼亚的林业已经通过“东非有机产品标准”，乌干达正重新发展其林业，赢得令人艳羡的碳信用额。而刚果业已成为水电资源的大国。

非洲的经济正在发生如此积极变化，它能够从中汲取经验。中国经济转型初期的一个关键因素是认识到商业管理和教育的重要性。当非洲转型之际，它同样需要坚强的商业领袖。中欧国际商学院的目标就是为非洲培养有能力、有创新精神的商业管理人和政府领袖——包括传统部落酋长。

为了实现这一目标，中欧国际商学院于10月11日签署协议。在非洲开展高层经理培训课程（EDP），为传统权威、发展和成长中的家族企业以及企业家提供管理发展课程。该协议与阿索蒂国王图图二世资讯与通信科技研究学院（Osei Tutu II institute for Advanced ICT Studies）共同签署。课程将于2011年中旬启动。

高层经理培训课程的学生毕业之后，将被纳入中欧国际工商学院非洲校友网络。这个正在不断壮大的网络中有40名来自9月24日和上海及深圳校友同期毕业的非洲EMBA学员。所有这些来自非洲和中国的校友们已经开始利用日益密切的中非友好关系、探索合作的新途径。

只要非洲的商业领袖懂得如何应对各自国家、非洲大陆以及全世界的变化，同时33个非洲国家通力合作，这片大陆将迎来绝佳的转机。中欧国际商学院决心成为这次转机的一部分。本期TheLINK的封面故事将告诉大家：我们的学校已经踏上了激动人心的冒险旅程，我们将学习它的经验，并为它的成立做准备。
When we think of Africa, many of us probably remember that famous night-time satellite picture of the lights on the Five Continents. North America and Europe are glowing brightly, while Africa is, quite literally, the “Dark Continent.”

While Africa stands apart in that satellite photo, unlit and under-developed, the Continent is actually far from forgotten. Today, the region is the focus of attention and ambition for millions of investors, entrepreneurs, business and social leaders who are undaunted by the challenge and invigorated by the opportunities.

In 2007, CNBC launched its Africa Channel, a 24-hour news station dedicating to the region. Why? Media executives were confident that the Continent would generate enough news to keep viewers watching. They expected something to happen. One year later, CEIBS launched its EMBA in Africa Programme. Why? Because we too expected something to happen in Africa. We were not wrong.

Today’s headlines paint a picture of a Continent undergoing economic growth and renewed confidence. The ‘big boys’ of private equity are acquiring assets in Africa’s retail sector, optimistic about the region’s growing middle class. Nigeria is raising capital offshore and is expected to soon join the world’s top 20 economies. Forestry in Tanzania passed the “East African Organic Produce Standard,” Uganda is redeveloping its forests, earning enviable carbon credits; and the Congo is now a formidable source of hydroelectric power.

As Africa embraces these positive changes in its economy, it could learn a lot from China. One of the key factors in the early stages of China’s economic transformation was recognition of the importance of business management education. As Africa undergoes its own metamorphosis, it, too, will need strong business leaders. CEIBS’ goal, in Africa, is to prepare highly competent, innovation-oriented business executives and government leaders – including the traditional chieftains.

In keeping with that goal, on October 11, CEIBS signed an agreement to develop Executive Education courses in Africa including Management Development Programmes for Traditional Authorities, Developing & Growing Family Businesses, and Women Entrepreneurship. The agreement was signed with the Osei Tutu II Institute for Advanced ICT Studies and classes will begin in mid-2011.

When they graduate, the students of those Executive Education courses will join CEIBS’ growing Africa-based alumni network. Among them: the 40 pioneers from the inaugural CEIBS EMBA Africa class who graduated alongside their Shanghai and Shenzhen classmates in Shanghai on September 24. Those African and Chinese classmates are already exploring ways to collaborate, taking advantage of growing Sino-Africa ties.

Africa – when its 53 countries pull together – stands a very good chance for a turnaround when its business leaders are trained to meet the changes underway in their individual nations, across the Continent, and around the globe. CEIBS is determined to be a part of that turnaround. As this month’s LINK cover story illustrates, our school has embarked on an exciting journey, an adventure that will allow us to learn from this Continent and contribute to its development.
Dear Alumni:

Fall of 2010 promises to be a very good season for CEIBS. We are happy to report that your alma mater has recently made big steps in worldwide recognition, physical expansion, and branching into new areas of expertise.

First, the rankings: on October 25, CEIBS advanced significantly in one of the world’s best-respected media rankings: the 2010 Financial Times annual survey of global EMBA programmes places CEIBS at #18 worldwide, a significant rise over the programme’s 2009 ranking of #26 globally.

This year’s FT ranking results for EMBA Programmes recorded improvement for CEIBS in several key areas. In the category of “career progress,” CEIBS jumped from a rating of #43 to #20 (out of the world’s Top 100 b-schools), as well as jumping from #32 to #24 in “work experience.” The CEIBS EMBA Programme also improved in “salary increase” and “aims achieved” by graduates.

Commenting on the news, CEIBS Executive President, Prof Zhu Xiaoming said: “We will not rest on our laurels after hearing the 2010 Financial Times ranking results. Instead, we will work even harder to continue providing the best business management education in China.”

CEIBS is particularly proud to see our score improve in two areas: the satisfaction of graduates regarding “aims achieved” and in the increasing percentage of female students in the EMBA Programme, which jumped from 20% in 2009 to 31%
MESSAGE FROM THE EDITORS

The LINK Volume 5, 2010

Earlier this year, the Financial Times global full time MBA Rankings assessed the CEIBS MBA Programme at #22 worldwide and the school’s Executive Education Open Programme at #24 globally.

Ground-breaking: Shanghai campus expansion, new Annual Economic Forum

The jump in our FT rankings was not the only “big news” at CEIBS this fall. On November 6, the school broke ground on the Shanghai Campus Expansion — a project that will roughly double the size of the school’s original campus. Construction of the facility, designed by the US-based firm founded by world famous Chinese architect IM Pei — Pei Cobb Freed & Partners — will begin in 2011. The expansion, situated on 38,000 square meters of land adjacent to the original campus in Shanghai Phase I, will comprise faculty and administration buildings, an academic centre, a canteen, and residential buildings for executive students. Phase II covers classrooms and research facilities plus additional on-campus accommodations.

Meanwhile, the cover story of this edition of The LINK outlines the rapid growth of CEIBS’ EMBA in Africa Programme.

Finally, this fall will mark the debut of a new event for CEIBS – the CEIBS ChengWei Economic Forum. On November 27, the school will host an event designed to become China’s foremost economic forum platform by engaging government leaders, business elites and renowned academics. The goal of the new, invitation-only forum is to foster a better understanding of the dynamic forces shaping the future of China and the world.

As we close 2010, CEIBS is making advances on all fronts: in terms of its global reputation and image, through physical expansion of our campuses, and intellectually, via the launch of new forum and events. During this time of rapid development, be sure to stay in touch with your alma mater.

Snow Zhou
Assistant President

Laurie Underwood
Director, External Communications & Development
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On September 10, at the Chinese International Business School,加纳副总统H.E. John D. Mahama和CEIBS Dean and Vice President Rolf D. Cremer visited the campus. The visit was part of Mahama’s trip to Shanghai.

CAMPUS TOUR – From left, CEIBS Vice President and Co-Dean Zhang Weijiong, Vice President of the Republic of Ghana H.E. John D. Mahama and CEIBS Dean and Vice President Rolf D. Cremer on a tour of the Shanghai campus, part of the September 10 visit by H.E. Mahama.

普罗迪、马哈马谈“21世纪的中国、非洲和欧盟”


月10日，在中欧国际工商学院举行的研讨会上，加纳副总统约翰·德拉马尼·马哈马（John D Mahama）先生和意大利前总理、欧盟委员会前主席罗兰多·普罗迪（Romano Prodi）教授满怀激情地发表了题为“21世纪的中国、非洲和欧盟”的演讲。在研讨会上的发言者还包括南非驻沪总领事库马（Vika Khumalo）先生、中欧文凭主席大卫·戈瑟特（David Gosset）先生和中欧市场营销和创新管理学教授兼中欧非洲项目执行主任阿丘卡吉马（Kwaku Atuahene-Gima）先生。

160名中欧国际工商学院的学生、校友、嘉宾及媒体人士聆听以上重量级演讲者的发言。 以下为研讨会花絮：

中欧国际工商学院执行院长朱晓明致欢迎词。他指出中非关系的重要性，并表示中非关系的推进对中欧关系的卓越贡献，同时，朱院长还盛赞了普罗迪教授对于中欧国际工商学院和中欧发展作出的卓越贡献。

马哈马先生告诉来自中国、非洲和欧洲三地的听众，虽然三地相距遥远，但它们拥有广泛的共同之处，彼此不可忽视。他举例说，人们面临种种挑战，如必须在全球重视气候变化的前提下去发展经济。“我们必须明白，我们怎样才能迅速带领人民脱贫。但我们又对上帝赐予我们的这个世界带来最小的压力......这些是在非洲所面临的一个挑战的一部分。”

中欧国际工商学院在有关非洲问题的讨论中，特别强调了培养优秀的管理者的重要性。他还表示，中非关系的发展将为非洲和中国带来更多的发展机会。

普罗迪先生在演讲中提到的问题包括中非关系的发展、中非经济合作对两国的影响、中国在非洲的经济活动等。

阅读全文，请登陆www.ceibs.edu。
Senior statesmen from Italy and Ghana, their Excellencies Romano Prodi and John D Mahama were keynote speakers during a September 10 seminar exploring the timely topic of “China, Africa, and the EU in the 21st Century.” H.E. Prof Romano Prodi is former EU Commission President and two-time Italian Prime Minister. H.E. John D. Mahama is Vice President of the Republic of Ghana. The panel was rounded out by Consul General of South Africa to China Vika Khumalo, Director of the Euro-China Centre for International and Business Relations at CEIBS David Gosset, and CEIBS Professor of Marketing & Innovation Management and Executive Director for the CEIBS Africa Programme Kwaku Atuahene-Gima.

The VIP speakers addressed an audience of 160 CEIBS students, alumni, guests and members of the media. Outtakes of the seminar include:

- In his welcome address, CEIBS President Zhu Xiaoming spoke of the significant contributions that both H.E. John D Mahama and H.E. Romano Prodi have had on the Sino-Africa and Sino-European relations respectively. President Zhu also credited H.E Prodi with contributing significantly to the development of CEIBS through his position as a visiting professor to the school.

- In a wide-ranging address emphasizing the interconnectedness of China, Africa and Europe, Ghanaian Vice President John D. Mahama told the audience that the three sides of the trilateral relationship – despite their geographical distance – cannot afford to ignore each other. Citing challenges such as the pursuit of economic growth while avoiding climate change, H.E Mahama said, “We must look at how we can bring our people quickly out of poverty but at same time put the least pressure on this world that God gave us... These are some of the challenges we are struggling with in Africa.”

- Consul General of South Africa to China Vika Khumalo detailed the realignment of global power under way during the 21st Century and stressed Africa’s desire to “chart its own course through mutually beneficial cooperation”. He added: “China’s engagement with Africa over the past few decades, and its intensity, has taken many by surprise and, in the process, ignited hope for a great future for some, and fear of looming danger for others... I hope today’s discussions will offer an enlightened look at the Sino-Africa partnership.”

- CEIBS Professor Kwaku Atuahene-Gima also spoke of Africa’s development needs, framing his comments within the context of the opportunities CEIBS provides in management education. Said Prof Atuahene-Gima, “Management is the most important tool in development.” He added that CEIBS has played a significant role in China’s growth by providing world class management education. Africa’s success, he told the audience, depends upon: emphasis on high-quality management education, innovation, and integration with other geographic locations such as China and Europe.

- In his address, H.E Romano Prodi also covered the key issues currently impacting Sino-Africa-Europe relations, including the effects of colonization on Africa’s economic development and stability. While colonization has ended, he said, its impact is still evident. Looking ahead, he emphasized the benefits, for all three sides, of furthering cooperation between China, Africa and Europe.

For the complete news story, please visit www.ceibs.edu
2008班的非凡数据：《中欧MBA2010就业报告》
“CEIBS MBA 2010 Career Report”
Impressive Numbers for the 2008 Intake Class

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CEIBS Names China’s Top 100 Private Listed Companies

CEIBS and Wind Info jointly released the names of China’s Top 100 private listed companies on August 17. Compiled by the China Private Enterprise Research Centre at CEIBS, the 2010 China’s Private Listed Companies Performance Report gives a comprehensive analysis of the performance of the country’s private listed companies after the global financial crisis.

This year’s ranking, the seventh annual listing, reflects the rapid integration of Chinese private enterprises into the global manufacturing sector. As a result, the report also illustrates China’s increased sensitivity to the global economy.

<table>
<thead>
<tr>
<th>2010中国民营企业前10强</th>
<th>MAJOR PLAYERS: China’s Top Ten Private Listed Companies</th>
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<td>中国平安</td>
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<td>中国民生银行</td>
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<td>顶新国际集团</td>
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<td>9</td>
<td>青岛海尔</td>
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<td>10</td>
<td>双汇发展</td>
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MARKING MADRID DAY – CEIBS President Pedro Nueno (at left) explains the school’s rapid growth to Madrid Mayor Alberto Ruiz Gallardon, Ambassador to Spain in China Carlos Blasco, and Madrid Pavilion Commissioner General Ignacio Nino during a September 16 workshop at the Shanghai campus. The event was part of celebrations marking Madrid Day at the Expo on September 17. Participants explored the theme “International relations between Chinese and Spanish cities: more than two countries and two continents.”
FOCUS ON BARCELONA — CEIBS President Pedro Nueno (at left) hosts Barcelona Mayor Jordi Hereu and Barcelona Pavilion Commissioner General Ferran Vilaclara for a tour of the CEIBS Shanghai Campus ahead of an August 31 forum on “Barcelona, the Mediterranean Innovation Hub.” The visit was part of the activities during the Barcelona Pavilion’s Mediterranean Week at the Expo.

MEET & GREET AT EXPO — EU Chair of Sino-European Dialogue at CEIBS His Excellency Professor Romano Prodi (at left) exchanges views with Saudi Arabia Pavilion Director Abdulhamid Hasson. H.E. Prodi visited selected pavilions on September 10 and 11 between lectures for CEIBS.
LEADERSHIP TALKS – CEIBS Executive Director of Global Initiative Annette Nijs was among the invited speakers who reflected on leadership and culture during a Leadership Forum in the Belgian-EU Pavilion on August 28. CEIBS and the Flanders-China Chamber of Commerce (FCCC) co-hosted the event which also featured Assistant Commissioner General of the Shanghai World Expo Dr Xu Bo.

ENTREPRENEURSHIP IN THE EU – CEIBS Adjunct Professor of Management Nandani Lynton spoke on “Business Rationale and Opportunities for Chinese Investments in Europe” before 100 female Chinese business executives at the Expo’s European Pavilion on September 19.

GLOBAL TOUR – Participants in the 2010 Graduating Class of the CEIBS EMBA Programme in Accra, Ghana, visited the Luxembourg Pavilion and other Expo sites on September 19. The visit to Shanghai Expo was part of the students’ 10-day trip to China for their final study module. The 43 Ghana-based students officially graduated with CEIBS Shanghai-based EMBA cohorts on September 24. (See story in Inside CEIBS section.)
品多了陈年的红酒，会想念书本的墨香。

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再造与革新 — 四届中国银行家高峰论
Restructuring & Reform – 4th Annual China Bankers Forum

作为后危机时代最具潜力的“新大陆”之一，中国银行业如何面对内部和外界的双重压力？浴火重生的全球银行业又进行着怎样的改变？

How will China’s banking sector, one of the most promising of the post-crisis ‘new world’, handle the strong internal and external pressure to reform? What changes are shaking up the banking industry in other key financial centres around the globe?

伴随“后危机时代”的到来，第四届中国银行家高峰论汇集了来自中国和英国政府的高级官员、国际货币基金组织（IMF）的高级代表、

银行及金融业的国际巨头、专家学者和高层管理人士，本届论坛于9月17日由中欧国际工商学院与《财经》杂志联合主办，论坛探讨了众多重要问题，比如饱受冲击的银行业既要发挥重要作用，又要解除危机给自身带来的创伤，如何达到两者的平衡进展？请看论坛片段。

朱民博士
国际货币基金组织（IMF）总裁特别顾问

全球金融发展理念，尤其是政府主导的监管决策，已经从自由化和市场化导向转向加强监管导向。

如果金融危机带来的经济衰退只影响亚洲，而没有波及主要发达国家，那么市场化和自由化体制可以继续推进，然而事实证明纯粹的市场化和自由化不能解决问题。

所以，监管的潮流在于加强市场和政府干预。

监管的适当框架已经基本形成，但是非常粗糙的框架，缺乏细节措施。比如，美国还要成立233条立法和原则指引才能使得现有的法案得以实施。所以下一阶段是市场和监管者的长期博弈，这将会是一个逐渐发展的过程，监管的最终模式尚未形成，仍有相当大的不确定性。

由于现在金融监管的改革以三大支柱（监管、市场和政府）为基础，所以它会从美国通过英国，迅速向全球推广，在发展中国家，特别是亚洲金融业产生巨大影响。

李若谷先生
中国进出口银行董事长兼行长

谈到后危机时代中国金融业的发展策略，第一步是要推行市场化的改革。今后在推动改革和发展的过程中，我们始终要采取循序渐进的做法，这一做法符合中国的发展。无论外界压力多大，我们都要按自己的方针办事。第二步是实施科学的金融监管，有效控制金融风险。第三步是要认识到当前中国的金融创新相对滞后，我国金融界存在和面对的问题与西方国家并不完全一样，因此不能完全照搬西方的模式。

李扬绍博士
渣打银行集团首席经济学家、全球研究部主管

我们正在经历权力从西方转移到东方的过程。这种转移会花费几十年，在此期间，三大重要因素是货币、金融和创新。

蒋定之先生
中国银行监督管理委员会副主席、党委副书记

吸取金融危机的教训，哪些方面需要特别强化呢？第一，要强化具有系统重要性金融机构的信息披露。第二，要提高对复杂结构性信用产品和柜台交易延伸产品的信息披露。

三是要全面、客观、公正地评估金融机构披露的信息，特别是大型金融机构设立的结构性投资机构和特殊目的公司。增加对风险存在和风险管理模型方面的信息披露。
Staged against the backdrop of the global economy’s moderate post-crisis rebound, the 4th Annual China Bankers Forum brought together 300 high-ranking government officials from China and the UK, senior representatives from the IMF, global heavyweights in the banking and finance industries, academics, top executives and media. Organized by CEIBS and CAIJING Magazine, the September 17 conference explored current issues including the new challenges confronting the still fragile banking sector and the need to simultaneously heal its wounds while also aggressively taking steps to lead the global economic resurgence. Read on for excerpts from the keynote speakers.

**Dr. Zhu Min**  
*Special Advisor to the Managing Director, International Monetary Fund (IMF)*

“Global financial regulation has shifted from being liberal and market-orientated to a system of greater regulation, particularly government-controlled regulatory decision-making.

If the economic recession brought about by the financial crisis affected only Asia, leaving the major industrialized countries unscathed, the liberal and market-orientated regulation method would be further advanced – but this model has now proven to be ineffective in solving the economic problems. All in all, the trend in regulation is to strengthen market oversight and to increase government intervention.

The entire regulatory framework has largely been formed, but it is so far a very basic framework which lacks detailed measures. For example, the US is to implement 233 additional laws and guidelines to put the existing Regulatory Acts into effect.

Thus the next step will be a long-running wrestling match between market players and regulators. This will be a slow process – the ultimate regulatory model is still in the making. For now, therefore, we still see great uncertainty about regulation.

The current financial reform, being based on the “three pillars” of regulation, market, and government, will significantly impact developing countries. The reform will influence Asia’s economy and financial industry because it will spread from the US, through the UK, to the rest of the world.”
要求，加强对复杂信用型产品信息披露，帮助投资者了解其潜在风险。这样，我们就可以对金融风险进行有效评估，从而采取监管措施，增强并提高监管的有效性。

Mr. Nick Anstee
伦敦金融城市长

英国银行业已经向全世界展示了这个行业是非常透明的，我们做了很多改变，减少了市场的风险，同时符合国际标准。

陈文辉先生
鑫阜大中华区银行业总经理

我们建议：第一，在财务和风险管理功能之间成立联合协作团队。第二，理解并清晰地制定计划以控制关键风险，确保管理和优先正确。第三，把握目前的机遇和挑战。第四，准确实施流程、方法和数据。第五，提高分析银行内部信息的能力并建立必要的市场信息洞察。

吴晓灵教授
全国人大常委、财经委副主任委员、中欧陆家嘴国际金融研究院院长

世界经济一体化和金融全球化是不可逆转的趋势，加强对金融体系系统性风险的管理是全世界的共识，我们应维护全球金融体系的稳定。我们必须在一些监管原则下取得共识，在全球监管方面，我们必须在合作方面达成一致。我们必须在控制系统性风险、防范系统性风险和控制杠杆率方面获得共识。

中国监管体系的改革极大提升了监管专业水平，同时增强了中央银行执行货币政策的专业水平，但在监管信息共享上仍然存在极大缺陷，改革后的监管体系能否在危机时保持效率，这有一点待时间检验。

信息不对称会极大影响危机处理的速度。因而如何强化中央银行对监管信息的可获得性是一个紧迫的问题。对此，我们必须未雨绸缪。

从制度上强化央行信息的可获得性，让央行对金融控股公司进行监管，赋予央行消费者保护职能，是在现有监管框架下强化央行信息可获得性的有效措施。

央行在监督信息方面的强势已经成为事实，但是中国监管体制的特征，我认为是一个很复杂的问题，在现有的监管体制下，给予央行金融反腐公司的监察权和消费者保护监管权，是强化央行获取信息的一个切实可行的方法。如果银监会三个部门都划归央行控制，那么消费者保护监管权应该脱离央行，独立存在。监管系统必须做好权力的制衡和制约。

Matthew S. Hosford
桑坦德银行亚太区首席风险官

所有机构必须绝对能够应对风险，没有机构可以依靠规模巨大而避免倒闭，我们必须增加预警和处理制度，银行应当有应对风险机制。

董文标
民生银行董事长

我有三句话要说，第一句话，从事银行业应该安守本分，那些五花八门的副产品有害无益，银行和保险完全是两回事，要两者兼顾必将自食苦果。

第二句话，银行的地域问题至关重要。对此我有血的教训，我们曾在美国UCB做过一次投资，当时对几家国有企业也做投资。前几个是被拒，但被美联储拒绝了，民生银行作为一家民营企业实施了投资，但不久后爆发了金融危机，为此我们付出了惨痛代价。

最后一句话，我们可以在传统业务方面进行很多创新，为社会提供更好的服务，我觉得这是非常有意义的。
Mr. Li Ruogu  
Chairman and President, Export-Import Bank of China  
“In terms of a development strategy for China’s financial industry in the post-crisis era, the first step is to push forward with market reform. In our effort to promote reform and development – no matter how great the outside pressure – we must stick to the principle of gradual reform, which suits China’s development. The second step is to take scientific financial regulatory measures to effectively manage financial risk. The third step is to recognize that we cannot merely copy entire Western examples and apply them to our development. This is because China’s financial development still lags behind that of many places in the world. In addition, the problems existing in, and facing, China’s financial sector are not entirely the same as those in the West.”

Dr. Gerard Lyons  
Chief Economist & Group Head of Global Research, Standard Chartered Bank plc  
“We are experiencing a power shift, from West to East, which may take decades to complete. Goods, finance, and innovation will be the three key factors in this shift of power.”

Mr. Jiang Dingzhi  
Vice Chairman & Deputy Secretary, Committee of CPC, China Banking Regulatory Commission  
“Based on the lessons learned from the financial crisis, what are the areas that need to be strengthened? First, at the organizational level of important financial institutions, we must increase the level of information disclosure. Second, we should increase the level of information disclosure for credit products with complicated structures, as well as for the extended product offerings for counter transactions. Third, we must fully, objectively and fairly review the information disclosed by financial institutions. In terms of these institutions, particularly in regards to the disclosure of structured investment institutions and special-purpose companies set up by major financial institutions, we should make greater demands for increased disclosure of risk manifestation and risk management models. There should be greater disclosure of complicated credit products to alert investors to the potential risk. In this way, we can conduct effective reviews on financial risk, and pursue follow-up regulatory measures to increase the effectiveness of regulation.”

Mr. Nick Anstee  
Lord Mayor, City of London  
“The entire British banking sector has shown the world that it is a highly transparent industry. We’ve made a lot of changes to reduce market risk, changes which comply with international standards.”

Mr. Albert Chan  
Partner & General Manager of Banking Industry, Accenture Greater China  
“Our suggestions are: first, establish joint teams to link the finance and risk management departments. Second, understand and make clear plans that outline key risks, performance management, and preferred preparation. Third, take advantage of the fleeting...
opportunities that the current situation offers. Fourth, correctly implement procedures, methods, and data. Fifth, gain the ability to analyze intra-bank information and develop the necessary market insight.

Prof. Wu Xiaoling
Standing Committee Member of the National People's Congress, Deputy Director of the Financial & Economic Affairs Committee of NPC, President of the CEIBS Lujiazui International Finance Research Centre

“The integration of the world economy and financial globalization are irreversible trends, and the whole world agrees that there is a need to better manage the systemic risks within the financial system. In order to stabilize the global financial system, we must reach a consensus on certain regulatory principles. We must have a consensus on cooperation in terms of global regulation, and we must agree on the issues of control and management of systemic risk, and control of leverage rates.

China’s reform of its regulatory system greatly increases the levels of professionalism seen in regulation, and the Central Bank’s professionalism in implementing policies. However, there remain great gaps to fill when it comes to the sharing of regulatory information, and only time will tell whether the system’s efficiency can be maintained in times of crisis.

Information asymmetry will undermine how crises are handled because it reduces the speed of decision making. One of the most pressing problems we are facing today is: how to increase the availability of regulatory information from the Central Bank. We must take precautions before it is too late.

One effective measure would be to increase the availability of information in the existing regulatory framework, in order to increase the availability of information from the Central Bank. This would enable the Central Bank’s regulation of financial holding companies, and make consumer protection the responsibility of the Central Bank.

The Central Bank has been privileged in enjoying regulatory information, but I think changing China’s regulatory system will be a challenge. I believe it is an effective and realistic measure, under the current regulatory system, to give the Central Bank the right to regulate financial holding companies and to protect and safeguard consumers. If the three functions of regulating banking, securities, and insurance were all given to the Central Bank, the job of protecting consumers should be a separate, independent function. There should be checks and balances in the regulatory system.”

Mr. Matthew S. Hosford
Chief Risk Officer, Banco Santander, Asia-Pacific Region

“All institutions must, in their own right, be able to manage risk; no institution stands forever just because of its massive size. We must strengthen our early intervention and handling systems: banks should be able to cope with financial crises.”

Mr. Dong Wenbiao
Chairman, China Minsheng Bank

“I’d like to make three points. First, a bank should be a bank, without numerous subsidiaries to choke it. Banking and insurance are totally different businesses, and trying to do both may mean having neither business in the future.

Second: the location of a bank is very important; I learnt this the hard way. We once invested in the UCB in the USA. Several SOEs had been rejected by the Federal Reserve, but we, as a private enterprise, were accepted. However, the financial crisis broke out soon after, and we paid a high price.

And my final point, which I think is very important, is: you can improve a traditional business through innovation to provide better service to society.”
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——摘自《细节营销》
中欧国际商学院
战略与市场营销学教授
Willem Burgers

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Experts weigh in on emerging industries, thinking outside the box and high-tech parks as incubators.

Experts weigh in on emerging industries, thinking outside the box and high-tech parks as incubators.
How critical is innovation when creating a favourable environment for entrepreneurship? What are the unique challenges and opportunities for start-up businesses in China now? On August 28, CEIBS hosted a roster of high-level government officials, industry leaders, entrepreneurs, and renowned academics to weigh in on these issues and more during CEIBS’ 2nd Annual Innovation & Entrepreneurship Forum.

The event, hosted by CEIBS and the Zhangjiang Group, was co-organized by Zhangjiang Institute for Innovation and Zhangjiang Incubator Management Centre. Read on for out-takes:

“Green Recovery and Strategic Emerging Industries”

Prof Feng Fei, Minister, Research Department, Industrial Economy Development Research Centre, PRC State Council

“Since the first half of 2009, economists have proposed the development of strategic emerging industries in their reports to the State Council. Since the end of 2008, a global call to ‘green recovery’ has awakened major economics to the development of emerging industries as a vital choice of strategic significance in fighting the financial crisis, facilitating economic transformation, and tackling climate change.

There are seven key sectors that China can develop strategically: new energy, energy-saving, new-energy automobiles, bio-tech, new materials, new generation IT, and high-end equipment manufacturing. Our first challenge is to devise effective strategies for these seven key sectors, developing them into either “pillar industries” (those contributing significantly to the GDP) or “locomotive industries” (those clearly promoting the future development of the economy). Among the seven key sectors, high-end equipment manufacturing, new materials and new-energy automobiles are to be developed as locomotive industries, while the other four will be developed into new pillar industries for China.

Another challenge: we must develop a full understanding of the legal principles and domestic needs that are vital for the development of strategic emerging industries. If our development strategy still revolves around infrastructure projects and vying for investment, the risk will be so huge that even the government would find it difficult to control. On the other hand, our ability to develop core technologies is still insufficient – this is our biggest problem now.

A common practice around the globe in the development of strategic emerging industries is to unite against challenges, adopting some of the measures used in the U.S. Since Chinese companies are usually weak in individual innovation, expanded collaboration would facilitate the development of our strategic emerging industries. Until now, there have been closed collaborations – rather than open ones – among private enterprises in the strategic emerging industries. This is an issue that needs urgent attention.

The third challenge lies with the foundation needed for the development of strategic emerging industries: the creation of a favourable policy environment. The implementation of efficient, long-term policies that are energy saving and environmentally friendly is highly critical to industrial development.

The development of strategic emerging industries, by necessity, includes policy reform. We are now at a turning point in the transformation of government functions in systematic reform. I hope new policy breakthroughs will complement developments in industrial technology.”
绿色复苏和战略性新兴产业
冯飞教授、中国国务院发展研究中心产业经济研究部部长

从2009年上半年开始，中央主要领导向国务院就经济发展面临的形势和问题提出了要发展战略性新兴产业。2009年，中央在金融危机中对战略性新兴产业的推动是全球范围内的一个重大战略抉择。战略性新兴产业的发展是应对全球金融危机、实现经济转型和应对气候变化的重大战略抉择。

中国发展战略性新兴产业有七个重点领域：新能源、节能环保产业、新材料、高端装备制造业。第一个问题是要把这七个领域大分成两大部分，并力其制定合适的政策，一部分是支柱产业，也就是在GDP中达到一定比例的产业，另外一部分是先导产业，为未来发展奠定基础。在这七个领域当中，新能源汽车、新材料和高端装备制造业被划分为先导产业。同时要按照中长期的时间将其他四个领域发展为中国的新兴产业。

第二个问题是要深刻认识到战略性新兴产业发展的客观规律和内在要求。如果发展思路是拉项目、争投资，那么其中蕴含的风险就很大，甚至政府都无法控制。目前，在掌握核心技术和把握主导技术的发展方向上，我们的能力十分欠缺，这是最大的问题。

在发展战略性新兴产业中，全球非常通用的一个做法是机会主义，比如美国的一些做法。由于中国单个企业的创新能力较弱，形成产业链联盟是非常重要的，目前，在一些民营企业的发展中，出现了封闭型联盟，而不是开放型联盟。这个问题需要高度重视。

第三个问题是发展战略性新兴产业的基础。创建良好的体制环境，形成节能环保的长效机制对产业发展的十分关键。战略性新兴产业的发展必然包括体制改革。我们正处于体制改革中政府职能转变的关键点和突破口，我希望新的体制能够更好地发展。

创建良好的体制环境，形成节能环保的长效机制对产业的发展十分关键。战略性新兴产业的发展必然包括体制改革，我们正处于体制改革中政府职能转变的关键点和突破口。我希望新的体制能够更好地发展。

从“中国制造”到“中国创造”
杨兴平博士，上海自然道信息科技有限公司CEO

几十年来，中国的制造业中唯一成功的就是制造业，而在创新方面还面临很多挑战。制造业的现状是：制造业在中国的经济发展模式中成为主流，这需要消耗大量资源，中国为此付出了巨大代价。一般人认为要实现制造业的转型，要靠创新、靠投资、靠自主知识产权以及培养大师级人才。

但我认为这是不可能的。中国的教育体制强调竞争性、选拔性，是应试教育，不可能培养出创新性人才，更不用说大师级的人才。另外，尽管政府部分领导人是技
From “Made in China” to Masters of Innovation
Dr. Charles Yang, CEO of Nature Information Science and Technology (Shanghai)

“China’s development in recent decades has led to many successes in its manufacturing industries but the country still faces numerous challenges in terms of innovation. The ‘Made in China’ status quo means that most of China’s development has come from high-energy-consuming-manufacturing – and the country has paid a high price for this. The popular view is that, in order to shift away from ‘Made in China’, the key lies in creativity and innovation, fostering intellectual property rights, and the cultivation of talented innovation masters.

But I have another view: China’s education system has been overwhelmingly focused on test scores and cramming for exams, which leaves us Chinese utterly incapable of cultivating original talents – let alone being masters of innovation. Another problem is that most of our government leaders graduated as technology majors, so they think engineering technologies are extremely important. Thus they focus on technological innovation and the
术出身，并觉得工程技术很重要，所以强调技术创新和知识产权，然而我们却不具备这样的能力！

我认为中国企业不应该从传统意义上进行“原创性创新”，而是应当根据市场和消费者的需求进行创新；另一种创新是商业模式的创新，这也是中欧国际工商学院非常重视的一点。也就是说从过去传统意义的一次性收益模式到未来多次性、连续的收益模式，商业模式的创新和用户体验的创新将是未来最根本的创新。

**高新区成为培育平台**

刘小龙先生，上海市张江高科技园区管理委员会副主任；
上海张江（集团）有限公司常务副总经理

在低碳产业，我们要怎样“高举高打”？以美国为例，他们为战略性新兴产业的发展做好了几个方面的准备：一是技术准备；二是市场准备；三是资本准备；四是舆论准备。

中国高新区如何应对经济发展方式的转变？我们提出了以下基本策略：第一，抓高端技术、打低端市场。如果高端技术企业的产品技术含量比较高，同时具有价格优势，那么就可以实现真正的市场。现在，中国的民营药房开始进军上海建立研发中心，而非药厂。这解决了一方面大量药物在临床研究阶段以后没有办法产业化，一方面企业没有新药研究能力的问题。另外，这种结合可以中国政府医药开发方面走上一条长期稳定健康的发展。

第二，抓投资环境。破政策瓶颈，改革应当突破的两大制度性约束核心是准入和税制；第三，抓重点投资，解决体制之困。第四，我们希望政府通过立法方式解决小企业的各种困难，特别是资金困难；第五，战略性新兴产业需要引进人才；第六，中国需要进行基本教育的改革，改革应试教育、学校评价体系以及教师晋升制度，开放双重国籍、移民制度和户籍管理。

创新之声

中欧第二届中国创新·创业高峰论论坛参会人士（按演讲出场顺序）

- 朱晓明教授——上海市政协副主席、中欧国际工商学院执行院长、管理学教授
- 刘小龙先生——上海市张江高科技园区管理委员会副主任；上海张江（集团）有限公司常务副总经理
- 王新奎教授——中国工商银行副行长、上海市政府副主委
- 郭丽默（Rolf D. Cremer）教授——中欧国际工商学院副院长兼副院长
- 张维炯教授——中欧国际工商学院副院长常中伟教授
- 郝建教授——中国国务院发展研究中心产业经济研究部副主任
- 彭小锋先生——江苏赛维LDK太阳能高科技有限公司总裁
- 刘迎建先生——上海华科科技股份有限公司董事长
- 李纲先生——恒生银行中国区主席
- 杨文平博士——上海自然道信息科技有限公司CEO、多普达创始人
- 蔡舒恒（Tsu, Terence）教授——中欧国际工商学院案例研究中心主任、管理学副教授
- 葛定昆（Ge Dingkun）教授——中欧国际工商学院战略和创业学助理教授
- 刘连建先生——上海三联企业（集团）有限公司董事长
- 彭金亚先生——上海交大控股有限公司董事长
- 张德先生——微创医疗（上海）公司资深行政副总裁
- 牛文文先生——《经济学家》杂志创办人、社长
- 邓亮光（Kwaku Atuahene-Gima）教授——中欧国际工商学院市场营销学和创新管理学教授；营销与创新中心主任
- 韩明远先生——上海市长安汽车中心副主任
- 茅理翔先生——方大集团董事长
- Iman Stratenus先生——TNT大中华区首席执行官
- Peter Sykes先生——耐克化学大中华区总裁
- 佩德罗·雷诺（Pedro Nueno）教授——中欧国际工商学院副院长、基金创业学教授
- Gary Riescher先生——创新设计创始人兼董事长总经理
- 章苏阳先生——IDG中国合伙人
- 方志哲（Rama Velamuri）博士——中欧国际工商学院创业学副教授、EMBA国际课程学术主任
The LINK Volume 5, 2010

The protection of these breakthroughs. But we do not even have the ability to create these innovative technologies!

I believe that China’s enterprises will begin to innovate to adapt to the market and consumers. Another option is to innovate in terms of the business model, which is receiving close attention from CEIBS. This involves shifting from the traditional ‘one-time profit’ strategy to seeking repeated, continued profits over the long term. Going forward, the most essential elements of innovation will be “innovation of the business model” and “user experience.”

“High-tech Parks as Incubators”
Mr. Liu Xiaolong, Deputy Director, Shanghai Zhangjiang Hi-tech Park Management Committee; President, Shanghai Zhangjiang (Group)

“How aggressively should China be preparing to launch a low carbon industry? The United States, for example, adopted a series of aggressive new measures before launching its strategic new industries, outlining how to prepare in four categories: 1) technologically, 2) legally, 3) capital markets and 4) public understanding.

How should China’s high-tech zones adapt to the changes triggered by economic development? We propose these basic strategies: first, shift the focus from the low-end market to high-end technology; China’s high-tech companies will break through by offering high-tech products at a competitive price. For example, China’s private pharmaceutical companies have established their presence in Shanghai not by building plants but by setting up R&D centres. This would help solve the current bottleneck in which a large number of drugs cannot be industrialized after reaching the clinical stage. And this could help boost the R&D skills of China’s private pharmaceutical companies.

Our second suggestion: improve the investment environment and eliminate unfavourable policies. The two most important areas needing reforms are: market access and taxation.

IMPROVE THE INVESTMENT ENVIRONMENT AND ELIMINATE UNFAVOURABLE POLICIES.

THE TWO MOST IMPORTANT AREAS NEEDING REFORMS ARE:

MARKET ACCESS AND TAXATION
挥杆在即

CEIBS & AEG
院长杯
2010年度中欧AEG“院长杯”高尔夫大奖赛

活动详情
时间：2010年11月4日（周四）至11月5日（周五）
地点：苏州太湖高尔夫球场、苏州金鸡湖高尔夫球场
参赛资格：仅限中欧校友及在校学员参赛，除赞助商外非中欧校友谢绝报名
规模：当天比赛（160人，华东地区42名，华南地区22名，华北地区22名，其他地区12名）

日程安排
11月4日（周四）
08:00 - 11:00 班车至苏州
11:00 - 11:30 球场准备
11:30 - 11:40 开球仪式，院领导致辞并开球
11:40 - 16:10 第一场比赛（苏州金鸡湖高尔夫俱乐部）
17:00 - 20:00 欢迎晚宴（苏州金鸡湖高尔夫俱乐部会所）
21:00 入住苏州太湖高尔夫俱乐部酒店

11月5日（周五）
08:30 - 10:30 学术论坛（待定）
10:30 - 11:30 比赛前赛、简餐
11:30 - 16:00 第二场比赛（苏州太湖高尔夫俱乐部）
17:00 - 19:00 颁奖晚宴
19:00 - 21:00 班车回上海
2010年11月4日-5日·苏州

一年一度中欧顶尖高球赛事，特设一杆进洞奖——BMW 3系轿车一辆，期待您的好缘；更有中欧EDP课程、iPhine 4、Kasco球杆等丰富奖品等您来拿。

比赛奖项

- 团体冠军“院长杯”
- 个人奖项：一杆进洞奖1名，BMW 3系轿车一辆
  - 个人总杆1-8名
  - 女子总杆1-3名
  - 个人净杆1-8名
  - 最远距离奖4名
  - 最近旗杆奖4名
- 幸运大礼包（若干）
  - 部分奖项有：中欧EDP课程、iPhine 4、商务手机、诺基亚手机、联通3G上网卡套餐、Kasco球杆套装、BMW精品、美年健康体检卡等
- 参与奖：凡参加本次活动的中欧校友及在校学员均可获得日本Echolac爱可乐提供的名牌葡萄一个。

承办单位：中欧校友高尔夫俱乐部、高球天地网

支持单位：

联系我们：中欧国际工商学院校友事务部·钱华女士
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Standing Tall in Africa

BY LAURIE UNDERWOOD
2009年3月，中欧启动了非洲EMBA课程。今年12月，首届40名非洲EMBA学员即将在加纳毕业，为中欧在西非地区扎根打下了良好的基础。本刊封面故事来到加纳首都阿克拉，采访了敢为人先的中欧非洲学员、教授和管理层，他们开创了这一课程，勇气可嘉。本文讲述了中欧在非洲这块国际工商教育尚未涉足的热土上建设自身品牌，“第一个吃螃蟹”的故事。

CEIBS launched its EMBA in Africa Programme in March 2009. This December, the first batch of 40 Ghana-based EMBA students will proudly graduate, firmly establishing CEIBS in the West Africa region. In this Cover Story, TheLINK visits Accra, Ghana to meet the pioneering students, professors, and administrators who have bravely launched this programme. Read on to learn how CEIBS is building its brand as a “first mover” in this uncharted region for international-class business education.

SCENE ONE:

On a sultry Tuesday afternoon in the Ghanaian capital of Accra, the scene at the Alisa Hotel is a peaceful oasis from the chaotic energy charging the rest of this city of 1.6 million. Although the after-work crush is still hours away, traffic has already slowed to a crawl along the dusty thoroughfares lined with pastel-coloured single-story buildings and hand-painted signs. In Accra, however, traffic jams do not create a sluggish pace along the streets. Instead, as soon as vehicles slow down, hordes of street vendors get to work: Women in long and narrow crayon-bright traditional dresses, and men in sports gear or jeans, swarm from car to car.
As the first international-class business school to launch in West Africa, the CEIBS Africa Programme is attracting students from Ghana, Nigeria, Ivory Coast, Cameroon and beyond, as well as expatriates working in the region.

窗里伸手买到。小贩们在蓝色的废纸板中寻找买主。叫卖声中，声音压过了汽车的喇叭声。也盖过了汽车音响中传来的加纳“上流生活”的音乐声。

远离阿克拉街头汗渍斑斑的纠缠。在阿克拉政府总理和总统民选的选举中。在波光粼粼的游泳池附近的教室里。40名经理人宛如置身另一世界。尽管环境优雅，教室里还是充满着浓厚的商业气氛。今天是金融会计学新模块教学的第一天。下午的授课内容是令美国能源巨头安然公司（Enron）轰然倒下的臭名昭著的“创新”会计手段。同学们看着肯尼斯·雷（Kenneth Lay）和杰弗里·斯夫林（Jeffrey Skilling）一步步展开那熟知的腐败手段。教室里爆发出怒喊声。“骗子！”一位男学员气得大吼一声。原来视频里播放的是雷与他当时的朋友们作出承诺：担保他们的股票投资都是安全的——而此时他正在秘密地出售自己的股份。“恬不知耻！嘿！”一位女学员摇着头大叫一声。

欢庆（用西非阿散蒂语来说就是“Akwaaba”）来到在加纳阿克拉开设的中欧非洲EMBA课程。在这里，热烈的——甚至是白热化的——课堂讨论已经成了一大标志。启动于2009年3月的课程发展迅速，至今已经招收两届学员共82人，而第三届学员将于2011年春季入学。

经历两年的艰辛努力，包括创办全新的课程，协调多位中欧教授从上海、北京等地飞往阿克拉进行课堂教学的后勤事宜。中欧非洲课程不仅创建起来，而且驶上了发展的快车道。今冬，课程将迎来首次非洲EMBA班毕业典礼（12月9日），而该课程已经有了新的拓展方向。包括：开设高层经理培训课程；启动妇女创业的特别证书和医疗卫生管理文凭课程。特别请到了来自哈佛商学院（HBS）、全球知名的医疗卫生管理专家雷吉娜·赫茨铃格（Regina Herzlinger）讲授该课程（详见本文框）。最重要的是，今夏中欧非洲课程得到了加纳政府最高层的支持：加纳副总统约翰·德拉马尼·马哈马（John Dramani Mahama）阁下访问了中欧上海校区，发表演讲，并与中欧管理层进行了会晤。访问期间，马哈马阁下向媒体表示，他支持中欧在加纳发展、壮大。

对身为加纳人的中欧非洲课程执行主任、中欧市场营销与创新学教授雷吉娜·赫茨铃格（Regina Herzlinger）来说，中欧的快速是他一生的使命。他说：“我希望有一天人们回顾历史，可以称该课程改
Even the youngest and thinnest are laden with impossibly enormous baskets, platters or bundles balanced effortlessly on their heads. Boiled peanuts or fried yam chips, plastic toys, aluminium pots and pans, socks or toilet paper – anything you might need to pick up on the way home from work can be purchased from your car window. The vendors search for sales amid blue clouds of exhaust fumes, shouting their transaction fees above the honking horns or lively Ghanaian “high life” music blaring from car speakers.

A world away from the sweaty struggle of Accra’s streets, 40 executives have taken their seats in a classroom adjacent to the Alisa Hotel’s glistening swimming pool rimmed with palm trees and bird-of-paradise flowers. Despite the resort setting, inside the classroom the atmosphere is all business. Today is the first day of a new module on Financial Accounting and the afternoon lecture covers the infamous “innovative” accounting which brought down US energy giant Enron. As the classmates watch the famously corrupt practices of Kenneth Lay and Jeffrey Skilling unfold, the room explodes into angry exclamations. “Liar!” shouts one male student, as a video shows Mr Lay promising his then employees that their stock investments are safe – just as he was secretly selling his shares. “Shame on him! Hiss!” shouts a female student, shaking her head.

Welcome (or “Akwaaba” in Ashanti dialect) to the CEIBS EMBA in Africa Programme, taught in Accra, Ghana. Here lively – or even heated – classroom discussions have already become a trademark characteristic. Launched in March 2009, the fast-growing project has so far enrolled two cohorts of students totalling 82 participants, and a third cohort of 50 students is being recruited for enrolment by spring of 2011.

After two years of gruelling work to launch a brand new programme and to coordinate the logistics required to send dozens of CEIBS professors flying from Shanghai or Beijing to Accra to teach classes, CEIBS Africa operations are not only up and running but growing fast. This winter, as the programme prepares for Graduation Day for its first class of EMBA in Africa students (December 9), the programme is already expanding in new directions. New endeavours include launching Executive Education courses, plus a special degree for Women in Entrepreneurship, and a Health Care Management Diploma featuring world renowned expert Prof Regina Herzliger, on loan from the Harvard Business School (see box). Most importantly, this summer, the CEIBS Africa Programme received an endorsement from the very top echelons of Ghanaian politics when the country’s Vice President, His Excellency John Dramani Mahama visited CEIBS’ Shanghai campus to deliver an address and meet with the school’s top administrators. During the visit, H.E. Mr Mahama told reporters he supports CEIBS’ efforts to develop and expand in Ghana.

For CEIBS Africa Programme Executive Director Kwaku Atuahene-Gima, who is also CEIBS Professor of Marketing & Innovation and a native of Ghana, the fast development of the school is part of a life mission. “I hope one day, people will look back and say this programme has made a difference in Africa, that CEIBS has changed management education in the region,” he says. In particular, he
非洲课程，
更上一层楼

在加纳开设的中欧非洲课程
满足了非洲地区一部分最迫切的
需要，现准备进一步开设医疗卫
生管理、传统部落领导学等课程。

随着首届 40 名学员即将于
2010 年 12 月 9 日在阿克拉正式
毕业，中欧 EMBA 课程已经在非
洲深深扎根。第二期 42 名学员的
课程已经过半，预想会有 50 名学员
的第三届将于 2011 年春季开始学习。

随着 EMBA 课程的日渐稳固，中欧非洲课程主任 鸿嘉吉马
（Kwaku Atuahene-Gima）也看到了未来，要扩展该地区有特别需
要的新领域——包括性别创业的专题课程（见文本框）、医疗卫生
管理文凭课程、以及为非洲传统部落领袖专门设计的一系列课程。
此外，2010 年非洲课程开设了公司定制课程的教学，而这一领域将在
2011 年得到扩展。

10 月 11 日，在加纳库马西，中欧与 Osei Tutu II 高级 ICT 研究
学院签署了一项协议，迈出了实现这些目标的重要一步。项目名
为“Osei Tutu II 经理教育与研究中心”，将开设中欧经理发展课程，
直接满足该地区的迫切需要，包括：传统权力管理发展课程，家族
企业发展与成长课程，以及女性创业学。新中心的赞助——有资金，
有捐助的楼房——来自喜力（Heineken）、帝亚吉欧（Diageo）和
联合利华（Unilever）。此外还有成为投资管理中心与 IBSA 为
中欧的非洲课程提供额外的资金援助。

新课程中最有创新性、可能也是最有影响力的课程是面向非洲传
统部落领袖的课程。传统权力课程将满足部落首领和管理者的需
要。

“非洲的传统领袖在经济发展中起着非常重要的作用，‘’鸿嘉吉马教
授说。他着重强调了部落首领对土地使用政策的影响力。“如果我们
能找到一种方法，使传统领袖能够有效管理土地，这将给经济带
来很大的提升。”传统领袖能够施加影响力的他议题还有建立社
区志愿者制度、提升地方团体的社会责任感等。鸿嘉吉马教授说“这
些都是很艰难的想法，但我们总要试一试。’”

同样已经在筹备阶段的还有中欧即将开设的医疗卫生管理课程。
开课时间是 2011 年第一季度。该课程专为非洲的医疗卫生管理者
设计，是中欧和 ISE（总部在西班牙）的合作伙伴，并聘请到哈佛
商学院工商管理学教授雷吉娜・赫茨玲格（Regina Herzlinger）担纲
主讲。赫茨玲格教授是全球公认的医疗卫生管理专家之一。中欧国
际工商学院院长雷诺教授说，该课程的目的是“协助在非洲建立优
秀的基本医疗卫生服务……还有，通过中欧的教学，防止非洲在
医疗卫生方面重复美国和欧洲犯过的错误。”
looks forward to building an alumni base of business leaders ready to promote economic development in Africa, and to build China-Africa ties.

But first, of course, the inaugural classes of students must pass the heavy coursework. On break from teaching the Enron case, Financial Accounting Professor Matthew Tsamenyi describes the classroom environment: “Teaching the CEIBS students is very entertaining – the students are outspoken, quite mature, and very eager to learn.” Compared with students in the UK (Tsamenyi also teaches at University of Birmingham), he says CEIBS EMBA in Africa students are especially challenging. “My first teaching experience for CEIBS Ghana was the hardest four-days work I’ve every had,” he says, explaining that the class frequently erupted into debate. Remembers Tsamenyi: “I lost my voice!”

SCENE TWO:

In a colourful buffet spread of traditional Ghanaian foods, students choose between skewers of hearty roasted goat meat and sticky jollof rice, delicate grilled tilapia, “red red” (savory red beans and sweet, rosy-hued fried plantains) or head-throbbing chili-red okra stew served with softball-sized “fufu” (pounded yam dumplings). This is the lunch break between a tough session of CEIBS EMBA classes, and classmates are hungry both for nourishment and for a break from a challenging session on Leading Strategic Innovation, taught by Prof Atuahene-Gima.

The morning class had challenged students to determine the “true value” of a product, not based on quality or technological capabilities but on the functions that consumers actually use. Prof Atuahene-Gima warns that over-engineered, cutting-edge products are sometimes less valuable to consumers than their humbler, easy-to-use

Next Steps for the Africa Programme

Addressing some of the most pressing needs in Africa, the Ghana-based CEIBS operations prepare to launch courses in Health Care Management, traditional tribal leadership, and more.

With the first cohort of 40 students ready to officially graduate on December 9 in Accra, the CEIBS EMBA in Africa Programme is firmly under way. The second group of 42 students is now half-way through the course work and the third cohort – 50 enrollees expected – will begin in the spring of 2011.

With the foundation for the EMBA degree course firmly laid, CEIBS Africa Programme Executive Director Prof Kwaku Atuahene-Gima is already looking to expand into new areas of special need in the region. In addition, in 2010, the Africa Programme began offering Company Specific Programmes custom designed for corporations – an initiative that will expand in 2011.

As one important step toward realizing these new initiatives, on October 11, in Kumasi Ghana, CEIBS signed an agreement with the Osei Tutu II Institute for Advanced ICT Studies. The new partnership, operating under the name “Osei Tutu II Centre for Executive Education and Research,” will offer a range of CEIBS Executive Development courses catering directly to pressing needs in the region. Sponsorship for the new centre – in the form of funding and the donation of a building – has come from Heineken, Diageo, and Unilever. Additional financial support for CEIBS operations in Africa has been provided by sponsors including Chengwei Ventures and IBSA.

One of the most innovative, and potentially most influential, new courses caters to Africa’s traditional tribal leaders. The class for traditional authorities will cater to the needs of tribal chiefs and their administrators. “Africa’s traditional leaders play a very important role in economic development,” says Prof Atuahene-Gima. For example, he emphasizes the impact of tribal chieftains on land-use policy. “If we can find a way to make traditional leaders effectively manage the land, this would be a huge uplift of the economy.” Other issues that traditional leaders can address include establishing community-based volunteerism and promoting social responsibility among local groups. Says Prof Atuahene-Gima: “These are very bold ideas but we have to try.”

Also in the works: CEIBS will launch a Health Care Management Programme during the first quarter of 2011. Created for health care executives based in Africa, the programme will be a joint venture between CEIBS and IESE (in Spain) and will involve the participation of Harvard Business School Professor of Business Administration Regina Herzlinger, who is widely recognized as one of the world’s leading experts on health care. The mission of this new programme will be, says CEIBS President Pedro Nueno, “to help establish excellent fundamental health care principles in Africa... and, through CEIBS’ teachings, to prevent Africa from making the same mistakes in health care that the US and Europe have made.”
而创新并不可为消费者提供他们真正想要的东西。有时创新反会使产品对消费者的价值降低。”福赛尼部长到中欧来学习的原因之一就是能够学到来自中国的真实状况：“我对中欧感兴趣，是因为‘中’较感兴趣，而不是‘欧’。”

正在为12月9日毕业典礼做准备的福赛尼先生说，中欧的EMBA给他留下了“极为满意的印象”——这个课程令你的头脑以一种无法想象的方式开阔起来……作为公务员的首要关注点是帮助加纳发展，这个目标使你得以挑战类似发展中国家的现状。

“中国的案例与我们密切相关。”来自加纳的学员理查德-奥克耶（Richard Okyerere）是Databank Financial Services公司的副总经理，他对中欧“增加信心”的EMBA教学和侧重中国案例这两点也表示赞赏。“下一轮工业革命就发生在非洲，”奥克耶里说。他表示，该地区的商业领袖应该向中国的榜样看齐，从中国身上学东西。他说，他向自己办公室的同事推荐了中欧的EMBA课程。

国际学位．本土背景

如同当初中国学员希望抓住机会，不出国门就拿到国际工商学位一样，许多非洲学员也把EMBA课程看作是本国接受世界级教育的一种方式。尼日利亚企业家阿比奥顿-阿菲诺维（Abiodun Afinnowi）
counterparts. His example: Mindray, the Chinese medical equipment maker that has taken on international name brand giants in recent years by offering good-quality-no-frills equipment at a fraction of the cost of products by big name suppliers. In September 2006, Mindray became one of the few Chinese firms to list on the NYSE, making the company a hero among China’s business leaders.

How relevant is the case of Mindray for students in Africa? “Very!” says Ghanaian Deputy Minister of Energy, the Honourable Inusah Fuseini, who is one of the 40 members of the inaugural cohort of the CEIBS EMBA in Africa. “In the [Mindray case] we learned that innovation for innovation’s sake does not give customers what they really want. Sometimes innovation actually makes a product less valuable to consumers.” Learning real life lessons from China was one of the reasons Minister Fuseini signed on at CEIBS: “I was interested in CEIBS more for the “China” than the “Europe” in the name of the school,” he says.

Now preparing to graduate on December 9, Mr Fuseini says the CEIBS EMBA has left him “very, very satisfied – it opens your mind in ways you don’t anticipate... As a public servant, my overriding focus is on helping Ghana to develop, and this makes you challenge the status quo for developing countries like this.”

“The China cases are extremely relevant for us,” agrees Ghanaian classmate Richard Okyere-Fosu, Associate Director of Databank Financial Services. Okyere-Fosu admires Chinese companies for being “results oriented” and appreciates that most of the CEIBS EMBA learning is “case based” with an emphasis on cases set in China “The next Industrial Revolution is going to happen right here in Africa,” he says, but adds that the region’s business leaders should look to and learn from China’s example. He adds that he has already recommended people from his office for the CEIBS EMBA.

International degree, local setting

In much the same way that Chinese students initially looked to embrace the opportunity to acquire an international business degree without leaving China, many of the Africa-based students see the EMBA Programme as a way to receive a world-class study without living abroad. Nigerian entrepreneur Abiodun Afinowi says the programme allowed him to continue working while studying: “I have always wanted a world class education with the flexibility that you don’t have to quit working to study.” Agrees classmate David Forster-Fosu: “The alternatives to CEIBS all involved travelling, being away from home for two years. The CEIBS programme is also relevant because the projects we work on are done locally.”

Ghacem Cement Company Works Manager Kwesi Dickson considered taking a distance learning class form a Europe-based b-school but found the CEIBS Africa Programme a far better option: “A world class school coming all the way to Accra – that was so convenient.” Now nearly finished with his degree, Dickson says he is fully satisfied. “The classes were very interactive – I gained a wealth of knowledge and experience in the classroom. And outside the classroom was also valuable – all my classmates are decision-makers.” In fact, Dickson recommends CEIBS so confidently that he convinced his brother – civil engineer-cum-entrepreneur William Dickson – to enrol in the following year’s cohort.

But while bringing the CEIBS educational experience to Accra is convenient for Africa-based students, this arrangement poses a gigantic logistical challenge for CEIBS’ China-based professors and administrators. EMBA in Africa classes are held for 8 days every 2 months, requiring dozens of professors to travel literally to the
特别关注：非洲的女性

我们为什么要特别关注女性？因为在非洲，女性扮演着极为重要的角色——不但是在家里，而且在商业活动中：有些人会说她们的角色甚至比男性更至关重要……如果你到非洲走一走，就会发现市场里都是女性老板。所以如果女性有了基本技能，就会从根本上改变孩子的养育、教育方式……特别是在非洲，如果你对女性提供了教育，那就是为国家提供了教育。

这是中欧非洲课程执行主任、中欧教授鸿嘉吉马(Kwaku Atuahene-Gima)的观点。作为投身祖国、地区经济发展的加纳人，鸿嘉吉马教授说，中欧在非洲行动的目很明确，其中国之一就是要帮助职业女性达成她们的职业和学业目标。

为了达成这一目标，尽管中欧加纳EMBA课程的前两批学员中女学员仅占25%。该课程仍提供奖学金、努力吸引更多女性前来参加学习。在招收2011年的中欧EMBA，学院的非洲团队在其包括加纳、尼日利亚、喀麦隆和象牙海岸的非洲招生之旅中特别关注了女性学员的招收。

另一个对女性深造提供支持的项目是2010年10月刚刚与中欧在加纳建成的Osei Tutu II管理教育与研究中心，其开设的课程就包含女性创业。鸿嘉吉马教授说：“这门课程能够发挥很大的影响力，因为非洲有许多妇女经营小企业，她们如果学习了创业课程，甚至能自己创业，就能受益。”

对中欧非洲EMBA课程的女性学员来说，课程已经使她们发生了改变。保诚银行(Prudential Bank)业务部副总经理玛丽·布朗(Mary Brown)2009年3月开始参加中欧课程的学习。她说课程加深了她的学识，她已经受到了教授们的鼓舞。她的跨国公司体验非常丰富，这非常有用。”她的目标之一就是利用中欧的学位来鼓舞女同事们。“重要的是要有越来越多的女性坐上商业决策者的位置。现在非洲女性已经有了上升的机遇。我发现我们银行，她们就在我这家银行担任法律顾问的许多女同事把她们当成表率，因为中欧的EMBA班。”

辛西娅·阿多(Cynthia Addo)同学，出口发展与投资基金的法律顾问，对此表示赞同。“在我刚工作的时候，有时候会想，我没有在中欧学到的那些理念，当初我都是怎么过来的。中欧的课程使我的思想更富有战略性。现在我有了工具，决策的时候更有建设性，考虑更周全。”“要在学业，工作和生活之间取得平衡可不是件容易的事——阿多有一个六岁的孩子，在美国学习。可她还是鼓励非洲女性进行深造，充分利用现有的机遇和支持体系。阿多说：“我正期待着把自己在中欧学到的概念全部应用起来。”
opposite side of the globe from Shanghai, Beijing or Shenzhen to Accra.

The Herculean travel requirements have not stopped a dozen or so CEIBS professors from signing on for teaching stints in Accra. CEIBS’ Bayer Chair Professor of Marketing Strategy Willem Burgers says he first signed on out of a desire to work in a new part of the globe, and was soon pleasantly surprised by the enthusiasm of the students. “On average, the Ghana class is very outspoken, very high energy,” says Prof Burgers. “Come to think of it, the Ghana class has a feeling of pioneer spirit that is reminiscent of the very early days of CEIBS. The students feel that they are the school, that they create the school, rather than that they join the school. So there is much more interaction, not just about the material I teach, but about the school or the purpose of business education generally.”

In the course of teaching in Accra, Prof Burgers says he has also gained new knowledge himself. “I learned that there are many beautiful, talented, patriotic people in Africa who very much want to make a positive contribution to their countries. While it is not easy for individuals to make a difference when the system or societal structure is functioning poorly, I am still confident that my efforts can help them make a difference – that my students will be effective and successful in their efforts.”

“The Africa students are very positive about the programme, and they are very positive toward the China experience. They want to understand why China is developing so quickly,” says CEIBS Professor of Accounting Ding Yuan. He adds that the difference in African vs. Chinese education systems is also visible in the classroom.

Special Focus: Women in Africa

“Why do we specifically focus on women? Because in Africa, women play a very, very critical role – not only in the family but also in businesses; some will say they even play a more critical role than men… If you go to a farm in Africa, women do most of the work. And if you go to the commercial sector in any African city, the markets are full of women vendors. So if women are given the basic skills, this would make a fundamental difference in how children are brought up and educated. …Especially in Africa, when you educate a woman, you educate her whole family.”

So explains Prof Kwaku Atuahene-Gima, Executive Director of the CEIBS Africa Programme. A native of Ghana who is dedicated to the economic improvement of his home country and the region, the professor says one of the clear missions of CEIBS activities in Africa will be to assist professional women in reaching their academic and career goals.

To that end, while about 25 percent of the students in the first two cohorts of the Ghana-based CEIBS EMBA were women, the programme seeks to attract more women by offering special scholarships. While recruiting for the 2011 intake of CEIBS EMBA in Africa, the school’s Africa team especially targeted women during its recruitment tour in Ghana, Nigeria, Cameroon, and Ivory Coast.

Another initiative supporting advanced education for women will come via the Osei Tutu II Centre for Executive Education & Research, a new Ghana-based institute established in October 2010 in partnership with CEIBS. The centre’s course offerings will include Women Entrepreneurship, which Prof Atuahene-Gima describes this way: “The course can be significantly influential since many African women operate small businesses and can benefit from a focused course on entrepreneurship.”

For the female participants in CEIBS’ EMBA in Africa Programme, the courses are already making a difference. Having begun classes in March 2009, Mary Brown, Deputy Managing Director (Banking Operations) of Prudential Bank Ltd, says the CEIBS classes are boosting her confidence. “Six months into the course, I find myself thinking differently about how I work. I am hungry for information, eager to understand better. Already, I am motivated by the professors. They have intensive practical experience with MNCs and this is very useful.” One of her goals will be to use her CEIBS degree to inspire fellow females. “It is important that a lot more women get into decision-making positions in business. Now African women have the chance to move up. I found a lot of women in the bank [where she works as legal counsel] look up to me for taking the EMBA.”

“Now when I look at my work, sometimes I say ‘how did I survive without the concepts I learned at CEIBS?’” agrees classmate Cynthia Addo, Director Legal/Admin at Export Development & Investment Fund (EDIF). “The classes have made me think more strategically. Now I have the tools to make constructive and informed decisions.” While balancing academics, work and life is challenging – Addo has also studied abroad in the UK while juggling being a mother to her six-year-old child – she still encourages African women to advance their education and to take advantage of the opportunities and support systems that exist. Says Addo: “For me, I definitely look forward to applying all the concepts I have learned at CEIBS.”
African Style - The CEIBS Shanghai campus gained international flair during September 13 - 27 when the 40 members of the 1st cohort of Ghana-based EMBA students came to China for their final module of study.

Gerry Fryxell

The first EMBA cohort from Ghana arrived in Shanghai, one of the most vibrant cities in China. They embarked on a cultural journey, experiencing the diverse lifestyles, historical sites, and local cuisines that define this global metropolis. This unique experience was also an opportunity to strengthen their personal and professional networks, preparing them for the challenges of the global business landscape.

EMBA

Barbara Ackah-Yensu

From Africa to Shanghai, the students embarked on a fascinating journey, combining cultural exploration with academic learning.

The Link 2010

September 13-27

40 members of the 1st cohort of Ghana-based EMBA students came to China for their final module of study.

The students experienced the unique blend of Shanghai's modernity and traditional culture, immersing themselves in the city's diverse offerings. This experience not only enriched their personal lives but also contributed to their professional development.

Barbara Ackah-Yensu

The students were particularly impressed by the city's dynamic energy and the opportunities for growth.

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For the students, the trip was an eye-opening experience, allowing them to gain a deeper understanding of Chinese culture and business practices.

The students returned home with a wealth of knowledge and insights, ready to apply what they had learned in their future careers.

Barbara Ackah-Yensu

The students' experiences in Shanghai were undoubtedly valuable, enriching both their personal and professional lives. They returned home with a renewed sense of purpose, ready to take on new challenges in the dynamic business world.

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The students' experiences in Shanghai were undoubtedly valuable, enriching both their personal and professional lives. They returned home with a renewed sense of purpose, ready to take on new challenges in the dynamic business world.
“The African students are very eloquent. They argue and speak very well, compared with Chinese EMBA students,” he says, adding that Chinese students tend to be better prepared in terms of calculations and computations. “You can see that the education system is very different.” Looking ahead, Prof Ding says he is “convinced of the value of the programme” but says CEIBS would benefit from eventually establishing permanent faculty in Accra.

One hardship for many of the Africa-based students is the lack of a tradition of employer funding for an EMBA degree. In other words, most students in the first and second cohort are self-funded. While CEIBS has reduced fees to match the region’s pay scales, the fees are still considerable. Ms Tinuke Afe-Ajanaku, administrative manager for an Accounting Firm in Nigeria, Olusola Adekanola & Co, is a typical case – her company supports her study only in terms of allowing her to take time off during the programme but she covers the expense herself. “Your development is considered a personal activity. Generally, companies don’t yet see that they must develop their people. They worry about spending on someone who will then change jobs.” CEIBS is softening some of this hardship via scholarships.

One key selling point: all Africa-based EMBA students will come to CEIBS original campus in Shanghai for their final module of classes. Says Ms Afe-Ajanaku, “I am looking forward to the field trip to China. I want to go on site visits, see first hand how to get things done in China.” With such wishes in mind, on September 13, all 40 students in the first cohort of the EMBA in Africa boarded a long-haul flight and headed to Shanghai to visit CEIBS’ original campus for their final module...

**SCENE THREE**

Touring the mammoth Shanghai World Expo site. Navigating the city’s metro system. Tasting moon cakes and practicing with chopsticks. Bargaining at Shanghai’s street-side markets. Getting a feel for the city’s lively night life.

These were a few of the “out of classroom” learning experiences undertaken between September 13 and 27, as the first graduating class of the CEIBS EMBA in Africa Programme invaded Shanghai for their final module of study. In between taking Prof Gerry Fryxell’s "Strategy Simulation" and Prof Atuahene-Gima’s "Special Topics in Innovation", the 40 students spent their off hours exploring as much of Shanghai, and gaining as much first-hand China experience, as they could.

During their 10-day visit, the more academic excursions included a tour of the Zhangjiang High Tech Park and a site visit to Bao Steel. The less academic visits included wandering around Nanjing West Road, the Bund, and Xintiandi. Overall, the reaction was extremely positive – finally CEIBS Africa-based students could feel for themselves what the Shanghai buzz is all about, and could see first-hand the original “home base” campus for their alma mater.

“Usually when you hear a lot about a place, your expectations are so high that when you actually see it, you are disappointed. But here, Shanghai has exceeded my expectations,” says student Barbara Ackah-Yensu, a Ghanaian Commercial Court Judge. Ackah-Yensu was especially impressed with Shanghai’s bustling, Expo-lit city centre, glistening high rises, and expanded metro and freeway system.

“Shanghai has been a pleasant surprise – much more modern than I expected,” agrees Nigerian IT entrepreneur Folajimi Fadenipo, founder of Citygate Institute. “I see a lot of people in the streets, a lot of chaos. But somehow, they have been able to organize it, to create an international environment.”

Studying at the original CEIBS Shanghai campus has also been enlightening, the students say. “We had seen photos of the campus but it is always good to relate what you’ve heard to what is actually happening, on the ground,” says Ackah-Yensu. “Coming here allowed us to get a feel for the school – the number of students here, the diversity, the huge
美好的真实生活—在中国之旅中，许多加纳学员被上海深深吸引，商业法庭法官芭芭拉·阿卡赫—严苏说这个城市“让我惊喜不已。”

**BETTER IN REAL LIFE**—Many of the Ghana-based students caught “Shanghai fever” during their China trip. As classmate and Commercial Court Judge Barbara Ackah-Yensu says, “the city exceeded my expectations”.

尽管游览上海非常欢乐，这10天的旅程还是显得甜中带苦。毕竟这是首批学员最后一次同班学习了。18个月以来，这个班级每周都要度过10天高强度、甚至痛苦的学习时光。在成功完成了严苛的团队学习、书面写作、展示、考试后，终于要准备毕业了—共同学习期间体验到的那些合作、互助和共同的痛苦，也都要画上句号了。

9月24日。40名非洲学生穿上了黑色的学士服和流苏飘荡的学士帽。他们和450名中国EMBA学员共同参加了在上海校区举行的2010年中欧EMBA毕业典礼。12月9日，加纳课程的首期学员还将在阿克拉举行正式毕业。和家人朋友共享毕业的喜悦。

毕业以后何去何从？法德尼波先生计划利用对中欧学到的知识和新的人脉网络，升级自己的IT教育业务。“我一直在经营，但现在我要改变商业模式了。”最终他想用自己在中欧学到的战略思维在非洲建立一所IT学院。他说："中欧向我展示了如何改变理念，承担更多社会责任，以及如何采用国际最佳案例。"

与此同时，阿卡赫—严苏说她将在自己当前工作岗位上—特别是法律商业法庭管理的工作中—和未来准备创办的自有咨询公司中好好利用自己的新学位。她说：“我学到了许多技能，现在可以助我一臂之力，将来也能帮助我的下一步发展。"

她也鼓励同学们毕业后来好学到的新知识："利用学到的知识，我们能够为帮助社会前进做些什么。我确信答案是一定的—就算我们都是沧海一粟，联合起来也能汇流成海。"

埃德维娜·埃菲·芬（Edwina Effie Fynn）同学说他心情复杂：她既是中欧即将毕业的学员，也要离开现在的工作岗位。因为埃菲·芬被中欧非洲课程聘为高级业务开发经理。“我对自己期许颇高。现在焦点是我们怎样改变社会。”随着12月的毕业日期逐渐临近，埃菲·芬决心鼓励同学们不要只是对非洲发展的障碍发出抱怨。“与其长吁短叹，不如尽展所学。我们学过‘破坏性创新’，所以不要说什么‘我毫无优势，我没有资源’，让我们循着破坏性创新的思路来创造变化。”

埃菲·芬2011年的首批项目之一是在加纳建立中欧校友协会。“作为中欧非洲课程的首个班级，我们有着极大的机遇能够对非洲产生影响，这是令人兴奋的时刻，我期待着即将到来的岁月。”埃菲·芬说：“我想让志同道合的人们联合起来，共同推进非洲大陆的转变，尤其是加纳。"

“作为中欧的毕业生。我们必须要成为仍被称为‘黑暗大陆’的非洲土地上的希望之光。我们必须远播呼声，广布足迹。”

埃菲·芬说。她指出，中欧上海校区之行增强了她的信心和责任感。“我看到自己能够为非洲变化的远景贡献自己的力量，从而对后代的生活和社会产生积极的影响。感到倍受鼓舞，我看到了中国的经验—看到中欧处于中国发展的中心地带，这令人激动。我们在中欧特别的学习经历和一些我们已经亲眼目睹的变化给了我更大的理由，去坚信我们注定是非洲新一代的使者，要改变我们的国家和社会。新的地平线正在向非洲招手，而我们身处其中，为这一改革积极贡献自己之力。"
number of activities taking place. I’m glad we came here – it gives you a sense of the important role that CEIBS plays in China.”

“Coming here has been an eye-opening experience for me. The Chinese have done so well for themselves and we Africans have lessons to learn,” says Mr Fadenipo. During his time at CEIBS Shanghai, he focused on soaking up information on his field – IT and education. “My field is technology: China has changed the world in such a short time. If only we in Africa can wake up to the challenges and see that there are many opportunities,” he says.

Having travelled in Europe and the Middle East, and with partners in India and Israel, Mr Fadenipo had considered studying at Oxford, but choose CEIBS for the combination of Western standards and a China focus. “The concept of CEIBS is very innovative – it is a first class, international, 21st Century institution,” he says. “The combination of European and Chinese backgrounds in one school is ideal – it gives me the chance to become familiar with the new economy.”

Every ending is a beginning

Despite the excitement of touring Shanghai, the 10-day trip was bittersweet as it marked the last time the first cohort would study together. For 18 months, the group had met every 8 weeks to spend 10 intensive, sometimes gruelling, study days together. After successfully passing through the rigors of group work, paper-writing, making presentations, and taking exams together, the group was now preparing to graduate – the collaboration, cooperation and shared pain of studying together was about to end.

On September 24, the 40 African students donned the black robes and tassel-bound hats of graduation. They joined 450 of their Chinese EMBA counterparts to participate in the 2010 EMBA Graduation at the Shanghai campus. The pioneering class of Ghana-based students will also officially graduate on December 9 in a ceremony held in Accra, surrounded by family and friends.

What about life after graduation? Mr Fadenipo plans to use his CEIBS training and new network to upgrade his IT education business. “I’ve been running a business, but now I want to change the business model.” Eventually, he wants to build an IT academy in Africa, using strategies learned at CEIBS. He explains, “CEIBS has shown me where I can change the concept to be more socially responsible, and follow international best practices.”

Meanwhile, Ackah-Yensu says she will use her new degree both in her current job as district court judge – especially in her role overseeing the management of the commercial court – and in her future plans to eventually set up her own consultancy. Says Ackah-Yensu: “I have acquired a lot of skills that will help me both now, in my current job, and later, depending on my next step.”

She also encourages her classmates to put their new knowledge to good use after graduation: “What can we do to help our society go forward, using all that we have learned. I am sure we will be able to do something – we are like little drops of water that together make an ocean.”

Classmate Edwina Effie Fynn says she has mixed feelings, both as a soon-to-be-graduate of CEIBS and in her job; Effie Fynn has been hired by the CEIBS Africa Programme as Senior Manager of Business Development. “I have high expectations for myself. Now the focus is on how we are going to make a difference.” As the December graduation date approaches, Effie Fynn is determined to encourage her classmates not to merely complain about the challenges creating obstacles to development in Africa. “Instead of bemoaning the situation, let’s use what we have learnt. We studied ‘disruptive innovation,’ so instead of saying ‘I am disadvantaged, I have no resources,’ let’s use disruptive innovation to create change.”

One of her first projects in 2011 will be to launch the CEIBS Alumni Association in Ghana. “As the pioneering class in the CEIBS Africa Programme, we have a huge opportunity to make an impact in Africa. It is an exciting moment and I look forward to the months and years ahead,” says Effie Fynn. “I want to get like-minded people to champion the transformation of Africa, Ghana in particular.”

“As CEIBS graduates, we must become the light in what has been perceived to be the ‘Dark Continent’ – Africa. Our voices must be heard, our footprints must be recognized,” says Effie Fynn, adding that the visit to CEIBS Shanghai campus has added to her confidence and sense of commitment. “One thing that drives me is seeing that I can contribute to a transformational vision that positively impacts lives and societies well beyond my generation. I have seen what has happened in China – it is thrilling to see that CEIBS has been at the heart of the development of China. Our unique learning experience at CEIBS and some of the outcomes we are already witnessing have given me greater conviction that we are poised to make a difference as the new generation of change agents in Africa. A new horizon now beckons to Africa and we are well positioned to contribute to that positive change.”

The LINK Volume 5, 2010 45
中欧阿克拉非洲EMBA课程执行主任
鸿蠹吉马访谈

TheLINK：为什么中欧国际工商学院选择加纳作为非洲的授课地点？
鸿蠹吉马（Kwaku Atuahene-Gima）教授：首先，加纳安定和平、民主活跃，其经济发展程度也是所在地区最高的。其次，在当地的教育投入方面，在历史上，加纳曾起到过领导作用。我们希望通过中欧非洲课程建立一种强有力的制度，不仅仅针对加纳，而且针对整个非洲大陆。

TheLINK：中欧的EMBA课程为非洲学员带来的主要裨益有哪些？中欧的教育经历对他们的职业生涯将起到怎样的推进作用？
鸿蠹吉马教授：中欧非洲EMBA是非洲该地区首个国际一流水准的EMBA课程。就读于中欧的非洲学员，不必赴海外求学，就有机会接受顶级EMBA教育——这对公司高管们很有吸引力。

非洲的EMBA学员与中国学员的不同之处在于，大多数非洲学员是自资的，而大多数中国学员则是雇主出资的。非洲学员愿意自掏腰包前来就学，说明他们对我们的课程予以高度评价。

非洲学员报名就读中欧国际工商学院，是为了将学到的知识加以运用，或者提升商业战略，获得职业发展，或者进行创业。第一批学员中，有些人还考虑要与中国同事一起合作进行一些项目。

TheLINK：中欧非洲项目中还有哪些正在进行中？是否正在扩充？
鸿蠹吉马教授：实际上，我们的发展势头十分迅猛。现在除了EMBA以外，我们还提供高层经理培训，已经为可口可乐公司开展了首个企业专设项目。2011年，我们将启动更多的高层经理课程。2011年3月，我们将开设一个医疗健康管理课程，师资来自中欧国际工商管理学院、西班牙IESE商学院和美国哈佛商学院。课程主人是来自哈佛商学院的世界顶级的医疗健康管理教授Regina Herzlinger先生。

我们对非洲项目的前景感到乐观，理由之一是：加纳副总统约翰·德拉马尼·马哈马（John Dramani Mahama）9月10日造访中欧。（马哈马先生与欧盟委员会前主席罗马诺·佩罗迪[Romano Prodi]先生一同在中欧的研讨会上发言。）这次国家首脑的来访，很明显地向中方传达了加纳支持这一项目的信号。

特别鸣谢美国航空公司为中欧非洲课程提供到上海的机票。
Q&A With Executive Director of CEIBS EMBA Programme in Accra, Kwaku Atuahene-Gima

**Why did CEIBS choose Ghana as the location for its programmes in Africa?**

Professor Kwaku Atuahene-Gima: First, Ghana is a peaceful, vibrant democracy and its economy is one of the best in the region. Second, Ghana historically has played a leading role in the region in terms of its commitment to education. With the CEIBS Africa Programme, we want to establish a strong institution not just for Ghana but for the whole African continent.

**What are the chief benefits of the CEIBS EMBA for Africa-based students? How does the CEIBS degree boost their career?**

The CEIBS EMBA is the first international class Executive MBA available in this region of Africa. Enrolling at CEIBS offers African students the chance to receive a top-tier EMBA without studying abroad – which is very appealing for executives.

One difference between our EMBA students in China versus those in Africa is that most Africa-based students are self funded, while most China-based EMBA students are employer-funded. Because the Africa students are paying from their own pockets, this shows that they place a very high value on the programme.

The reason they enrol at CEIBS is to utilize the knowledge they have gained – either to change or improve the business strategies and processes in their present jobs, or to set up their own businesses. Some in the first cohort are thinking of projects to do together with their colleagues in China.

**What other projects are under way for the CEIBS Africa Programme? Are operations expanding?**

We are growing quite aggressively, actually. Looking to the long term, we eventually intend to build a campus in Africa. Looking at the short term, besides the EMBA, we are now offering an Executive Development Programme (EDP) and have already conducted our first Company Specific Programme, for Coca Cola. More EDP courses will begin in 2011.

One reason we feel optimistic about the future of the CEIBS in Africa Programme is the recent visit of Ghanaian Vice President John Dramani Mahama to CEIBS on September 10. [His Excellency Mr Mahama spoke in a seminar at CEIBS along with former EU Commission President Romano Prodi.] This visit, from the nation's top leadership is a strong signal to China that Ghana supports this initiative.

Special thanks to British Airways for assistance with flights to Shanghai for the CEIBS Africa Programme.
哈佛商学院工商管理学教授约翰·阿·奎尔奇（John A. Quelch）与中欧国际工商学院创业学教授方睿哲（Ramakrishna Velamuri）、中欧案例研究中心副主任刘胜军合作，撰写了一份深度案例研究报告，详细阐述了中欧的快速崛起和当前面临的挑战。该案例将作为中欧MBA、EMBA课程的案例进行教学，对中欧的战略发展进行解读。

Harvard Business School Professor of Business Administration John A. Quelch teamed up with CEIBS Professor of Entrepreneurship Ramakrishna Velamuri and Case Centre Deputy Director Gary Liu to write an in-depth case study detailing CEIBS’ fast growth and current challenges. The resulting “CEIBS Case” will be taught in MBA and EMBA programmes worldwide and will serve as a roadmap for charting the school’s strategic development.
The history of Management Education in China is inextricably linked with the development of the China Europe International Business School (CEIBS), a point emphatically made in “CEIBS: A Global Business School Made in China.” The Harvard Business School (HBS) case study was written by HBS Professor and former Chairman of CEIBS Academic Council John A. Quelch, CEIBS Professor Ramakrishna Velamuri and Deputy Director of CEIBS Case Centre Dr Gary Liu.

The study details the birth of CEIBS, the hardworking academicians and government officials across two Continents who made its launch possible, and then explores how CEIBS overcame the challenge of growing pains. The authors end with a look at the road ahead for CEIBS over the next 15 years.

Commenting on the role that CEIBS played in China’s economic development during its history, Prof Velamuri said: “There are more than 1,000 business schools each in China and India. As their economies continue to grow, the demand for high quality management education in these countries will increase.” In addition to feeding growing demand for management education, b-schools in emerging markets also must continually adapt to the changing environment of emerging markets, he continued. “In anticipation of the increased demand for management education, several leading global business schools are positioning themselves to take advantage of the market opportunities. From the perspective of business schools, it is imperative to understand what key issues need to be addressed for success in these high growth economies,” he added. Thus, a case study on China’s longest running, largest and top-ranked business school is useful and can serve as a guide for other such emerging market educational initiatives.

Co-author Gary Liu adds that the case covers CEIBS’ rise in 15 years as “an excellent case of innovation and entrepreneurship.” He adds that the study illustrates the “unique business model of CEIBS” and “its unique positioning as an interface between China and the world, according to the slogan ‘China Rooted, Global Impact.’” One of the challenges outlined in the study is the rapid rise of both local business schools and international schools entering China. Increased competition means CEIBS must “continually innovate and strategically upgrade”. Finally, the paper outlines how CEIBS balances the need to adapt international-standard knowledge to business realities in China, and determines how China can contribute to global knowledge creation. Here is an excerpt from the case:

“Following CEIBS’ establishment of the CEIBS Lujiazui International Finance Research Center (CLFC) headed by Ms. Wu Xiaoling in 2007, the Shanghai Jiao Tong University and the Shanghai Government had co-
“继2007年在吴晓灵女士带领下中欧成立了陆家嘴国际金融研究院（CLFC）后，2009年，上海交通大学和上海市政府共同投资3.2亿人民币，联合成立了上海高级金融学院（SAFI）。陆家嘴国际金融研究院和上海高级金融学院的成立都是为上海的人才发展提供便利，以实现上海成为国际金融中心的梦想。

经济学和决策科学系系主任许斌对加大中国市场和与中国相关研究的投入这一观点十分赞同。

‘在2004年前的第一阶段，中欧通过将国际资源带入中国获得了巨大收益。现在，中国经济迈入了新世纪，中欧在这一新阶段的目标应当是成为在中国‘真正’有立足点的商学院，为此我们需要改革。中欧的愿景至今不够明晰，应该充分利用中国和上海的优势，加强在中国本土实践的研究，包括案例研究。对于教师聘任，需要注重那些研究领域为应用研究的人士。他们将来会成为‘中国的国际领导专家’。比如，我们应当立志使哈佛商学院（HBS）在中国方面的教学中使用中欧案例。’

现在是时候更新中欧使命：或作出更有力的承诺吗？”

怎样利用中欧这一案例？该研究将用于中欧MBA、EMBA和高层经理培训课程的战略学教学，并可能会用于国际顶级商学院的教学。方睿哲教授建议把该案例向中欧遍布中国和全球各地的校友加以讲述、推广。他说：‘这能够帮助形成一种强有力的集体感。案例记载了欧盟与中国政府一项成功的合作尝试，其治理结构是有独到之处的：可以让学生探讨许多话题……比如，在你看来，学院迄今为止的成功，其关键原因何在？又如：15年后（即2030年），你希望中欧能够达到怎样的高度？再如：中欧的外部环境在未来15年会有怎样的变化？还有：中欧要达成2030年的奋斗目标，必须做出哪些努力？”

方睿哲教授说，对中欧管理委员会而言，这一案例研究可以作为一份指南，标明管委会必须作出决策的四个重大战略事项，包括：

1. 中欧应怎样定位？中欧应该仅仅关注教学，避开研究，还是也应该追求去创造管理方面的高质量知识，包括中国特有的问题？

2. 中欧MBA、EMBA、高层经理培训等课程应该有何种规模？

3. 中欧的地理位置是否是怎样的？中欧应应该建其在立之初，即满足管理人才急缺需要，还是应该在此基础之上有所拓宽？

4. 学院应该怎样聘任、培训、留住世界级的教员队伍？

方睿哲教授说：这些也是摆在诸多全球顶级商学院面前的问题。这是发展、扩张、适应今天的要求与挑战的自然过程。而中欧的这一案例“不厌是研究者、教师、还是在学生之中，都将起到共鸣”。

请访问http://web.hbr.org/store/index.php浏览完整案例文本：中欧：中国制造的全球性商学院。”

founded the Shanghai Advanced Finance Institute (SAFI) in 2009, with a total investment of RMB 320 million. Both CLFC and SAFI had been set up as vehicles to develop the talent required to help Shanghai realize its dream of becoming an international financial center.

Xu Bin, Head of the Department of Economics, seconded the view favoring a stronger commitment to the Chinese market and to China-related research. 'In the first phase before 2004, CEIBS achieved a great deal by bringing international resources into China. Currently, China’s economy has entered a new stage. The goal of CEIBS in this new stage must be to become a business school which "truly" gains a foothold in China, for which we need a transformation. It is still unclear what CEIBS’s vision really is. CEIBS should take full advantage of China and the Shanghai factor, to strengthen practice-based research in China, including the development of case studies. As for faculty recruitment, it is necessary to focus on those interested in applied research, who would become "the world’s leading experts on China." For example, we should aspire to make HBS use CEIBS’s cases when teaching about China."

Was it time to revise CEIBS’ mission, or to make an even stronger commitment to it?"

How will the "CEIBS Case" be used? The study will be taught in the Strategy courses of MBA, EMBA and EDP programmes at CEIBS and potentially in top-tier business schools around the globe. Prof Velamuri also suggests teaching the case to CEIBS alumni around China and worldwide. “This would help build a strong sense of community,” he says. “The case documents a successful joint venture between the EU and the Chinese government with a unique governance structure. Students can be asked to discuss a number of issues... including: What in your view are the key reasons for the success of the school to date? Second: Where would you like CEIBS to be 15 years from now (that is, in 2030)? Third: How will the external environment of CEIBS change over the next 15 years? Fourth: What must CEIBS do to achieve its objectives in 2030?

For the CEIBS Management Committee, Prof Velamuri continues, the case study will be used as a guide in highlighting four critical strategic issues that the school’s management committee must make decisions on. The key issues are:

1. What should the identity of the school be? Should CEIBS focus on teaching excellence only and eschew research, or should it also aspire to create knowledge of the highest quality on management issues, including those specific to China?
2. How large should CEIBS grow in terms of the size of its MBA, EMBA and Executive Education programmes?
3. How large and wide should its geographic footprint be? Should CEIBS stay committed to its original mission of addressing the shortage of supply of managerial expertise in China, or should it broaden this mission?
4. How can the school recruit, groom and retain world class faculty?

These issues are faced by a number of top business schools worldwide as a natural process of developing, expanding and adapting to today’s demands and challenges, Prof Velamuri says, adding that the CEIBS Case “will resonate with administrators, faculty, and students alike.”


CEIBS KNOWLEDGE

INCREASED COMPETITION MEANS CEIBS MUST “CONTINUALLY INNOVATE AND STRATEGICALLY UPGRADE”. THE PAPER OUTLINES HOW CEIBS BALANCES THE NEED TO ADAPT INTERNATIONAL-STANDARD KNOWLEDGE TO BUSINESS REALITIES IN CHINA, AND DETERMINES HOW CHINA CAN CONTRIBUTE TO GLOBAL KNOWLEDGE CREATION.
新兴市场的创新
Innovation in Emerging Markets

CEIBS Professor of Entrepreneurship Ramakrishna S. Velamuri explores how companies in emerging markets are rethinking innovation – and what we can learn from them.

文/ Prof Rama Velamuri

针对细分顾客群的创新

克莱顿·克里斯滕森（Clayton Christensen）提出过一种有趣的方法用以细分市场，可以广泛应用。每家企业都有些顾客会提出更高的要求：汽车能开得更快、笔记本电脑能造得更小、手机能更智能。许多这样的顾客都愿意为更高级的功能支付更高的价格，另一个细分顾客群则对现有的东西感到满意，他们不甚计较，对当前的产品心满意足。

而对于第三个细分市场的客户来说，当前所提供的产品功能过于繁琐，他们不需要太多的功能和特色。他们所需要的是更基本的配置，是“更少”，例如，上网本能满足了对功能要求较少的客户：他们仅需要一部轻便、小巧、适合网上冲浪和阅读文件的电脑，这些人需要的是功能更为简单、朴实无华的产品，而不是“解决方案”，他们想要功能相对简单的产品，希望价格更低廉。发展中国家有很多这样的消费者。

然而对许多企业家和工业化国家的经理人来说，创新意味着“更多”——更多特色、更加高级、更多功能，因而绝大部分创新都瞄准了那个要求“更多”的细分市场。然而，这样一来我们就很难理解这样一种理念：创新也可以是“更少”，比如，产品更简单、服务更低廉，再有，我们不能忘记，在金字塔底还有一个至今未曾消费的庞大群体，总有一天他们会加入主流经济，而他们对市场和利润的巨大影响通常都被低估了。
One of the most widely accepted and popular definitions of innovation is the one coined by Everett Rogers: “An idea, practice, or object that is perceived as new by an individual or other unit of adoption.” This definition looks at innovation not from the point of view of somebody who generates it, but of somebody who has to adopt it.

It is estimated that only about 14 percent of the world’s population lives in countries with a per capita income of more than US$10,000. India, for instance, has a per capita income of only US$3,000; China – which has grown at 10 percent for 30 years – has a per capita income of only US$6,000 per year. These developing economies face enormous problems that must be solved, such as literacy: more than 200 million people in India cannot read or write. Other major social problems include access to basic healthcare, running and clean water, and education. People who are uneducated can eke out an existence – but they cannot participate as full members in a free market society because they lack the basic capabilities required to operate in this system. The question is: How can societies deliver the fundamental services people need in order to develop the necessary basic skills?

**Different innovations for different customer segments**

Clayton Christensen has an interesting way of segmenting markets, and it can be universally applied. Every enterprise has customers who need more: a faster car, a smaller laptop, a smarter phone. Many of these customers might be willing to pay higher prices in return for the greater sophistication or functionalities they look for. A second segment of customers is satisfied with what they have; they are broadly happy with current offerings.

For the third segment of customers, the current products on offer are too sophisticated: they don’t need so much functionality or so many features. Their needs are much more basic and they actually want less. The netbook, for example, addresses the needs of those customers who need less: they simply want a light, small computer, good for surfing the web and reading documents. These people want simpler, no-frills products rather than “solutions”. They want to pay less for simpler things. In developing countries, there are many customers like this.

But for many entrepreneurs and managers from industrialized countries, innovation automatically means ‘more’ – more features, more sophistication, more functionality. Most innovations therefore focus on the customer segment that wants ‘more’. So it is difficult for us to grasp the idea that innovation might actually mean ‘less’, i.e., simpler products and services that cost less. Finally, we must not forget that there is a large mass of people at the Bottom of the Pyramid (BOP) who, so far, are non-customers. But one day they will join the economic mainstream. The strong impact they can have on markets and profitability is usually underestimated.

**Lessons learnt from telecommunications**

As recently as 15 years ago, the consensus among telecommunications experts was that only the ‘elites’ need cell phones. When Vodafone was trying to break into the Spanish cell phone market in 1994, their business plan forecast that the maximum penetration for cell phones in the country would be 20 percent – or approximately 8 million subscribers. When I interviewed the company’s CEO in 2004, the penetration in Spain had exceeded 100 percent; the number of cell phones was greater than the population of Spain! This unexpected growth came from a rapid decline in phone prices, the introduction of pre-paid cards and sharp reductions in the per-minute usage costs.

In the mid-90s telecom industry analysts made two kinds of mistakes: first, they assumed that telecommunication is a need that is felt only by a small segment of the population. Second, they underestimated how large and profitable the market would be if the prices for phones and per-minute usage could be reduced significantly.

In India today, there are around 550 million
电信业的启示

就在15年前，电信业界的专家还有这样的共识：需要手机的只是“精英”人士。1994年沃达丰试图打入西班牙的手机市场，他们的商业计划预测手机在该国的使用率最大只能达到20%——也就是大约200万用户。2004年我采访沃达丰CEO的时候，西班牙的手机使用率已经超过了100%，手机的数量已经比西班牙的总人口都多了！这种意料之外的增长源于手机价格的快速下跌，预付费手机卡的推出和话费的锐减。

1990年代中期，人们曾有两种错误：一者，他们认为电信只是小部分人的需要；二者，他们并没有认识到，如果手机价格和话费能够大幅下降，那么整个市场会有多么大，多么有利可图。

今天，印度的手机用户是5.5亿左右，每个月都有1000万新增手机用户，而在1991年，这个人口多达10亿的大国却只有700万部手机。1986年，我和父亲一起去了印度。当时印度的手机行业还是国家垄断。我父亲要申请一部手机，职员说：“你的手机八年之后就能拿到。”2010年3月我妹妹和妹夫从新西兰返回印度，他们申请了一个固定电话，两部手机，外加宽带网络连接。他们申请的当天一切都搞定了：上午打电话，下午就全部安装妥当了。在中国、印度、非洲国家，发生了一场惊人的电信革命：创新在这其中必定起到了杠杆作用。

发展中国家的电信革命表明，我们低估了非消费群体的能量。他们还在开始消费我们的产品，但如果我们把产品做得足够有吸引力，让他们能够消费，他们也能够形成市场。

趋势

近些年来，创新出现了若干值得注意的趋势。这包括德勤全球（Deloitte Touche Tohmatsu）的一项研究，西方公司为印度市场生产的产品，有41%与向其他地区消费者出售的产品非常相似。中国相关的数字是45%，而墨西哥则为57%。总的来说，一家典型的欧洲-西方企业，对墨西哥、印度、中国市场的供货是一样的，在销售墨西哥的产品中，38%“多少”有所不同而“非常不同”的只有9%。西方公司往往想在发达国家取得成功的产品转销新兴市场。

通常情况下，西方公司在新兴市场“产品本地化”方面所做的唯一努力就是把价格降低。很明显，这种思路必须改变。

研发外包：有趣的是，企业正把越来越多的资金投入到“发展中国家的研发工作中去”。比如，通用电气（GE）在印度果阿就有4000名科学家——占该公司技术人员总数的六分之一，而这一比例很快就会升到十分之四。在印度，拥有博士学位的人每月工资也不过450美元，因此，企业正在利用这些国家的资源，但他们尚未意识到这些市场的真正潜力。

另一个例子就是中国：2000年中国没有研发实验室的跨国企业只有30家，6年之后这个数字已经增长到750家。如今中国已经是研发活动的首选地：920家跨国企业的1000个研发中心分布在中国各地。迄今为止，中国GDP的
telephone subscribers. Every month, more than 10 million subscribers are added. Back in 1991, there were only about 7 million phones for a country with 1 billion people. In 1986, I went with my father who was applying for a phone. At that time, there was a national monopoly in India and the clerk said: “You’ll get your phone in eight years.” In March 2010 my sister and brother-in-law moved back to India from New Zealand. They applied for a land line, two cell phones and broadband Internet connection. They got all four the same day; they called in the morning and everything was installed by that evening. An amazing telecommunications revolution is now under way in countries including China, India, and African countries; this has to be leveraged for innovation.

The telecommunications revolution in developing countries shows that we underestimate the power of the non-consumers, people who have not yet started consuming our products. But if we make it attractive enough for them to consume, they can be brought into the market.

Trends

A few noticeable trends in innovation have emerged in recent years:

Lack of sensitivity to developing country needs: According to a study by Deloitte Touche Tohmatsu, among the items produced by a Western company for the Indian market, approximately 41 percent of the goods are very similar to the ones they sell to the rest of their customers worldwide. For China, this number is 45 percent, for Mexico 57 percent. Thus, a typical Western-European company, by and large, offers the same products in Mexico, India or China. A full 38 percent say their products are ‘somewhat’ different in Mexico and only 5 percent say the products are ‘very’ different. Western companies often want to sell products that are successful in the developed world, to their customers in emerging markets.

Usually, Western companies’ only attempt to ‘adapt’ products to emerging markets is to lower the price. Clearly that mindset will have to change.

Outsourcing R&D: Interestingly, companies are directing more and more funds to R&D in developing countries. GE, for instance, has 4,000 scientists in Bangalore – one-in-six of the company’s scientists is currently based there, and soon it will be one-in-four. This is because Bangalore offers highly qualified people at low cost. A PhD in India can be hired for as little as US$500 a month. Companies are therefore using the resources of these countries, but have yet to realize the full potential of these markets.

Another example is China: In 2000, only 30 multinationals had R&D labs in China. Six years later, that number had grown to 750. Today, China is the top location for offshore R&D: there are 920 multinationals with 1,100 R&D centres across the country. By now, 1.5 percent of China’s GDP is generated from R&D and the country is increasing its R&D specialization. Very soon, China will produce more and more innovative products, targeted to high-end users.

China and India are rising

The world’s most advanced country, in terms of economic power, is the US – but it is nowhere near being the most advanced nation on earth in terms of cell phone usage. In China, you can communicate with your customer online via cell phone, you can shop with your cell phone.

Innovation in emerging markets is changing. In the early days, Western companies used to simply import technologies that were one or two generations old to emerging markets. In the 1980s and 1990s, they started setting up R&D centres in emerging markets to support their centres in the West. Now, the entire development of new products often takes place in emerging markets.

Best practices

Over the years, innovations have been used to solve social problems in emerging markets. Some excellent examples are:

Improving literacy: TV programmes that play movie songs with same-language subtitles (SLS) – introduced for the first time in India in the 1990s – is one example of how children in developing countries can improve their reading skills by following programmes on TV or on the Internet. In India, for instance, 134 million households have a TV, meaning that 670 million people – more than half of the population – watch TV. After the positive results of studies assessing the impact of same language subtitles, the whole country now has SLS, mandated by the Ministry of Human Resource Development and the National Literacy Mission. People from all social classes
早先西方公司只是把上一两代的陈旧技术带到新兴市场来。如今，新产品的整个开发过程往往都已经转移到新兴市场了。

1.5%来自研发，其研发专业化程度也在提高。很快我们就会看到越来越多面向高端用户的创新产品在中国诞生。

中国和印度正在崛起

全球经济最先进的国家是美国。但说起手机使用，美国远远算不上先进国家。在中国，你可以和在线的朋友通过手机沟通，还可以用手机购物。

新兴市场的创新正在改变。早先西方公司只是把上一两代的陈旧技术带到新兴市场来。到了八、九十年代，这些公司开始在新兴市场设立研发中心，向他们在西方的研发中心提供支持。如今，新产品的整个开发过程往往都已经转移到新兴市场了。

最佳案例

多年来，新兴市场已经出现了多项创新，解决了社会问题。比较好的案例有：

1. 促进文化普及：二十世纪九十年代，印度首次引进了能够放映电影歌曲的电视节目，并呈现在语言字幕（SLS）。采用这种方法，发展中国家的儿童跟着电视节目就能提高阅读技能，甚至可以通过互联网做这一点。比如，印度有3亿300万家庭拥有电视机，这意味着67亿人——超过印度总人口的一半——有电视可看。在对同语言字幕进行研究、评估并得出了正面结论之后，印度人力资源开发与国家文化普及部下令，印度全国都有了同语言字幕节目。社会各界的人民都观看这些节目，只要他们懂得字母表，就能在观看节目时获得信息。

2. 对于那些瞄准新兴市场广大群体的创新来说，要想一炮打响，价格低廉是必要的前提。SLS成功的一个重要因素是：只要1美元的投资，就能有10000人使用一整年，第二个重要因素是规模效应，创新必须有潜力惠及大规模人群。这两个因素是至关重要的，因为新兴市场还没有资源支付创新所需的高昂费用。在印度，SLS的生产成本由电视台自行负担，私营机构提供补贴。

改善医疗：全球4.5亿盲人中，有很大一部分生活在印度，大多数视力受损的病例都可以通过非常简单的手术加以修复。手术三到四天，病人即可出院、上班、挣钱养家。然而，还是有许多穷人连这样简单的手术也做不起，印度Aaravind眼科医院向贫困的农村地区提供帮助，进行这样的简单手术。三分之二的手术免费进行——费用是由政府出钱，三分之二的手术费用是45美元，而该医院已将其费用降到50美元。

手机：诺基亚正在尝试改变其商业模式，从纯粹的产品驱动型转向有服务型转变。最近他们拿出了针对新兴市场的创新产品“诺基亚生活工具”，为诸如印度尼西亚、印度、孟加拉国等贫穷国家的农民提出了解决方案，每个月只需支付1.3美元。农民们就能收到必须的基本商业信息。他们还可以自己定制相应的信息：早上的天气信息，周边市场的物价信息等。他们可以根据所提供的信息判断哪些市场能上好价钱，这提高了农民的收入，使农民的手机使用率为34%，而农村市场正在快速增长。印度农村人口占总人口的70%，其中很大一部分仍在从事农业生产。每月1.3美元的收入一旦提高百倍叠加，诺基亚的收入将会极其可观。

电力电网：许多医院斥资购置昂贵而庞大的发电机组，但电却很难保证，医院的开支也高，虽然政府投资了好几亿，却因为供电不稳定，Users doesn't know how to use the Internet in this way. However, an innovation that was created in India is that the money from electricity is used to support the power grid. This innovation allows electricity to be supplied to hospitals on a regular basis. The innovation is called “Electricity for Hospitals”. It is a program that has been running for several years and has been very successful. The program works by providing hospitals with electricity at a lower cost than the cost of electricity from the grid. This innovation has been successful because it has been able to provide hospitals with electricity at a lower cost than the cost of electricity from the grid. As a result, hospitals are able to provide better care to patients and are able to save money. The program has been very successful and has helped many hospitals in India.
watch these programmes. As long as they understand the alphabet, they can benefit from watching.

Low cost is a precondition for the successful launch of innovations targeted at the masses in emerging markets. One important success factor for SLS is that an investment of US$1 can reach 10,000 people for an entire year. A second important condition is scalability. An innovation must have the potential to reach a large number of people. These two elements are vital because emerging markets lack the resources needed to pay for expensive innovations. In India, the cost of SLS production is funded by the TV channels themselves and subsidised by private organizations.

**Improving healthcare**: A large percentage of the world’s 45 million blind people live in India. Most of them suffer from vision impairment that could be fixed through a very simple operation. Within three or four days after the surgery, a patient can return home or go back to work to generate income for his family. Still, many of the poor are unable to afford even such a simple operation. An Indian organization called Aravind Eye Care System provides these simple operations to the rural poor in India. Two thirds of these surgeries are free of charge – funded by the one-third of patients who pay.

While it started with just 11 beds, Aravind Eye Care System now has approximately 5,000 beds, making it the largest eye-care provider in the world. The company has performed approximately 2 million free cataract surgeries. Whereas the cost of a cataract operation in the US is US$1,650, Aravind has brought it down to US$50.

**Cell phones**: Nokia is trying to change its business model from being exclusively product-driven to also providing services. Recently, the company developed innovations for emerging markets called Nokia Life Tools – a solution for farmers in poor countries including Indonesia, India, and Bangladesh. For a fee of US$1.30 per month, the farmers receive basic, but essential, business information via cell phone. They can customize the information they receive: daily weather updates in the morning, prices of crops in nearby markets, and so on. They can use the information provided to decide which market will get them the best price, which results in an increase in revenue. The cell phone penetration in urban and rural India stands at 34 percent and the rural segment is growing quite fast. Seventy percent of India’s population is still rural, a large proportion of which is occupied in agriculture. A recurring monthly income for Nokia of US$1.3 multiplied by millions and millions of customers could be a very profitable business.

**ECG machines**: While many hospitals can afford huge, expensive ECG machines, thousands of clinics do not need such large machines because they serve a relatively small volume of patients. GE pioneered the development of a hand-held machine that primarily targeted clinics that had not yet invested in an ECG machine. The results were very interesting; once this product was introduced in developing countries, GE found that it could also be useful in Western Europe and the US: when an ambulance responds to a traffic emergency, it is very useful for that ambulance to carry this hand-held ECG. This is referred to as ‘reverse innovation’ – a term, coined by Vijay Govindarajan, referring to an innovation that is pioneered for an emerging market but is soon introduced in a developed market in a different way.

**Key points**

My advice to companies eyeing emerging markets:

- **Continue to focus on top-end customers** – those who want more and are willing to pay more.
- **At the same time, do not forget the ‘bottom two’ segments** – those who want less and want to pay a lower price, and the non-customers.
- **Managers based in emerging markets** are uniquely positioned to learn about the needs of the bottom two segments of the market, and alert headquarters about the business potential in these niches.
- **MNCs should have R&D centres** in emerging markets, not just for developing products and services for industrialized country markets, but also for local markets.

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