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- Worked or studied in above mentioned provinces for 2 years or longer

Applicable Area

**East:**
Anhui

**South:**
Guangxi, Hainan, Hubei, Hunan, Jiangxi

**West:**
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**North:**
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Application & Review

- Apply by Feb. 12, 2011
- Shortlisted candidates will be interviewed
- Decision released by May 14, 2011

For more information, please contact MBA admissions office at
E-mail: admissions@ceibs.edu
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* "Less Developed" Area refers to provinces with GDP per capita below RMB 30,000.
  It is subject to change on an annual basis. Please refer to above website for updated information.
* CEIBS reserves the right of final explanation to the contents and items above.
RECRUITMENT SEASON – Each fall, the CEIBS Career Development Centre invites dozens of the school’s Corporate Partner companies to promote themselves to MBA students who are eager for career-shaping information about prospective employers. On October 14, during a well-attended company presentation by Tesco, speakers included Tesco China’s COO David Hobbs (above, left) and the company’s Human Resources Department Manager Lynn Dai (above, right). Insight from CEIBS alumni hired by Tesco was provided by Store Operations Manager Serene Tang (MBA 2005), Range Strategy Manager Kevin Fu (MBA 2008) and Productivity & Step Change Manager Max Luo (MBA 2006). CEIBS MBAs also received valuable information from 30+ companies during Career Week from August 30 to September 3. Participating companies included AB InBev, AT Kearney, AXA, Bain & Company, Bayer, Infosys, and more. Presentations included a September 2 speech during which Judy Chen, Nestle’s Head of HR, Greater China Region (below) spoke on the company’s position as a global powerhouse, its China operations, and its focus on people development.
McKinsey & Company Renew Agreement with CEIBS, Sponsors Case Study Centre & Innovate China

McKinsey & Company renewed its partnership with CEIBS in a Signing Ceremony at the Shanghai campus on September 29. CEIBS President Pedro Nueno, MBA Academic Director Prof Lydia Price, Distinguished Professor of Management Hellmut Schutte, Professor of Responsible Leadership Mike Thompson, and MBA 2009 Class President Devon Nixon were among those gathered to discuss CEIBS continuing cooperation with McKinsey & Company. Jonathan Woetzel, a Director in McKinsey’s Shanghai office, represented the firm at the ceremony. McKinsey & Company has been a corporate partner of CEIBS since 2008.

During the discussion, Mr Woetzel confirmed that McKinsey & Company will continue to serve as exclusive sponsor of the CEIBS Case Study Centre. The firm has held this position for two years, supporting the Case Study Centre and cooperating on jointly written cases. The firm will also continue assisting with CEIBS’ annual Innovate China international business plan competition. The company supplied the Lead Judge for the contest in 2008, 2009 and 2010, and will continue this tradition.

 Going forward, the two sides also plan to explore cooperation in other areas including expanded efforts for recruitment and internships, speaking engagements, and the annual ISP group consulting project and Responsible Leadership Projects.

Commenting before the signing of the new agreement, Mr Woetzel explained the interest of McKinsey & Company in continuing its partnership with CEIBS: “McKinsey is pleased to collaborate with CEIBS in furthering its objective of educating world-class business leaders in China. CEIBS Case Study Centre, and its Innovate China competition, are examples of the type of initiatives that China urgently needs in order to cultivate the next generation of business leaders.”

CEIBS President Pedro Nueno added that CEIBS is very pleased to strengthen its already long-running cooperation with McKinsey & Company, continuing the initiatives and projects already under way and exploring new ways they can both benefit from each other.
Patxi Lopez Speaks at CEIBS,

BASQUE VISION – His Excellency Basque Country President Patxi Lopez speaks on the topic of “European Regions and Economic Developments in a Changing World: a Vision of the Basque Country” during his September 29 visit to CEIBS.

Patxi Lopez in CEIBS

The BASQUE VISION – Basque Country President Patxi Lopez speaks on the topic of “European Regions and Economic Developments in a Changing World: a Vision of the Basque Country” during his September 29 visit to CEIBS.

Signs Partnership with School

On September 29, CEIBS was honoured to host a delegation of 120 Basque Country top officials and business executives led by His Excellency Basque Country President Patxi Lopez. The delegation spent the morning attending speeches delivered by President Lopez and CEIBS Professor of Economics Wang Jianmao. Following this, an agreement was signed to continue the ongoing strategic partnership with CEIBS.

H.E. Lopez spoke on “European Regions and Economic Developments in a Changing World: a Vision of the Basque Country,” addressing the role the Basque Country can play in Europe and the rest of the world and focusing on the region’s advantages as a gateway for China to enter Europe.

For the final presentation of the day, CEIBS Professor of Economics Wang Jianmao delivered a talk on “The Chinese Economy in 2010 and Beyond.” Drawing upon his academic research, Prof Wang emphasized that the next five years will be “very critical” to China’s future economic development. He closed by urging Basque business executives to continue exploring collaboration with Chinese counterparts, saying “There are huge opportunities now.”

CEIBS Launches Centre for Automotive Research

August 26 saw the launch of the CEIBS Centre for Automotive Research (CCAR), to be directed by Professor of Operations Management Thomas Callarman. The centre is receiving initial sponsorship from the Australian and European branches of the International Car Distribution Programme (ICDP).

The centre’s mission will be “to establish a world-class academic centre for automotive industry studies that can generate knowledge unique to the Chinese market,” and to disseminate its findings through academic publications as well as education and training activities. In announcing the founding of the Centre, CEIBS Dean and Vice President Rolf D Cremer said: “The automotive industry is one
of the most influential business sectors worldwide in terms of impacting societal development and boosting economic growth. Simply put, innovations in the auto industry — including improvements in safety, energy efficiency, function, and sales distribution — make human lives better.

Initial research conducted by CCAR will cover: improvements to China’s auto distribution system and dealership relations; improvements to the domestic auto logistics system; and the development of a supply base in China.

CEIBS Logistics Chair
Sponsor, Port of Barcelona, Hosts “Barcelona, the Mediterranean Innovation Hub”

The Port of Barcelona, which sponsors the CEIBS Chair of Logistics, participated in a full-day seminar entitled “Barcelona, the Mediterranean Innovation Hub” on August 30. Held at the CEIBS Shanghai campus, the event featured Port of Barcelona President Jordi Valls presenting on “Port of Barcelona, Your Gateway to Europe.” In his talk, Mr Valls explained that the combination of congestion in northern Europe and emerging environmental aspects create new opportunities for Mediterranean ports to act as a “gateway” for goods coming from Asia.

Mr Jacint Soler next spoke on “The Mediterranean Ports as a Gateway to Europe for Chinese Companies.” The presentation was sponsored by Casa Asia, in cooperation with the Port of Barcelona.

中欧物流学教席赞助商巴塞罗那港参与“巴塞罗那：地中海创新枢纽”活动
8月30日，中欧物流学教席赞助商巴塞罗那港参与了为期一天，名为“巴塞罗那：地中海创新枢纽”的研讨会。该活动在上海校区举办。邀请巴塞罗那港总裁Jordi Valls就“巴塞罗那港：您通往欧洲的门户”发表了演讲。Valls先生在演讲中阐述了北欧交通堵塞与新出现的环境问题交织所形成的局面，令地中海港口有了机会，能以“欧洲货物新门户”的形象出现在亚洲面前。

其后Jacint先生就“地中海港口是中国公司进入欧洲的门户”发表了演说。本次活动由亚洲案例与巴塞罗那港共同赞助举办。

柏唯良教授就品牌建设为拜耳药业高管作报告，张炜教授论中国医保
8月24日，中欧战略学与营销学教授柏唯良（Willem Burgers）为拜耳中国高管作了专门报告。柏唯良教授是中欧拜耳战略学与营销学教授。

港入口 - 8月30日，巴塞罗那港总裁Jordi Valls探讨了巴塞罗那港作为通往欧洲入口的作用等问题

GATEWAY - The Port of Barcelona’s role as a gateway to Europe was among the issues explored by Port of Barcelona President Jordi Valls on August 30.
Bayer Top Executives Briefed by Prof Willem Burgers on Branding, Prof Zhang Wei on China Healthcare

Bayer China top executives received a custom briefing on August 24 by CEIBS Professor of Strategy & Marketing Willem Burgers. The professor, who serves as Bayer Chair Professor of Strategy and Marketing and is author of *The Marketing You Never Knew* (2004) and *Marketing Revealed* (Palgrave Macmillan, 2008), presented on “The Branding Game.” Prof Burgers shared his insight into alternative versus traditional advertising, research into customer decision-making, and achieving both recognition and recall among consumers.

Two days later, CEIBS Assistant Professor of Management Zhang Wei spoke to Bayer’s top management team on “China Healthcare”, during a presentation delivered in Beijing.

Both custom briefings were delivered to the top executive team of Bayer China, including Bayer (China) Chairman and President of Bayer Greater China Group Mr Michael Koenig; CFO Ernst Coppens; Head of Legal Affairs Celina Chew; Head of Human Resources Cathy Gui; and Head of Corporate Communications Sharon Tang.
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For further information on CEIBS Corporate Sponsorship Projects and Programmes, please contact: Ms. Laurie Underwood, Director of External Communications & Development. Tel: +86-21-2896-5365/ Email: development@ceibs.edu/ Fax: +86-21-2896-5326
Strategically Speaking – Success Stories from the CEIBS "ISP"

中欧“综合战略项目(ISP)”的成功故事

中欧“综合战略项目”(ISP)加强了对战略议题的关注，为MBA学员和企业合作伙伴提供了合作应对商业实战挑战的机会。学员、教授和企业合作伙伴都表示，改进后的项目第一年运行成效喜人。

With an enhanced focus on strategic issues, the CEIBS’ Integrated Strategy Project (ISP) offers MBA students and Corporate Partners the chance to work directly together on real life business challenges. Students, professors and corporate partners say results from Year One of the revamped programme are impressive.
Thirty-five of CEIBS’ Corporate Partner companies, 18 senior executives in the role of mentors, and three senior faculty members providing guidance to 180 students. These are the players involved in the CEIBS MBA Programme’s Integrated Strategy Project (ISP). Now in its second year, the ISP (an enhanced version of the former Group Consulting Project) has been upgraded to ensure that both students and participating companies benefit fully. Partner firms receive free, in-depth consulting services and the chance to screen CEIBS students for internships. Students – working in teams of 4 to 6 – gain valuable hands-on experience (and possible job leads) by working closely with leading MNCs and fast-growth domestic companies.

One of those leading participating companies is GE, where Ritwik Ghosh (MBA 2009) and team-mates Vijay Chowdhary, Alan Ding, Yuen Ling Lok and Karen Cheng spent two months working on their project called “Market Strategy for Energy Solutions to Non-Power Generation Customers.” Their results impressed their direct supervisor, GE Marketing Leader for China Hans Chia. In fact, the CEIBS team has been credited with introducing GE to a huge virgin market. “Your study clearly helped GE better understand the needs of various customers in the light industry,” Chia said in a follow-up email to Ghosh. “The overall quantitative and qualitative market analysis shows great systematic approach in getting the market information into actionable direction. The team was able to identify an attractive market segment beyond what GE initially recognized.” In late September, Ghosh – spirits buoyed by a 30-minute phone call from another GE executive in Doha, Qatar who wanted to learn more about the proposal the CEIBS team had submitted to GE Shanghai – enthusiastically sent out

MORE HEADS ARE BETTER – The annual “Integrated Strategy Project” requires teams of CEIBS MBAs to spend 14 weeks intensively researching a real-life business issue for corporate partners. The results are quality analysis for companies, networking and job leads for students.
GREAT IDEAS – GE was impressed by the suggestions from the team of CEIBS MBA 2009 students assigned to the company for the 2010 “ISP” programme. Here, group members (from left): Ritwik Ghosh, Vijay Chowdhry, Yuen Link Lok and Alan Dong.

In 2010, the ISP programme aimed to provide students with an immersive international business experience. The programme is designed to help students enhance their understanding of global business practices and learn to work effectively in a cross-cultural environment.

The programme includes a series of modules that cover various aspects of business, such as strategy, leadership, ethics, and sustainability. Students are also given the opportunity to work on real-world projects and to engage with local entrepreneurs and business leaders.

The ISP programme is highly regarded by students and employers alike, as it offers a unique and valuable learning experience.

The ISP programme is open to all CEIBS MBA students, and applications are typically due in April of each year. Students are selected based on their academic performance, leadership potential, and demonstrated interest in international business.

The ISP programme is a great opportunity for students to gain valuable experience and to build their professional network. It is highly recommended for students who are interested in pursuing a career in international business.
an email thanking “the mentors and professors for the opportunity and guidance they provided us during the ISP”. The next step: a high-powered meeting, in October, with GE’s Global Energy CMO Mark Dudzinski to discuss their plan in greater detail. “It makes us happy to know that our report is creating ripples in such a big organization,” says Ghosh, who is also President of CEIBS Energy & Environment Club.

Success stories such as the GE ISP are the ultimate goal of the programme, says Strategic Management Professor Per Jenster. Prof Jenster, who served as one of three ISP Professor Mentors for 2010 (along with Strategy Professor William Reinfeld and Assistant Professor of Management Zhang Wei), stresses that all student projects focus on strategic issues which impact the value of participating firms. Students and faculty have to sign confidentiality and non-disclosure statements before undertaking projects, as they deal with real strategic issues. The enhanced programme ensures that student teams take on real world challenges for real companies for a period of 14 weeks – roughly twice as long as the former Group Consulting Project. In addition, throughout the project period, the teams meet regularly with both professor mentors and corporate liaisons. And before completing their analysis, the teams also present a “dry run” of their analysis to a panel of professional consultants and industry leaders for expert feedback.

Through these methods, the CEIBS ISP complements the lessons learned in the classroom, says Prof Jenster. Students receive real-world experiences (as well as job leads) while companies receive fresh ideas and in-depth consulting as well as the chance to strengthen their understanding of the CEIBS MBA Programme.

The upgraded programme, which provides students with five academic credits, requires student teams to follow a structured process which includes analysing the industry, the company and the specific issues at hand.

Participating second-year MBA students work on their projects during Terms 2 and 3 (from March to July). Work becomes increasingly intense as final presentations to the company executives approaches – a process with proven results, according to Prof Jenster. “After 25 years of teaching strategy to MBA students, I have come to realize that the only way students can actually learn is by undertaking real projects. This is why this ISP is such a vital part of the MBA experience.”

After Year One of the enhanced ISP, Prof Jenster is highly encouraged by the feedback from corporate partners: “The companies we are working with are excited about this new element in the CEIBS MBA and the interest from consulting firms has dramatically increased. More and more companies are seeking students for business development positions.”

With the 2011 ISP launching in the late fall, Prof Jenster says several aspects of the programme will be expanded even further. For one thing, the ISP will now

STUDENTS RECEIVE REAL-WORLD EXPERIENCES (AS WELL AS JOB LEADS) WHILE COMPANIES RECEIVE FRESH IDEAS AND IN-DEPTH CONSULTING
include a handful of international assignments at the European locations of Chinese firms going global. Another aspect which sets CEIBS apart from other top business schools offering consulting projects is the option for selected students to continue working at the company as interns or temporary hires in order to see the strategy put into action. “Depending on agreements reached between the student and the company, the student may work inside the company for 1 to 6 months (after the ISP) to implement aspects of the plan. No other b-school does this, only CEIBS,” Prof Jenster explains. “We are not only asking students to analyze the situation, we want to take them through to the experience of what it takes to execute a strategy.” He stresses that this option will be promoted to companies participating in the 2011 ISP.

GE, Prof Jenster and Ghosh are not the only ones singing the programme’s praises. The CIEBS ISP has also earned high marks from other senior executives and professors. “We enjoyed working with the team – Valerie Jia, Charles Zhang, David Chiu, Ethan Zhu, Windy Yi – and were very impressed with their professionalism and the quality of their work. Thank you for the opportunity to participate in this year’s ISP programme,” Dow Chemical China’s Marketing Director for the Asia Pacific Region, Karen Dobson said in her evaluation of the team assigned to the company for the 2010 programme.

Meanwhile, Professor Zhang Wei credits the programme – thanks to its diverse student teams and complex projects – with preparing students for future challenges in their professional and personal lives. “ISP is a unique combination of both on-campus and real life learning, of analytical rigor and business relevancy, and, above all, of both developing globalized young talents and bridging localized expertise with business vision,” he adds.

The range of diverse but challenging projects covered by CEIBS MBA students during the 2010 ISP included:

- devising a marketing plan for the LNG industry,
- identifying opportunities in China’s clean-tech market,
- developing an ideal organizational design and operating structure following a global acquisition, and
- creating a marketing strategy for integrated industrial product solutions in the shipbuilding sector.

2010 ISP Mentor Prof Reinfeld, who has experience as a professional consultant as well as an academic, has high praises for the quality of the work produced by CEIBS students. “Some of these projects have exceeded many of those that I have seen in my 25 years in the field of strategic management,” he says. Based on the feedback from the evaluation forms, many teams were praised by the companies for their professionalism, and most companies involved say they will participate in the programme again. Adds CEIBS MBA Director Lydia Price, “The ISP has been a tremendous boost to student learning and corporate relations at CEIBS. I anticipate a growing role and increasing impact as we continue the programme’s development.”

The deadline for interested companies to submit project proposals for the 2011 ISP is January 20. The ISP is available only to CEIBS Corporate Partners.
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中欧国际工商学院
China Europe International Business School
CEIBS’ Mentoring Programme offers a win-win for both sides: students receive valuable guidance from experienced executives while mentors hone their leadership skills.

文 / Charmaine N. Clarke

中欧的良师益友项目自2004年启动至今，已有700余名MBA学员从中获益。他们和EMBA学员、校友结对，从简单的人脉资源积累到在中国创业的复杂问题等，导师们的指点无所不包。到2009年，由于在线配对系统的启用，参与的双方能够预览对方的档案，这让

七百搏浪士，尚待后来人
MBA学员．良师益友项目．获益匪浅
700 and Counting
MBAs and Alums Benefit from Mentoring Programme

他们拥有了更大的自主权，可以自行决定和谁结对。而今年9月，100余名曾经的学员再次签约该计划，志愿再任导师，献出自己一年的时间与资源。

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Since launching in 2004, more than 700 CEIBS MBA students have benefitted from the school’s Mentoring Programme, which pairs them with EMBA students or alumni who offer everything from basic tips on networking to advice on more complex issues such as how to start a business in China. As of last year, participants have had a greater say in determining whom they are paired up with, thanks to the online matching system which allows them to preview each others’ profiles. This September, more than 100 mentors signed up again, agreeing to volunteer their time and resources for one year.

Designed to help prepare students to re-enter the business world after graduation, CEIBS’ mentoring programme offers them access to real life business knowledge and skills from experienced EMBA students and alumni. But the programme is not a one-way street: mentors also benefit from the opportunity to improve their leadership skills by providing their young charges with guidance. As CEIBS Vice President and Co-Dean Zhang Weijiong puts it: “The Mentoring Programme builds up an efficient platform of exchange and interaction for students and alumni from different management positions and industries.”

MBA 2009 Michelle Mou explains the value she has received during the past 12 months through working with mentor Albert Yan, Founding Partner of Artkey (which does global marketing of Chinese art-related brands). “He is definitely one of the most valuable assets I gained from participating in the CEIBS MBA programme,” she said of Mr Yan. “He not only has solid experience in e-commerce, marketing, and general...”
管理方面都有着深厚的经 验。还非常乐意花费时间和精力为学员传递授业解惑。”

骆婉玲（Yuen Ling Lok, MBA 2009）参加该计划的目的就是要从中欧校友身上亲身经历切身地认识到中国市场的机遇和挑战。

骆婉玲的导师是Riri大中华区总经理谷小虎，Riri为奢侈服装品牌提供设计。骆婉玲则出身市场，销售，她说：“跟谷先生沟通起来总是很轻松，很开放，又很专业。他对良师益友项目有着清晰的结构性认识，所以我们的期望值都很清楚，我们从谷先生这里学到了许多，不光是这带来的许多PPT、经验分享和独到见解，还有他热情帮助学员的精神。我们能感到到，我们他来说很重要，感受到他想和我们深入沟通，做一名好导师。”

一名导师通常带一到三名学员。原则上每月和学员见一面，聊上一小时。这次会面可以是轻松随意的早餐闲聊，公司到访，可以是一次人民币，可以是论坛讨论，或者任何能证明相处时间质量的形式。这些会面的机会确保学员能一直在进行深入思考的目标发展，专业技能提高，行业概览，分析，形成并保持人脉关系，如何提高战略思维能力，如何在中国创业，如何把企业从中国推向世界等。然而，也经常有量身定制的目标，以满足学员的个人需求。骆婉玲说：“我和谷先生首先通过邮件沟通，他把自己的简历发给我们，又让大家把简历都发给他，为了能及时调整每次见面的沟通内容。我们想有些人想谈些什么。我们对良师益友项目的目标又是怎样的。”

2009年，陶氏化学亚太区市场部总监朱海（Oliver Chu, EMBA 2009）指导了两位学员。由于他对行业深刻的洞察力以及他给予的职业指导，学生说他很有价值。所以，今年他再次被邀请参加该项目。现在，他指导三位学员，对于Oliver来说，做导师给予了他分享知识和拓宽网络的机会。这一学习过程是双向的，他说：“该项目不仅让学员向导师学习，而且我们也可以从学员的中学到。”

有些在良师益友项目期间形成的良好关系会延续很久。张维纲教授指出：“无论是对导师还是对学员来说，这都是一个非常宝贵的机会，能够增进友谊，促进业务合作，并完全有可能获益终生！”
management, but he is also very happy to invest his time and energy in sharing his knowledge and experience with mentees.” Mou recommended Yan as a mentor for the 2010 class, and since October he has been paired with two new mentees.

For German classmate Yuen Ling Lok, the Mentor Programme offered the chance to seek advice from a seasoned business veteran on three fronts: developing a meaningful and successful career, gaining insights into the Chinese market, and setting a marketing strategy for a sector in which she had never worked before. Her mentor, shared with one other 2009 MBA, was Jack Gu, General Manager for Riri Greater China, a supplier of accessories to luxury apparel brands. “Communicating with Mr Gu was always very easy and open, yet also very professional. He had a clear structure during the mentoring programme, so we could know what to expect,” Lok says. She adds, “We learned a lot from Mr Gu, not only from his numerous PowerPoint presentations and the experiences and insights he shared with us, but also from his passion for helping those he was mentoring. We felt that we were important to him, that he really wanted to get to know us and be a good mentor.”

Mentors typically work with one to three mentees per year and are encouraged to meet with them once a month, for at least one hour. These get-togethers can be a casual chat over breakfast, a more formal company visit, a networking lunch, forum discussion, or any other format that ensures quality time together. Meeting monthly keeps mentors and mentees on track to meet the goals they have jointly set. Common targets include: directing career development, improving professional skills, enhancing industry understanding and insights, developing and maintaining networks, boosting strategic thinking, starting a business in China, and how to bring a business from China to the world. But goals are often tailor-made to meet individual mentees’ needs. “In the first e-mails we exchanged with Mr Gu, he shared his CV with us and asked us to send ours to him as well. In order for him to adjust the content of the sessions, he also asked us what topics we would like to have covered, and what we expected from the mentoring programme,” Lok explains.

In 2009, Dow Chemical’s Asia Pacific Regional Marketing Director Oliver Chu (EMBA 2009) mentored two students. They gave him high marks in terms of the industry insights and career guidance he provided; so he was invited to participate again this year. Now, he mentors three students. For Oliver, being a mentor offers him a chance to expand his network while sharing his knowledge. The learning process, he says, goes both ways: “The programme is not only for mentees to learn from their mentors, but we can also learn from our mentees’ experiences.”

Many of the bonds forged during the programme last for years beyond the actual mentoring period. Explains Vice President Zhang Weijiong: “[The Mentoring Programme] is a precious opportunity for both mentor and mentee to enhance friendship and business partnership – which is likely to last for a lifetime!”

For information on joining the CEIBS Mentoring Programme, please email mentoringprogram@ceibs.edu, or call 021-28905249.

“THE PROGRAMME IS NOT ONLY FOR MENTEES TO LEARN FROM THEIR MENTORS, BUT WE CAN ALSO LEARN FROM OUR MENTEES’ EXPERIENCES.”
- OLIVER CHU
CEIBS Welcomes Professor of Management Practice Dr Mike Thompson

CEIBS is proud to announce that Dr Mike Thompson has joined the school as Professor of Management Practice as of September 1, 2010. Prof Thompson has been a Visiting Professor of Responsible Leadership at CEIBS since 2009, teaching a course in Sustainable Marketing to MBA students.

Prof Thompson is the former CEO of GoodBrand, an international sustainable enterprise consultancy that provides services to major multinational clients. He has served on the boards of a number of profit and not-for-profit companies including the UK’s largest independent toy retailer. He has been active in the field of social enterprise, serving on the Board of Young Enterprise UK and, currently, as a director of The Hub Kings Cross, London – a serviced office and members network for social entrepreneurs.

An accomplished author and publisher in the field of marketing ethics and responsible management, Prof Thompson’s most recent writing is “Managing Sustainability for Economic Return in the Multinational Enterprise” in Mobley, W. (Ed.), Advances in Global Leadership Vol. 6 (Emerald Books, 2010). Since 2004, he has served on the Board of the European SPES Forum, based at the University of Leuven, Belgium. The Forum organises conferences and publications into the nature of spirituality in economic, social and business life.
Yvonne Li Appointed MBA Director, Admissions and Career Services

On September 1, Ms Yvonne Li was appointed MBA Director, Admissions and Career Services. Her expanded role is part of an ongoing initiative to grow the international stature of the CEIBS MBA Programme, and to provide world class career planning services to CEIBS MBA students.

Ms Li joined CEIBS in 2005 as MBA Programme Director of Operations. Her previous work experience includes 10 years with Lucent Technologies, culminating with a position as Product Marketing Director, PHS Handset Business. Prior to that, she was a lecturer at Qufu Teachers’ University for 12 years. Ms Li graduated from the CEIBS EMBA Programme, Class of 2002.

Commenting on her new role, Ms Li said: “The work of the CEIBS Career Development Centre is fundamental to the success of our school in one of its primary missions: to help advance the careers of our graduates. I am honoured to take on this new responsibility in addition to my Admissions role.” She also promised to leverage her background as a CEIBS EMBA alumnus, as well as her five years of service as MBA Operations Director and 10 years of corporate experience to “push forward the objectives of the CDC.” Said Ms Li: “I greatly look forward to working directly with the MBA students, CEIBS alumni and other stakeholders to help our students meet their professional goals.”

Ms Li has a Postgraduate Diploma from National Institute of Education (NIE) at Nanyang Technological University (NTU, Singapore); a Masters Degree from Shandong University; and a Bachelors Degree from Qufu Teachers University.
CEIBS Professors Receive Medal, Awards for “Teaching Excellence”

CEIBS Economics Professor Xu Xiaonian has been awarded the CEIBS Medal for Teaching Excellence while the 2010 CEIBS Teaching Excellence Awards were conferred on Professor of Management Liang Neng, Economics Professor Xu Bin, Finance Professor Zhang Yimin, and Assistant Professor of Management Yu Fang.

The announcement was made on Teacher’s Day, September 9, by CEIBS Dean and Vice-President Rolf D. Cremer. Awards were presented to the honoured faculty members during the 2010 EMBA Graduation Ceremony held at CEIBS Shanghai campus on September 24.

Prof Xu Xiaonian received the prestigious CEIBS Medal for Teaching Excellence in recognition of his outstanding and sustained record of academic merit in teaching. Professors Fang, Liang, Xu Bin and Zhang were individually recognized for distinction in teaching during the past academic year.

The CEIBS Medal for Teaching Excellence was first awarded to the Bao Steel Chair Professor of Economics at CEIBS Wu Jinglian in 2007. Last year, as CEIBS marked its 15th anniversary, medals were conferred upon Professors Xu Dingbo and Arthur Yeung. Since its first ceremony in 2002, 15 professors have received the CEIBS Teaching Excellence award or medal.
Dean Cremer Addresses Prestigious Economist Conference

On Day One of the conference, Dean Cremer participated in an executive briefing session on "New Strategies: The talent question". The panel, which included global employers and independent commentators, examined the issue of engaging new generations for new markets. Moderated by Mercer Sr Partner Elizabeth Renshaw-Ames, the panel was rounded out by Hikma’s Corporate Vice-President of HR, Majda Labadi and G4S’ Regional Managing Director Rupal Sinha.

Dean Cremer drew upon his experience in academia during the discussion. Prior to his appointment at CEIBS, he served as International President at the East China Institute of Technology (2000-2003) and was Head of Economics and Pro Vice-Chancellor at Massey University in New Zealand (1992-2002). Dean Cremer also taught at the University of Macau as Professor of Economics, Dean of Social Sciences, and is Founding Director of the China Economic Research Centre. He is a distinguished professor of Nanchang University, Jiangxi and an Honorary Professor at the Frankfurt School of Finance and Management.
NEW BEGINNINGS  – 180 students from 22 countries and regions officially began their CEIBS MBA Programme on August 9. Welcome to the Class of 2010 – our 16th MBA intake class!

WINNING TEAM  – On September 1, after a hectic week of campaigning and candidate speeches, the MBA 2010 Class elected its Student Committee. The incoming SC Members are (from the back row, left to right): Career Development Director Patrick Yao, Green Campus Director Thomas Diaz, Chief of Staff Ran Jia, Academic Affairs Director Colin Bezenar, and Club Activities Director Kevin Yang. In the front row, from left: External Affairs Director Jessica Linsen-Cao, Social Activities Director Caren Kang, President Denise Pu and Treasurer Cammy Xu.

A TOAST TO SENIOR MEDIA  – CEIBS Vice President & Co-Dean Professor Zhang Weijiong toasts invited senior media during an August 26 Welcome Dinner for CEIBS' first ever “Advanced Business Reporting Programme.” More than 60 experienced domestic and international journalists based in Mainland China, Taiwan, Hong Kong and Singapore participated in a day-and-a-half of lectures designed to familiarize reporters with CEIBS business management teaching.
Graduation Day for EMBA 2008 SH & SZ, Inaugural EMBA in Africa Class

History was made on September 24 when 40 members of the inaugural class of the CEIBS EMBA in Africa Programme proudly joined 450 graduating students from CEIBS’ EMBA programmes in Shanghai and Shenzhen for a grand, full-day Graduation Ceremony. Joyoung Board Chairman Wang Xuning (EMBA 2001) was the keynote speaker for the event, which saw outstanding students and professors lauded for excellence. Among the highlights:

**Faculty Awards**
- 2010 CEIBS Medal for Teaching Excellence: Professor Xu Xiaonian
- 2010 CEIBS Teaching Excellence Award: Associate Professor Frank Yu, Professors Liang Neng, Xu Bin, and Zhang Yimin

**EMBA 2008 Outstanding Graduates**

**Alumni Awards**
- 2010 Award for Excellent Interviewer at CEIBS: Zhang Yaping and Jiang Haitao

**Charity Awards**
- CEIBS EMBA Noble Deed Award: Shanghai Class 6 (group winner) and President of Shanghai Class 6 Committee Jiao Sheng (individual winner)

OATH OF OFFICE – The 45 Student Ambassadors selected from the MBA 2010 Class were sworn in on September 26. Student Ambassadors commit to promoting the CEIBS brand worldwide and providing a support network for current and prospective students. Ambassador programme leaders are: President Dollar Qian, Events Team Director Eddie Yan, Online Communication Team Director Howard Li, and Media Team DirectorMontserrat Delgado Soto. Profiles of the complete list of CEIBS student ambassadors can be viewed at http://www.ceibs.edu/mba/ambassador/index.shtml.

**POMP & CEREMONY**

9月24日，历史见证了一场全天的盛大毕业典礼，来自中欧EMBA2008级上海班和深圳班的450名学生与40名首届非洲EMBA班学生光荣毕业。九阳股份有限公司董事长王旭宁（EMBA 2001）发表主题演讲，赞扬了杰出的学生和优秀的教授。以下主要是获奖名单：

**教工奖项**
- 2010年度中欧教学名师奖：许小年教授
- 2010年度中欧教学优秀奖：余方、梁能、许斌、张逸民教授

**2008级EMBA优秀毕业生奖**
林俊豪、王海荣、张爱民、蔡文军、冯晓飞、王力为、冯晓芳、李滨、吴晓红、姜欧、吴昊、徐长远、杨亦志、周凯、朱卉、孙欣蕾、王涛、郭宁宁、苏桂珍、张琼

**校友奖项**
- 2010年度EMBA优秀面试官奖：张亚平、蒋海棠

**慈善奖项**
- 2008级慈善奖：上海6班（团体奖）和班长焦胜（个人奖）
新媒体关注 中欧

多家重点主流媒体：中欧发布2010年中国民营上市企业百强排行榜

8月17日，中欧国际工商学院携手Wind资讯在中欧国际商学院国际金融研究院发布2010年中国民营上市企业百强排行榜。今年是该榜单第七次发布。在这7年间，我国民营企业所处的市场环境发生了巨大的变化。民营企业面临日益严峻的挑战。民营企业应改变发展方式。他们必须在新的市场环境下，通过持续创新和积极的市场运作，来提升自身的核心竞争力，从而实现可持续发展。

9月18日，中欧北京校园迎来了她落成后的首个大型活动——EMBA2008级北京班毕业典礼。180位同学携带自己的毕业证书和学位证书。他们将带着这些珍贵的纪念品，继续他们的职业生涯。中欧国际商学院院长赵刚教授表示，中欧国际商学院是一个充满活力和创新精神的教育机构。在这里，我们致力于培养具有国际视野和创新精神的商业领袖。希望同学们能够在这里找到自己的方向，实现自己的梦想。

《浙江日报》：朱晓明院长——论论坛探讨经济转型之路

9月9日在中欧国际商学院举行“经济转型与城乡互动”论坛。中欧国际商学院院长朱晓明认为，通过论坛，将为政府提供一个分享观点、交流思想、探讨问题的平台。通过不同领域、不同的人士，不同的视角，共同探讨中国经济转型的路径和方式，为中国经济的持续发展提供新的思路和策略。

21世纪经济报道半版报道

搜狐：腾讯网络直播：中欧国际商学院EMBA2008级毕业典礼

2010年10月9日，中欧国际商学院EMBA2008级毕业典礼在中欧国际商学院举行。中欧国际商学院院长赵刚教授在毕业典礼上致辞，对同学们的辛勤付出表示感谢，并对他们的未来寄予厚望。中欧国际商学院的毕业生们在毕业典礼上分享了自己的学习经历和收获，表达了对母校的感激和对未来的期待。
TV, VIDEO & AUDIO

**BBC**
Interview with Prof Romano Prodi on Europe-China relations – 9/14

**Bloomberg**
Anchor Susan Li interviews CEIBS Prof Romano Prodi – 9

**CNN**
Interview with Horst Loechel on outlook for China’s economy, 9/9

**ICS**
• Report on CEIBS 4th Annual China Bankers Forum – 9/17
• Coverage of CEIBS Seminar on “China, Africa, and the EU in the 21st Century” – 9/10

**Insider TV**
Report on CEIBS 2nd Annual China

Innovation & Entrepreneurship Forum – 8/28

CEIBS President Pedro Nueno on the possibility of Chery opening an auto factory in Catalonia – 9/20

PRINT & ONLINE

**Bloomberg Businessweek**
• CEIBS MBA 2010 Isaac Iglesias blogs “The Globe Trotting MBA” – 10/4
• “For B-Schools, Opportunities Rise in Africa” – 9/23
• Report from CEIBS 4th Annual China Bankers Forum – 9/17
• Prof Romano Prodi: Economic Crisis Effects Undigested – 9/15

**Børsen**
Prof Per Jenster on CEIBS MBA Programme – 9/21

**CHINADAILY**
• Presidents Zhu Xiaoming & Pedro Nueno write on Chinese companies going abroad – 9/07
• Prof Zhao Xinge quoted in “Getting schooled in big business” – 8/16
• Q&A with President Zhu Xiaoming on “A business school with a European difference” – 8/13

**FT.com**
Prof Zhang Wei quoted in “East offers prescription for west’s plans” – 8/24

**Forbes**
• “CEIBS MBA Grads Snapped Up by Employers This Year” – 10/1
• Report on CEIBS Top 100 Private Companies – 8/20

**GLOBAL TIMES**
• Dr. Gary Liu interviewed on China’s stock market – 9/29
• Report from CEIBS 4th Annual China Bankers Forum – 9/17
• Prof Bala Ramasamy inks column on CSR – 9/13
• Report on CEIBS 1st Real Estate Forum – 9/06
• Prof Lydia Price & Alex Quintieri (MBA 2009) interviewed for “China becomes destination for foreign students” – 8/16

**SCMP.com**

**The Economist**
Prof Ronald Schramm quoted in “A mao in every pocket” – 9/25

**The WALL STREET JOURNAL**
Prof Xu Bin interviewed in “Foreign Schools Target U.S. Professors” – 8/09

**wiwo.de**
Prof Bala Ramasamy authors column on economic change – 10/8
In a heartfelt keynote address to the Beijing EMBA 2008 graduating class on September 18, Zhongkun Group Chairman Huang Nubo (EMBA 1996) describes his CEIBS experience – a journey that transformed him from a poet and sportsman to real estate mogul. Read on to hear the adventurous Huang, China’s first entrepreneur to climb Mount Everest from the peak’s challenging south side, tell how his personal journey is intertwined with the history of CEIBS – from its humble beginnings to today’s impressive accomplishments.
I first set foot in CEIBS in 1996. Back then, our classroom was a room rented in the Zhongguancun Software Park. In the beginning, we had to fly to Shanghai every month; we had class in Minhang District. Later, we had our own classrooms in Beijing, but the facilities were a lot less impressive than what the campus offers now. As I walked through the campus today, I was so happy to see the sharp-witted professors and energetic students!

A decade ago, I was a poet studying at Peking University, with no idea of what ‘strategy’ or ‘cost’ meant. CEIBS changed my life. It taught me the meaning of the terms ‘market economy’ and ‘market competition’. Earlier today, a journalist asked me whether studying at CEIBS is useful. I said, “Of course!” The management theory taught here at CEIBS is a cultural standard used around the globe. No matter where you are from, America or China, you have to obey these principles.

While studying at CEIBS, I earned my first ‘pot of gold’ – RMB80 million from a real estate project. It was also the first real work experience I gained as a student at CEIBS. My biggest achievement at the school is that I successfully transformed from a poet to a modern entrepreneur.

I became the first CEIBS alumnus to successfully climb Mount Everest’s summit. [On May 17, 2010, Huang became the first Chinese entrepreneur to reach the top of Muztag Ata, the mountain’s challenging south side]. Mountain climbing has taught me a lot about entrepreneurship and these are lessons that I would like to share with you.

Many people ask me why I like climbing mountains. I tell them that mountain climbing is a battle with myself – not physically, but mentally. I have given up many times during climbing. In 2006, when I tried to climb Muztag Ata, I gave up when I reached 6,000 meters because I just couldn’t move any further. But I began to regret my decision even before I got to the foot of the mountain. I hated myself for being such a coward. I felt that something was wrong with my attitude toward life and my values. So I did some self-reflection after I left Muztag Ata. The next year, I went back and conquered the mountain within 9 days!

Doing business is a lot like climbing a mountain. You don’t know when the government will exert another round of macro-economic control. You don’t know what idea our Premier will come up with next, but you know that the survival of your business is in his hands. You should have the skills to make your business survive despite these uncertainties. These are the skills I learned at CEIBS.

Doing my EMBA at CEIBS taught me totally different values and completely changed my life. I am very happy to tell every person I meet that I graduated from CEIBS. I am only one example of the generation of China business leaders that CEIBS has cultivated. The history of CEIBS’ development is also the history of the development of China’s private economy.”

This article was adapted from Huang Nubo’s keynote address to the Beijing EMBA 2008 Graduating Class.
中韩新纽带：首尔校友分会
Newly Launched Alumni Association
Seoul Chapter Strengthens Sino-Korean Ties

文/马凌莹

7月17日，中欧国际工商学院校友会在韩国成立了首尔分会。首尔分会是中欧校友会在海外的最大分会，也是第一个完全由非中国籍校友组成的分会。全新的首尔分会已经在中国韩关系方面起到了重要作用，在接受本刊采访时，首尔分会会长宋德镇先生表示，虽然肩负重任，但有了中欧这一坚强后盾，他对分会的未来充满信心。在过去，宋会长谈到首尔分会成立的由来，中欧校友如何获利以及他和其他韩国专业人士在中欧学习的原因等等。

TheLINK：作为一位韩国人，是什么促使你做出到中国的决定？

宋德镇：我来到中欧学习的时候已近天命，有超过20年的工作经验，我感觉到，有必要更新在20年的工作中获得的知识。我选择来到中国学习，而不是呆在韩国，因为这是个双赢的做法：既能学习商业理论知识，又能对中国有更深刻的理解。

其次，我不会说中文，中欧提供的双语环境。让我能在英语环境下学习EMBA课程，为我提供了便利。再者，中欧有着很高的声誉。我有一位在一所韩国大学工作的朋友，他向我推荐了中欧。随后，我向中国朋友打听，他们都说起这是一所非常优秀的学校，我唯一的担心是能否被录取。

我对强烈推荐年轻人到中国来，到中欧来，攻读MBA学位。就知识本身而言，中欧可以提供无尽的宝藏。此外，中国对全球有非常重要的作用，特别是在韩国而言。在中国学习能给学生提供很大的便利，使他们进一步了解中国。

TheLINK：你在中国学习生活期间，什么最让您印象深刻？

宋德镇：因为我在首尔上班，所以我需要每个月飞来上海参加EMBA课程。最让我印象深刻的是：在这里，交通卡的用途十分广泛：坐地铁，出租车，进宿舍。在中国消费都用得上。大部分韩国人认为，在IT方面，韩国比中国要发达。但是我们也有交通卡。交通卡没有如此广泛的应用，所以我感到十分惊讶。这件事虽然，但是给我上了重要一课：对中国知之甚少。

还有，我也对宿舍工作人员的良好态度感到惊喜。我登记入住的时候尝试了几句中文，其实说得不太好，但他们很耐心，我非常喜欢！现在的中文比五年前好得多了。

TheLINK：您觉得中韩文化之间有什么共同点？

宋德镇：这可数不胜数！比如说语言本身，韩国人使用的汉字越来越多，两者的发音也近似。中韩两国都非常重视教育。两国的大学都影响深远，两国人民也有一定程度的相互理解。韩国人在课堂内外都会学习很多关于中国历史方面的知识。所以我们来到中国的时候，能够理解紫禁城，长城等中文字的内涵。相反，如果去欧洲，我们可能觉得那些大教堂挺漂亮，却理解不了它们背后的历史。

TheLINK：韩国首尔校友分会成立的主要原因是什么？

宋德镇：有两个原因：一方面，每一个中欧的学生都有自身的学力，但我们需要一个联合组织来展现大家的学力，并将之结合起来，帮助个人取得成功，同时达成我们共同的目标。

另一方面，中国，理解中国是重要的。一般人很难完全理解中国——因为他们只能通过媒体报道，或者通过他们很少的旅游经历去理解。绝大多数中欧校友都在
CEIBS Alumni Association launched its Seoul Chapter in Korea on July 17. The new chapter is the largest alumni chapter outside China and the first whose members are all non-Chinese nationals. The new Seoul Chapter is already playing an important role in promoting the relationship between Korea and China. Chapter Chairman Doug Ho Song (EMBA 2005) says he shoulders a great deal of responsibility but feels confident about the future of the association, given the strong support of CEIBS. In an interview with TheLINK, Song explains why the Chapter was launched, how all CEIBS alumni can benefit, why he and other Korean professionals study at CEIBS, and more.

TheLINK: As a Korean national, what made you decide to study in China, and at CEIBS?

Doug Ho Song: When I began studying at CEIBS, I was in my late 40s, with more than 20 years of working experience. I felt the need to refresh the knowledge I had acquired through my years of experience. My first reason for studying in China instead of Korea was that I could get two birds with one stone. While learning about the theoretical side of business, I could also gain a better understanding of China, which is very important.

Second, CEIBS offered a bilingual environment where I could do an EMBA in English because I cannot speak Chinese. Also, CEIBS has a very good reputation. A friend of mine working in a Korean university recommended CEIBS. I also checked with several other people in China and they all said it’s a very good school. The only concern was that I might not be accepted.

I strongly recommend that young people come to China, to CEIBS, for an MBA degree. In terms of knowledge itself, CEIBS has more than enough to offer.

Besides, China is very important globally, especially for Korea. Studying at CEIBS gives students a big advantage in learning about China.

TheLINK: As a student, what impressed you most about life, and school, in China?

Doug Ho Song: Because I work in Seoul, I commuted as an EMBA student and flew to Shanghai once a month. One thing that really impressed me was that we could use the transportation card everywhere: subway, taxi, to enter the dorm rooms, in the cafeteria. Most Koreans think that, in terms of IT, Korea is more developed than China, so I was really impressed by this. We have transportation cards in Korea, too, but they can’t be used in so many places. This is only a small thing, but it taught me a big lesson: my understanding of China might be incorrect or insufficient.

Also, I was impressed at how nice the dormitory staff were. When I checked in, I tried my Chinese, which is not very good, but they were very patient. I loved it! Now my Chinese is much better than it was 5 years ago.

TheLINK: After studying at CEIBS, what cultural aspects do Koreans and Chinese have in common?

Doug Ho Song: Many! For example, the language itself: Korean people are using Chinese characters more
中国呆过至少一年半时间，因而更容易理解这个国家。所以他们肩负重要使命，使韩国人了解中国。

**The LINK:** 从一开始的讨论到最终成立，建立首尔分会经历了多长时间？现在分会有多少会员？
**宋德镇**：去年年底我们成立了一个校友私人俱乐部。当时会员的统计数字是60人，所以，我们没有想到，有了这么多会员，是时候在韩国建立一个分会了。我们联系了学校，他们表示非常支持。于是我们很快起草了分会章程，只用了六个月。分会就成立了，现在有56名会员。在学校里，会员还有大约30位同学，而这仅仅是刚开始！

**The LINK:** 首尔分会的最大特色是什么？
**宋德镇**：作为中欧在国外最大的校友分会，我们觉得，首尔分会在中国民众传播中国方面能够发挥更重要的作用。我们正在策划一项活动：举办一场关于中国的论坛。我们会邀请中国、韩国的大学教授。我们还会举办学术研讨会。我们也会加强对有意到中国做业务的中国校友之间的联系。事实上，我们计划积极建立与中国相关机构的联系，成为相关会员，比如韩国商业协会等。

**The LINK:** 首尔分会第一年的主要目标是什么？
**宋德镇**：最重要的目标是让更多的韩国校友加入我们的分会。到目前为止，我们有30名会员缴纳年费，并已有三位校友向分会捐赠。总额超过6万元人民币，虽然钱不是最重要的，但这也表明了他们对分会的责任感和贡献的意愿。我们也希望举办一些活动，让中欧校友来了解首尔分会已经成立，并开始运作了！比如，我们计划于11月3日参加在上海举办的年度校友返校日活动。明年1月也会举办一些新年度活动。

**The LINK:** 访问的中欧校友，特别是非韩籍校友，怎样与你们取得联系？怎样参与最新的活动？
**宋德镇**：我们将邀请中欧校友作为联系我们。我的电话是82 10 3749 7377；邮箱是：doughosong@doshan.com。也可以联系分会的金宰亨先生，他的电话是：82 18 303 7377；邮箱：jayhyongkim@gmail.com。我们热切希望有机会向大家提供帮助，同时发展壮大首尔分会。在这里我要向全体校友表示：首尔分会期待您的到来！

在7月17日的成立大会上，首尔校友会成员与中欧官员合影留念。

Members of the Seoul Chapter and CEIBS officials gather for a commemorative photo during the July 17 launch.
and more, and the pronunciations are similar, too. Both cultures value education highly, which means that colleges are very influential in the two countries. And there is a certain degree of understanding between us: in Korea, we study Chinese history a lot – even after we leave school. So when we go to China we are able to understand things like the Forbidden City and the Great Wall. On the other hand, if we go to Europe, we may find the cathedrals beautiful, but we don’t understand their history and are therefore unable to fully appreciate these magnificent structures.

**TheLINK:** What were the main reasons for the launch of the Alumni Association Chapter in Seoul?

**Doug Ho Song:** Two reasons: one is that as a CEIBS student, each individual has his or her own skills. But we needed to form a collective unit in which everyone’s strength can be showcased and combined to help each individual succeed while pursuing our common goals.

Secondly, in Korea, understanding China is very important. The average person can’t fully understand China – because they only know the country through media reports or from limited visits. Most CEIBS alumni have stayed in China for at least a year-and-a-half, which makes it easier for them to understand the country better. So they have a mission: to educate Korean people about China.

**TheLINK:** How long did it take to set up the chapter – from initial discussions to the final launch? How many members have joined?

**Doug Ho Song:** We formed a private Alumni Club at the end of last year. We took a tally and were surprised to realize there were about 60 members. With that many members, we thought it was the right time to formally establish a chapter in Korea. We contacted the school, which was very supportive, and we quickly drafted the charter. It took only six months to set up the chapter. We now have 56 alumni as members, there are about 30 students in school, and this is just the beginning!

**TheLINK:** What is the most unique thing about the Seoul Chapter?

**Doug Ho Song:** As the largest alumni chapter outside China, we have a more important role to play in educating others about China. One of the events we are planning is a forum on China. We will try to explain what it means for Korean people, especially university students, to study in China – and at CEIBS. We will also host an academic seminar to provide alumni with the latest information on China.

We will also liaise with Chinese alumni who are interested in doing business in Korea. In fact, we plan to actively foster relationships with, and become members of, China-related institution, such as the Korean-Chinese Business Association.

**TheLINK:** What are the main goals of the Seoul Chapter during its 1st year?

**Doug Ho Song:** The most important objective is to have more Korean alumni join our chapter. So far, we have 30 people paying annual fees and three have donated a combined total of more than RMB60,000. While money is not the most important thing, it shows their willingness to make a commitment to the chapter.

We also want to hold some events to let the rest of the CEIBS community know the Seoul Chapter is up and running! For example, we plan to participate in the annual CEIBS Alumni Reunion Day on the Shanghai campus on November 5, and we will arrange a New Year gathering in January.

**TheLINK:** For CEIBS alumni visiting Korea – especially non-Koreans – how can they contact you and join upcoming events?

**Doug Ho Song:** Anyone who wants to visit Korea can contact me by calling 82 10 3749 7377, or emailing me at doughosong@dooosan.com or doughosong@gmail.com. They can also contact Jay-Hyong Kim, in the chapter’s External Relations Department by calling 82 18 303 7377 or emailing jayhyongkim@gmail.com. We welcome the opportunity to help people, develop and grow the chapter. To all alumni: the Seoul Chapter looks forward to welcoming you!
全球经济危机肆虐的影响犹存，各企业的市场预算纷纷缩水，以前大手笔的广告费用如今想也不敢想。很多企业因此受到冲击，年终的减薪和裁员在所难免。然而在市场的一片哀号中，有的企业却能够独辟蹊径，得以保全。他们是如何做到的？以下是一个公司通过将顾客忠诚转化为企业利润得以生存的例子。

Still reeling from the effects of the global economic crisis, businesses around the world – and in China – have been slashing their marketing budgets. Spending sprees, once commonplace in advertisement campaigns, have become the stuff of legend. Many enterprises are still weakened from the shock, and are still adapting to cuts in both wages and staff. But despite the moans of failure still emanating from the market, some companies actually grew stronger during the global financial crisis. Read on as Enjoyce Zhu (MBA 2003) tells how one domestic company survived by using Customer Relationship Management to convert customer loyalty into profit.

Michael Wang 31岁的Michael是一家服装公司的市场部经理，他的市场预算严重瘦身，但老板的要求却一点没变，各项指标还是硬邦邦地摆在面前。他必须找到更经济有效的方式来进行营销活动，保持利润的增长。

Michael苦思冥想，忽然想到以前在营销书上学到的理论："获取新客户的费用是保留原有客户费用的5倍，企业必须寻找有效途径赢得客户忠诚。"一个有效的顾客忠诚度项目可以将现有客户的价值提升95%。"Michael隐约觉得可以从中寻找新的突破口。他知道这属于客户关系管理（CRM）范畴。以前他手里没多钱的时候他从来没想到，难道现在这是个可行的办法？

Michael进行了市场调研，惊喜地发现顾客忠诚计划已经被广泛地运用到各行业中。从IT、电子产品、化妆品、餐饮旅游到他所在的服装行业，都有不少相当成功案例。Michael在参考了别人的经历后，也决心一试！

毕竟，上世纪70年代，美国和欧洲国家经历第一次原油危机时。许多企业选择通过顾客忠诚计划度过危机时刻，而顾客忠诚计划同样适用于目前境况下的中国市场的企业。

Michael计划采用会员制。顾客只需在门店内购物就可以免费入会，由店员为顾客登记信息注册成为会员。会员每消费一元，就可以积一分，同时可以累积积分及兑换奖品。Michael为这个计划搭建了积分兑换系统，包括对会员的前端网站和后台管理系统。

除奖品之外，Michael还把会员网站打造成“会员社区”的概念。会员可以在线分享购物经验、交流感情、展
Shanghai-based apparel company Marketing Manager Michael Wang, 31, is personally familiar with the harsh challenges triggered by the global financial crisis. While his marketing budget was seriously thinned after the crisis hit, his boss still expected the same level of performance and set rigorous targets for his department. To meet this challenge, Wang had to find more efficient and effective marketing and promotion methods in order to grow profits.

During his painstaking soul-searching and research, Wang remembered a theory he had once read in a book on marketing. The authors had written: “It costs five times as much to acquire a new customer as it does to keep an existing one. Enterprises must therefore find efficient ways to boost customer loyalty. An effective customer-loyalty-incentive-scheme can improve the value of existing customers by 95%.” Wang thought this could be a good place to start. He knew this had something to do with Customer Relationship Management (CRM), a tool he had thought little about when he had a fat marketing budget. Would CRM work now, in lean times?

After doing some market research, to Wang’s pleasant surprise, he found that customer-loyalty-boosting-incentives had been widely and successfully used in industries ranging from IT and electronics to cosmetics, catering, tourism, and the apparel industry – where he was employed. He decided to give it a go.

Wang chose to employ a “membership system” in which customers become members, at no cost, after making an in-store purchase and registering with a store clerk. After registering, members can earn 1 point for each purchase of RMB1, and can eventually trade these points for prizes. Wang devised a point-exchange system which included a client website and a server management system.

In addition to prizes, Wang developed a “member community” on his website, in which members could talk about their shopping experiences and freely share their opinions. To strengthen the emotional bond with clients, Wang’s team regularly contacted members through e-mails and text messages. Compared to the one-way advertisements on TV and in magazines, these methods could significantly slash the distance between the company and its customers.

Wang’s customer-loyalty-incentive-scheme succeeded in attracting an impressive 10,000 members in 3 months, as well as receiving more recognition. Still, he hoped the system would eventually play an even bigger role in the company’s growth. Taking the advice of CRM experts, Wang enhanced his system by launching a tool to “grade” customers. Using an analysis tool to measure “Recent, Frequency, and Monetary (RFM)” behaviour, he categorized members into three classes. Members of the “high RFM” class accounted for 60 to 70 percent of company’s sales, and Wang listed them as VIPs. With the importance of the VIP members clearly established, Wang decided to rethink the way he used his limited budget: he opted to devote the bulk of his funds to the lucrative VIP members.

Next, Wang devised different point systems for the three member classes: higher RFM members received far more points with the purchase of the same products, and the points system was also reconfigured to ensure that VIP members could trade in their points for a wider variety of prizes. Since the VIP members were already loyal customers, Wang hoped to offer them added life-long value by providing them with top quality services and exclusive experiences, such as the opening of a special VIP hotline. Wang also added regular VIP member activities such as golf tournaments and personalized gifts with their names embroidered on them.

Turning to the mid-range RFM members, Wang...
Now the question is: how can you transform these customers into profits? Use CRM to convert customer loyalty into profitable relationships. For the lowest level RFM members, Wang offered a series of more basic promotions – such as stimulating purchases through regular email and text messages promoting certain products.

Through these efforts, Wang found that CRM programmes differ significantly from large-scale and expensive advertising campaigns in that they are “long-term and quiet” rather than short-term and loud. With CRM, earlier investment paves the way for future returns. Despite the challenges of the post financial crisis environment, Wang saw, firsthand, that customer loyalty can be transformed into profit and realized that the benefits of retaining a loyal customer can far outweigh the cost of attracting a new one.

Now the question is: how will customer loyalty translate into profits? TheLINK

### 作者简介 Bio

**Name:** 朱瑰 (MBA 2003)

**Job Title:** Account and Operation Director, Accentiv’ China

**Career Profile:** With more than 10 years experience in media and the loyalty marketing industry, I am now responsible for managing all clients’ CRM and incentive projects for Accentiv’ China. Clients include P&G, Michelin, Air France, Zegna, Sephora, and McDonalds.

**Self-introduction:** In the media and loyalty marketing field with more than ten years experience, I am currently responsible for all CRM and incentive projects for Accentiv’ China. Clients include P&G, Michelin, Air France, Zegna, Sephora, and McDonalds.
Singapore – Open for Business & Growing Fast

当中国投资者们寻求着一片实现投资梦想的沃土，有人建议：“向南走。”
新加坡是一个商业开放、快速成长的国度！请参考如下事实、人物与成功故事。

### Singapore Stats
- GDP up 18.8% in Q2 of 2010
- Total trade up 19% in July 2010
- 2010 growth forecast at 13%-15%

### Gateway to the Region, and the World
- Singapore is the chosen Asia-Pacific HQs for: Google, IBM, GE Energy and Rolls Royce Marine, among hundreds of others.
- Base of internationalization for: Lenovo, Haier and Huawei Technologies (from China); Tech Mahindra, Punj Lloyd, and Tata Consulting Services (from India).

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欢迎来到新加坡！它是投资者的天堂，具有极其先进的基础设施与技术、健全的经济基础、理想的经营环境，还有受过高等教育、充分国际化的人才。

Welcome to Singapore, an investors paradise in terms of state of the art infrastructure and technology, sound economic fundamentals, ideal regional location, and a highly educated, fully international workforce.
跨国公司的家园

新加坡是7000家跨国企业的家园，其中60%的企业将区域总部设在这里。它们在新加坡执行高增值的业务，有效地利用该国战略要冲的位置，书写了自己的亚洲成功故事。其中给人留下深刻印象的是：

日立数据系统亚太配送中心
日立数据系统有限公司在新加坡机场物流园（ALPS）成立了最先进的亚太配送中心。ALPS工业园占地26公顷，坐落于紧邻新加坡樟宜国际机场的自由贸易区内，战略位置十分有利。ALPS支持与贸易和空运货物相关的业务。这是日立数据系统有限公司首个在欧美以外地区开设的配送中心，投资高达4600万新元。

亚太销售中心更贴近顾客所在地，也更贴近产品供应商日本日立公司。因此，它将使运输变得畅通无阻，减少运输环节和仓储成本，运输时间的减少，也将满足客户的需求，确保日立数据存储产品及时装配成功。

博世东南亚总部
博世将东南亚总部设在新加坡，该机构将覆盖亚洲的公共事业，包括信息安全和高能工程。内部信息技术研发、汽车配件市场及安全系统。

这项投资意味着，对于那些寻求进入蓬勃发展的亚洲市场的公司而言，新加坡扮演着重要作用。投资9200万新加坡元建成的东南亚总部也展示了博世在环保技术方面的能力。比起普通工业大楼来，它将节约30%以上的能源。此外，博世还宣称将继续在新加坡发展研发业务，包括热能技术及再生能源系统。

雅培亚太营养研发中心
雅培在新加坡生物园成立了亚太营养研发中心。该中心是雅培在美国以外最大的营养研发中心。它将研发出面向婴儿、儿童和成人的高科技营养产品。在这里，雅培科学家将开发新成份、新口味和新包装的产品，解决亚太地区最关键的营养难题。满足当地消费者的饮食需求和口味偏好。

通往亚洲和西方的跳板

如今，许多大型亚洲企业都有志开拓海外市场。日本企业选择新加坡作为一个理想之地。它是通往西方市场和高速增长的亚洲市场跳板。中国和日本公司都到这里来寻求打开印度市场的渠道。而印度公司也将新加坡视为通往东北亚的门户。

除了兴旺发达的全球与地区网络以外，新加坡还为企业提供利用顶尖国际人才的机会。越来越多的亚洲企业希望在中短期内能在新加坡安家。在未来的10到20年里，它们将为新加坡带来500强企业。

设在新加坡的亚洲企业越来越多。意味着亚洲管理层正在向新加坡分公司转移，以配合所在企业的国际化战略。目前，在新加坡有3000多家中日企业和近4000家印度企业。它们在这里运营，负责业务管理，并为新加坡国内和更广阔区域内日益扩增的顾客群体服务。
Home to MNCs

Singapore is home to 7,000 MNCs, 60% of which have their regional headquarters here. These corporations are leveraging the country’s strategic location to tap into the Asia Growth Story by basing their high value-added activities in Singapore. Some impressive examples are:

- **Hitachi Data Systems Asia Pacific Distribution Centre**
  Hitachi Data Systems has launched its new state-of-the-art Asia Pacific Distribution Centre in Singapore’s Airport Logistics Park (ALPS). ALPS is a 26-hectare industrial park strategically located within Singapore’s Free Trade Zone next to Changi International Airport. ALPS supports activities related to trade and air cargo. The S$4.6-million facility is Hitachi Data System’s first distribution centre outside the US and Europe. The Asia Pacific Distribution Centre will streamline operations and reduce transportation, and warehousing costs because it is closer to customer locations and product supplier Hitachi Japan. The reduction in transportation time will also ensure timely configuration of Hitachi Data Storage products to specific customer requirements.

- **Bosch Southeast Asia Headquarters**
  Bosch is opening its Southeast Asia headquarters in Singapore, which will house its key businesses in Asia, including Corporate Research and Advance Engineering, Corporate R&D for Information Technology, Automotive Aftermarket and Security Systems.
  This investment is an indication of the important role Singapore plays for companies looking to tap into burgeoning Asian markets. An investment of S$92 million, the Southeast Asian HQ building also demonstrates Bosch’s capabilities in green technology, with anticipated energy savings of over 30% compared to generic industrial buildings.
  In addition, Bosch has announced the continued expansion of its R&D activities in Singapore, including thermal technology and renewable energy systems.

- **Abbott Asia-Pacific Nutrition R&D Centre**
  Abbott officially has opened its Asia-Pacific Nutrition Research & Development Centre at the Biopolis in Singapore. The centre is Abbott’s largest nutrition R&D facility outside of the US, and will create science-based nutritional products for infants, children and adults. Abbott scientists at the centre will develop products with new ingredients, flavours and packaging to address the most critical nutritional challenges, dietary needs and taste preferences of consumers throughout the Asia-Pacific region.

Springboard to Asia and the West

Many large-scale Asian enterprises now aspire to having a global presence, and Singapore is in the perfect position to take advantage of this. Singapore is a springboard to both the West and high-growth Asian markets. Chinese and Japanese companies look to Singapore for advice on reaching India, while Indian companies view Singapore as a gateway to North-East Asia.

In addition to its thriving global and regional business network, Singapore also offers companies the opportunity to hire top international talents. An increasing number of Asian enterprises are expected to call Singapore home in the near to mid-term, and these companies could well be the new batch of Fortune 500 companies in the next 10 to 20 years.

The growing presence of Asian enterprises in Singapore means that senior management are moving to their Singapore offices to head up their firms’ internationalization strategies. Singapore is now home to over 3,000 Chinese enterprises and close to 4,000 Indian enterprises that have set up operations in the country to manage their businesses and support their growing customer base in Singapore and the wider region.
来自中国的近期投资

■ 中国联通
2010年9月，中国联通新加坡运营有限公司正式开业。这在亚洲顶级电信企业走向世界的奋斗史上是一个重要的里程碑。
除了区域分公司以外，中国联通还在地方数据中心建立了一个连接点，它将提升新加坡到中国的人网带宽。
中国联通可以利用新加坡条件优越的市场和网络连通性，优质的电信基础设施以及国际人才，进入这些新市场。
驱动这一市场扩张行为的是在线内容的迅猛增长，这给中国联通和其它电信服务提供商提供了机遇。

■ 盛大文学
中国最大的在线出版门户最近选择新加坡作为其国际化网络中心。
作为海外扩充的一部分，盛大文学在新加坡组建了一家分公司，并将于不久之后宣布与Zsobao.com联合成立一家在线文学网站。

■ 金蝶软件
这家位于亚太地区的企业管理软件和电子商务软件解决方案供应商在新加坡的企业运营场所已正式投入使用。该企业中国以外地区的首个研发中心也在新加坡正式成立。
位于新加坡的新办公室和研发中心是金蝶软件在具有重要战略意义的地区拓展竞争网络的最新举措，同时也支持了东南亚市场。
金蝶选择新加坡设立自己的东南亚研发中心，原因在于新加坡为领先的硬件、软件和IT服务提供商提供了战略平台，让它们得以捕捉该地区的商机。

■ 近期的其他成功故事
分众传媒（中国）和K S Oil（印度领先的化学食用油公司）都将海外总部分设在新加坡。
它们选择新加坡设立海外总部，证明了新加坡具备全球化商业环境的实力，也证明了该地区无疑是成为多样化人才基地。
作为2 000多家跨国公司的总部所在地，新加坡为亚洲企业提供了充满商业机遇的全球化网络。

了解更多在新加坡投资与生活的信息，请访问联系新加坡。
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Recent Chinese investments

**China Unicom**
- The September 2010 opening of China Unicom’s Singapore Operations marked a significant milestone in the bid for one of Asia’s top telecoms to go global.
- In addition to their regional office, China Unicom has set up a point-of-presence in a local data centre, which will improve Singapore’s bandwidth connectivity to China.
- China Unicom can leverage Singapore’s excellent market and network connectivity, quality telecoms infrastructure, and global talents to tap into these new markets.
- This market expansion is driven by the rapid growth of online content, which presents opportunities for China Unicom and other telecom service providers.

**Shanda Literature**
- China’s largest online publishing portal recently chose Singapore as its internationalisation hub.
- As part of their global expansion, SL has incorporated a subsidiary in Singapore, and will soon announce their collaboration with Zaobao.com to launch an online literary website.

**Kingdee**
- This leading provider of enterprise management software and e-business application solutions in the premises and first R&D centre outside of China, in Singapore.
- The new office and R&D centre in Singapore is Kingdee’s latest initiative to expand its network of competencies into strategically important regions, and support the Southeast Asia market.
- Kingdee chose to establish its Southeast Asia R&D centre in Singapore because the country provides a strategic platform for leading hardware, software and IT services and Internet companies to tap into new business opportunities in the region.

**Other recent success stories**
- Focus Media (China) & K S Oils (India’s leading integrated edible oil company) have located their international headquarters in Singapore.
- Their choice of Singapore for international HQ attests to the country’s strengths as a global business environment and a trusted location with access to a diverse talent base.
- As the headquarters for more than 7000 MNCs, Singapore offers access to a global network of business opportunities for Asian enterprises.

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For more information on investing and living in Singapore, please get in touch with Contact Singapore. Website: www.contactsingapore.sg/cn/investors
中欧校友会宁波分会换届大会
Ningbo Chapter Elects New Leaders

8月28日，中欧校友会宁波分会第二届理事会换届选举在慈溪的恒元大酒店顺利召开。以下是宁波分会的新一届理事会成员：

CEIBS Ningbo Alumni Chapter’s second council election was held at the Hengyuan Hotel, in Cixi City on August 28. Meet the new chapter leaders:

Honorary Presidents:
• Zheng Jianjiang (CEO 2004), Chairman, Aux Group
• Zhou Minfeng (EMBA 2001), President, Huaxiang Group

President:
• Lai Huanding (EMBA 2003), GM, Ningbo Import and Export Corp

Vice Presidents:
• Li Bao (EMBA 2007), Deputy Director, Ningbo Hi-tech Zone Management Committee
• Xu Lihong (EMBA 2003), President, Ningbo Winwin Industrial Holdings
• Zhang Jianming (CEO 2009), President, Haitian International Holdings
• Chen Nianci (EMBA 2007), Chairman & President, Ningbo Sanjiang Shopping Club

Directors:
• Mao Xuefei (AMP), GM, Ningbo Agsun Products
• Chen Xiaofeng (EMBA 2004), Chairman, Ningbo Fenghai Investment
• Shi Zengchao (EMBA 2007), Chairman, Ningbo Jinsheng Star Import & Export
• Yu Wengang (EMBA 2007), Executive President, Zhejiang Yibang Real Estate
• He Wei (EMBA 1999), Director, Linac (Shanghai) Management Consulting

Secretary General:
• Ou Xueqiong (EMBA 2003), GM, Tanner Companies LLC

Deputy Secretary Generals:
• Ding Qi (EMBA 2010), GM, Ningbo Huarun Computer
• Shi Zheming (EMBA 2009), GM, Ningbo China Basic Holding Group

名誉会长：
郑坚江(CEO 2004) 奥克斯集团董事长
周敏峰(EMBA 2001) 华翔集团股份有限公司总裁

会长：
赖焕定(EMBA 2003) 慈溪进出口股份有限公司总经理

副会长：
李挺(EMBA 2007) 宁波高新区管理委员会副主任
徐立宏(EMBA 2003) 麦克奥孚(宁波)婴儿用品有限公司总裁
张剑鸣(CEO 2009) 海天国际控股有限公司总裁
陈念慈(EMBA 2007) 宁波三江购物中心有限公司董事长兼总裁

理事：
茅雪飞(AMP) 宁波吉盛炉具有限公司总经理
陈晓锋(EMBA 2004) 宁波市丰海投资有限公司董事长
史建超(EMBA 2007) 宁波锦胜海外进出口有限公司董事长
余文坚(EMBA 2007) 浙江易邦置业有限公司执行总裁
林缜(EMBA 1999) 领诺(上海)管理咨询有限公司主任

秘书长：
区雪晴(EMBA 2003) 宁波唐纳服装有限公司总经理

副秘书长：
丁屹(EMBA 2010) 宁波华利计算机有限公司总经理
史哲明(EMBA 2009) 宁波中基投资控股有限公司总经理
The two-year-old Jinan Chapter elected new leaders during a gathering on August 15. Among the guests were CEIBS Assistant President and Chief Representative of CEIBS Beijing Office Ma Yusheng, President of Cheung Kong Graduate School of Business Alumni Association Jinan Chapter Xu Gangfa and Vice Chairman of Joyoung Huang Shuling.

CEIBS Alumni Association Jinan Chapter Council Members

Honorary President:
- Song Chuanjie (EMBA 2002), IT Dept GM, ABC Bank, Shandong Branch

Chairman:
- Wang Xuning (EMBA 2001), Chairman, Joyoung

Executive Vice President:
- Ma Hainan (EMBA 2001), Chairman, Haide Energy Engineering

Vice Presidents:
- Wang Liang (EMBA 2002), GM, Integrated Electronic Systems Lab
- Li Shan (EMBA 2003), GM, Shengli Oilfield, Dongsheng Branch
- Li Jianwen (EMBA 2003), GM, Tai'an Petrochemical
- Hao Xiaoming (EMBA 2003), GM, Wanlong Qilu Certified Public Accountants
- Li Yan (EMBA 2004) GM, Qilu Pharmaceutical
- Wang Hongjie (EMBA 2006), Chairman, Chengxin Estate Service
- Wang Xingshan (EMBA 2006), VP, Wave Group

Secretary General:
- Liang Zhihai (EMBA 2003), Chairman, Baohulu Technology

Deputy Secretaries:
- Zhang Zhihong (EMBA 2001), Deputy GM, Limin Real Estate (Zibo)
- Wang Ziqiang (EMBA 2003), GM, Shengli Oilfield, Dongsheng Branch
- Li Wen (EMBA 2004), GM, Bright Air Conditioning
- Cao Yinan (EMBA 2007) GM, Corporation Dept, China Merchants Bank, Jinan Branch
- Song Wei (DIPM), Deputy GM, Qilu Finance Service

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The Alumni Chapters
Healthy Eating! CEIBS & Tony’s Farm Sign MOU

Tasty organic vegetables are now being served up in CEIBS Shanghai campus cafeteria, thanks to an MOU signed between the school and alumni-run Tony’s Farm on July 8.

Tony’s Farm, which grows and sells organic vegetables, evolved out of a research project Zhang Tonggui (EMBA 2005) conducted while studying at CEIBS. The entrepreneurial venture promotes a modern approach to agriculture and fulfils Zhang’s need to be a socially responsible businessman.

“I’m very glad to cooperate with, and contribute to, my alma mater,” Zhang said during the signing ceremony. “I hope to provide better organic produce for CEIBS, and strengthen my company’s role as a supplier through CEIBS logistics information network.” His long-term goal, he added, is to develop Tony’s Farm into a low-carbon-footprint agricultural enterprise that supplies a safe food source throughout China.

The MOU between CEIBS and Tony’s Farm was facilitated by the joint efforts of the school’s leadership and CEIBS Alumni Association. School officials present at the signing ceremony included Executive President Zhu Xiaoming who thanked Zhang for his contribution to his alma mater, and the local government for the support it has lent to CEIBS alumni enterprises. Local government officials present included Director of the Pudong New Area Agriculture Commission Yuan Shengming and Party Secretary of Datuan Town, Pudong New Area, Shi Yinhua. They were joined by a CEIBS delegation that included: MC Office Director Dai Xin, Alumni Relations Office Director Wang Qingjiang, Logistics Department Deputy Director Li Yanzuo, and other staff members from the Alumni Association. Alumni employed to Tony’s Farm also witnessed the signing ceremony.
In a win-win collaboration between China’s leading business school and one of the country’s most respected financial TV channels, CEIBS and China Business Network (CBN) signed a Memorandum of Understanding on July 28. Under the agreement, both sides will collaborate on airing CEIBS’ Alumni Forum.

As explained by CEIBS Executive President Zhu Xiaoming during the ceremony, “CEIBS will provide CBN’s target audience with premium content, while CBN’s broadcast strength will boost CEIBS’ visibility and reputation.” President Zhu expressed the school’s gratitude to President of Shanghai Media Group and CBN Chairman Li Ruigang and Xie Li (both EMBA 2007) for the “huge contribution” they have made to their alma mater in terms of branding and knowledge dissemination.

Li Ruigang told those gathered that he considered it an honour to collaborate with CEIBS by drawing on CBN’s strengths. “CBN is one of the strongest professional financial TV channels in China, with its influence exerted nationwide. It has established a professional, authoritative, and ‘people-first’ brand image by supplying domestic and overseas financial news and investment information.”

Li went on to detail how CEIBS and CBN will both benefit from the new partnership: “We provide accurate, in-depth analyses and background coverage, and reflect a genuine concern for investors,” said Li. “Our programmes cover a variety of areas such as the economy, finance, trade, and securities investment. These areas are very closely related to CEIBS’ academic activities, showing that the two sides are destined to work together.”

The MOU was officially signed by CBN General Manager Qin Su and Director of the CEIBS Alumni Relations Office Wang Qingjiang.
8月20日晚，中欧校友私募基金协会第十次沙龙活动在中欧国际工商学院石化厅成功举办。中欧校友会主席王庆江代表学校致辞。红杉中国基金创始及执行合伙人沈南鹏先生就本期主题“外资PE中国基金的投资理念和投资策略”做了精彩的讲演。来自沙龙协办方诺亚财富、校友赞助企业多利农庄、ME&CITY和支持单位菲礼服的代表也联袂出席了本次沙龙。

校友会主席王庆江对活动的工作予以肯定，鼓励协会再接再厉。为私募股权投资行业的发展做出中欧人的贡献。随后，协会秘书长任丁（EMBA 2006）对协会自2007年以来的发展情况进行了回顾，并介绍了协会今年的计划及未来展望。

红杉中国基金创始及执行合伙人沈南鹏先生延续了协会介绍中所关注的私募股权投资行业话题，从专业投资人的角度与听众分享了他在多年投资的历程中所收获的一些领悟：在全民私募的大背景下，中外私募基金如何作好行业分析、把握企业的投资价值？他指出，投资机构不仅要专注于其所关注的若干行业，更重要的是做好基金内部的人员管理和服务。国内外私募行业所面临的内部管理理念和外部环境并不一致，在国内的外资基金更应注重区域覆盖，把有限的人力使用效能做到最大化。另外，对具备行业背景的专业投资人才的引进也是基金健康发展必不可少的重要因素之一。

CEIBS Alumni Private Equity Association’s 10th Salon attracted an impressive list of participants to the Shanghai campus on August 20. During the event, Sequoia Capital China Founder and Managing Partner Shen Nanpeng spoke on “Investment Concepts and Strategies for Foreign PE Chinese Funds”. Other attendees included representatives from NOAH Private Wealth Management, Tony’s Farm, ME&CITY and Fei Dress. NOAH Wealth Management co-organized the event and Tony’s Farm is a CEIBS-alumnus-owned venture that recently signed an MOU with the school.

In his speech, Mr Shen detailed how PE funds conduct industry analysis to determine the investment value of enterprises. He urged investment firms to broaden their focus beyond merely industries that spark their interest, and to consider important criterion such as management and staff allocation. Stressing that domestic and foreign PE sectors must contend with both internal and external environment, Shen offered this advice for foreign funds in China: pay more attention to regional coverage and maximize the efficiency of limited human resources. The introduction of highly qualified professionals with strong industry knowledge is an indispensable factor for the sound development of funds, he added.

Director of CEIBS Alumni Association Wang Qingjiang, who addressed the salon on behalf of the school, commended the PE Association for its efforts in promoting private equity investments. The Association’s future plans were unveiled by Secretary General Ren Tao (EMBA 2006), who also provided an overview of its initiatives since 2007.
Tips on how to win-over and influence the young generation of employees born in the 1980s and 1990s were among the items on the agenda during a July 10 alumni seminar on "Building Efficient Performance Management". The event was jointly hosted by the CEIBS Alumni Entrepreneur Club and Shanghai Jinghua Information and Technology. The company's General Manager Pang Zhiqiang (EMBA 2006) was a keynote speaker.

After two days of intense competition – along with taking in some of China's best beach views – the winners of the August 14-15, 2010 CEIBS Golf Tour were finally named. From a field of 27 participants who battled it out at Haiyangxubao Golf Course and Qingdao International Golf Club, the gross score Champion was Xue Haifeng. Other top players (net score) were: Champion Wang Hongxin, Wu Ming (2nd Place), Li Youlin (3rd), Li Chaoyang (4th), Sun Shaohua (5th), and Wan Yongdong (6th). Other category winners included Xue Haifeng for "Nearest Pin" and Peng Lan for "Longest Drive."

中欧校友会，中欧校友创业者俱乐部携手上海珊华信息科技举办了一次主题为“从卓越运营到卓越管理——如何建立高效的绩效管理体系”的沙龙活动。中欧EMBA06SH15班校友、上海珊华信息科技总经理熊志强先生首先进行了名为“从卓越运营到卓越管理——如何建立高效的绩效管理体系”的主题演讲。随后各位校友进行了热烈的讨论，分享了大家在企业管理中的一些宝贵经验。也抛出了一些问题以让大家深入思考与探讨，包括如何管理80后甚至90后的员工等。

中欧校友高尔夫俱乐部8月例赛于8月14和15日在青岛球场圆满落幕。27位校友参与了本次活动。经过两天的比拼，2010中欧校友高尔夫俱乐部8月例赛青岛站的成绩已花落各家。获奖名单如下：总杆冠军：薛海峰；净杆冠军：王红新，净杆亚军：吴名，净杆季军：李有民，净杆第四名：李朝阳。净杆第五名：孙少华，净杆第六名：宛永东；最近旗洞奖：薛海峰；最远距离奖：彭岚。

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“行有道 爱无界”——记中欧校友贵州行

“Love Beyond Boundaries”
CEIBS Alumni Charity Visits Guizhou

在五天的贵州之行中，中欧EMBA学生助贫帮困，奉献爱心，畅谈人生，徜徉山水，探寻人文历史。EMBA学生给回的需要和探索Zhen Yuan Ancient Town的丰富历史在五天的贵州之行中。

A lecture on the importance of happiness, donation of much-needed books to San Yuan Central Elementary School, and a tour of the ancient culturally rich town of Zhen Yuan were among the highlights during the CEIBS Alumni Charity’s five-day visit to Guizhou in August. The outing was organized by the CEIBS Shenzhen Chapter’s Executive Club (with support from CEIBS Shenzhen Representative Office) and CEIBS Guizhou Chapter. Read on for the story told in photos...

SWEET SUCCESS
– Members of the CEIBS Alumni Charity group celebrate after reaching the top of Fanjing Mountain.

BRAVE START
– CEIBS Alumni Charity set out for Guizhou.

文/王佳隽（中欧深圳代表处）

图片/蔡芸（AMP）、黄志（EMBA2003）

BY WANG JIAJUAN

PHOTOS: CAI YI (AMP) AND HUANG ZHI (EMBA 2003)
Choose Happiness was the catchy title of the August 20 CEIBS Alumni Lecture that marked the opening of the five-day event. The speaker, Yunnan Chapter's He Chunxiang (EMBA 2006), shared his philosophy on happiness during a relaxed after-dinner talk. His lively three-hour speech was enhanced with activities that got audience members on their feet.

Lesson 2: Happiness is a choice

ALTOGETHER NOW – Team building was a focus of the August 20 workshop.

Lesson 3: Rays of hope

On the morning of August 21, the group was warmly received by teachers and students from the San Yuan Town Central Elementary School during a book donation ceremony. President of CEIBS Guizhou Chapter Zang Fengjiang (EMBA 2003), who is a top executive at the Guizhou Tong Yuan Group/Jin Yang Automobile Co, arranged for the group to use his company’s Culture Square facility for the event.

During the ceremony, after brief speeches by Zang and Shenzhen Chapter AMP & CFO Club Secretary-General Cai Yi (AMP), school principal Zhou Liufa accepted the alumni’s donation and expressed his deep thanks on behalf of all the students. The gift, he added, would provide the students with valuable reading material and also let them know that someone cares.

WORTHY CAUSE – San Yuan Town Central Elementary School Principal Zhou Liufa (left) accepts a donation from CEIBS Alumni Association Shenzhen Chapter Executive Club Secretary-General Cai Yi.

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Lesson 4: Cultural Excursion

Later that afternoon, we took a road trip! As they drove through the ancient town of Zhen Yuan, group members were amazed by its rich cultural history. Their first stop was the ancient buildings near Green Dragon Cave – important historical monuments representing a unique combination of Confucian, Buddhist and Taoist cultures. Over the next three days, the alumni also visited the scenic Wuyang River, Fanjing Mountain – the fifth largest Buddhist Sanctuary in China, and Xijiang Miao Minority Village which is the largest Miao Village in China with over 1,000 households. The tour ended with group members reflecting on the importance of fulfilling their social responsibility and promises to participate in similar charity events in the future.

行有道，爱无界

文/黄志

走
脚踏万里，解下VertexAttrib
远
到贵州去，到十万大山去

绿动静炎的漾江
株田和石脚楼穿插的千户苗寨
坐在水里吃烤鱼的镇远古城
铁溪里的热闹孩童
还有巧云大师的梵净山

天将雨千里
是不下校友的热情款待和细心安排
当城外孩子和山村孩子手牵手在一起
我们知道了
爱
还需要我们做很多

能帮助别人的人才是真正有爱的人
有社会责任感的企业才是真正优秀的企业
这就是中欧教给我们的
As they say in Nepal, “Namaste!”

I just got back to Shanghai after a wonderful Golden Week spent in Kathmandu, Pokhara, and other scenic spots in Nepal. With my partner Madhav Timalsina, I spent the vacation time visiting his home country for mountain climbing, viewing Everest, eating spicy curry and “momo” (Nepalese dumplings) and meeting many wonderful people. Another fun experience: trying to learn Nepali folk dancing – a nice alternative to Shanghai night clubs. (If you need free advice on visiting Nepal, please contact us!)

I am working at CEIBS – as Director of External Communications & Development – alongside our classmates: Julia Zhang in the Executive Development Programme and Ma Ning in the MBA Office. So come back to school and visit us soon! And next month, please send your news and photos to me to publish in this magazine! Just write to lunderwood@ceibs.edu. Stay in touch!

MBA 2002 – Exchange

MADHAV TIMALSINA

Hello from Madhav Timalsina – I was an Exchange Student with the Belgian-based Prince Albert Fund, joining CEIBS in the fall of 2002. I am back in Shanghai now, as of September 1, and eager to reconnect.

Here’s the short version of how I got back to this great city: After finishing the CEIBS Exchange in December 2002, I had already graduated with my MBA from the University of Antwerp, Belgium. I moved to Hong Kong to continue my work at Fortis Bank Hong Kong and enjoyed 12 months there overseeing implementation of Cross-border Banking Strategy and carrying out various strategic projects. After that, I spent 7 years in London, most recently as Head of Business Development & Strategy Execution for BNP Paribas Fortis UK.

After a fascinating time in the world’s banking capital, London (even during the Financial Crisis), I got “Shanghai Fever.” Over this summer, I was offered an exciting position at Infosys – the giant IT consulting company – to develop business with the Banking & Insurance Industry. In my new position, I am using my expertise in banking and finance to help orchestrate our sales outreach into this key sector, advising companies to make the best use of a technologies & consulting company like Infosys as a business lever.

I look forward to re-connecting with my old (and new!) CEIBS friends. My contact details are: Madhavshanghai@yahoo.com

MBA 2008

DEVON NIXON

I can’t believe how time flies. It has been many months already since our class earned the title of CEIBS Alumni. As for me, the time has been filled with many smiles and happy memories.

After a quick trip to the Chinese consulate in Los Angeles, I have a new PR China visa and am now back in Shanghai to stay for the foreseeable future.

During my travels, a new agriculture product was introduced to my family that makes plants grow 2-3 times in size, with potential for an extra grow-out cycle, less water needed to grow, and with higher nutrient levels. Even better, it makes soil sustainable and uses no chemicals. This is a wonderful new advancement in agriculture that I am bringing to China. Knowing that this will greatly improve production and the quality of food, I have an understanding with our supplier to make sure costs are always kept low; even the smallest farmers here in the PRC will be able to improve the value of their crops.

If anyone has a green thumb – you grow produce, flowers, trees and more (or have friends that do) it would be a pleasure to connect and provide samples and/or discuss business opportunities.

Wishing you all the best and looking forward to hearing from you!
Email: DevNixon@gmail.com or NDevon.m08@ceibs.edu
Phone: +86 15002153522
DAVID CHRISTOPHER D. INGLES

Financial Markets Editor, CCTV International

After a part-time stint covering the Shanghai market for CCTV International’s daily BizAsia evening programme, I joined CCTV full-time as Financial Markets Editor for the same programme. I am now based in Shanghai and in charge of the coverage and analysis of the broader China financial market. This includes commentary on any relevant macroeconomic, corporate, and policy-related developments shaping the general Chinese financial landscape.

Part of my responsibilities is also interviewing global business leaders and VIPs who visit Shanghai. Born and raised in the Philippines with an undergraduate degree in business, my pre-MBA experience covers both media and financial services, mostly in capital markets and banking.

I look forward to hearing from other members of the CEIBS alumni network!

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YVONNE LI

It has been over 5 years since I left Qingdao and joined CEIBS as MBA Operations Director. With added new challenges and responsibilities in both Admissions and Career Services, I would appreciate the continuous support from all of our alumni. If you would like to recommend MBA candidates, or you have employment/internship opportunities, please feel free to contact me.

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Mobile: 13817874216
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Wang Yupu (EMBA 2003) Elected to Key Positions in ACFTU

July 26th, the 15th National Congress of the Communist Party of China held its fourth plenary meeting in Beijing. According to the regulations set by the Communist Party of China, the 15th National Congress of the Communist Party of China held its fourth plenary meeting on July 26th in Beijing. Wang Yupu (EMBA 2003) was elected as the Vice Chairman of the All China Federation of Trade Unions (ACFTU) and the First Secretary of the ACFTU Secretariat.

Wang Yupu was born in Xinhai, Liaoning Province, in October 1956. He joined the Communist Party in March 1985. He graduated from the Department of Petroleum Engineering at China University of Petroleum (Beijing) in 1982, and holds a Doctorate in engineering.

His work experience includes working at the Chinese Academy of Engineering, serving as an academician at the Chinese Academy of Engineering, and being elected as Vice Chairman of the All China Federation of Trade Unions (ACFTU) and First Secretary of the ACFTU Secretariat.

The elections took place at the 4th Plenary Session of the 15th Executive Committee in Beijing on July 26. Wang also serves as ACFTU Party Secretary.

Born in Xinhai, Liaoning Province, in October 1956, Wang joined the CPC in March 1985. He graduated from an in-service oil and gas field development Master’s Programme at the College of Petroleum and Natural Gas, China University of Petroleum (Beijing). He also holds a Doctorate in engineering.
The General Manager of China State Shipbuilding Corp (CSSC) Tan Zuojun (EMBA 2003) and President of Rongsheng Heavy Industries Chen Qiang (EMBA 2000) have been named among the "100 Most Influential People in Global Shipping". The two were among only four Chinese on the list, compiled by Trade Winds (a leading magazine for the global shipping and shipbuilding sectors). Tan, the youngest on the list, ranked 23rd while Chen — at 41st place — was the only private entrepreneur to make the list.

Despite his youthful age, Tan's fast-moving career has made him one of the industry's most impressive new generation leaders. Beginning his career as a fresh university graduate, he worked at Jiangnan Shipyard, China Shipbuilding Trading Co, and Flynt International Forwarders, before joining China United Shipbuilding Co in 2000 as Deputy General Manager and General Manager. One year later, he became General Manager of CSSC Complex Property, moving up to General Manager’s Assistant and Chairman of Shanghai Waigaoqiao Shipbuilding within 12 months. Tan has also held the positions of Deputy General Manager and Member of CSSC Party Committee, Chairman and Party Secretary of Shanghai Waigaoqiao Shipbuilding and Chairman of CSSC Jiangnan Heavy Industry. Since July 2008 he has served as CSSC General Manager and the company’s Deputy Party Secretary.

Chen's impressive accomplishments also began soon after graduating from college, when he began as a technician at Jiangnan Shipyard. At 33, he became the company's youngest executive. He later spearheaded the launch of Shanghai Waigaoqiao Shipbuilding and Rongsheng Heavy Industries, and was instrumental in their growth. With Chen at its helm, Rongsheng Heavy Industries has received the most new shipbuilding orders in China for two years running. During that time, the company ranked #5 globally, and #1 in China, in terms of orders received.
CEIBS MANAGEMENT COMMITTEE
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Professor Pedro NUENDO, President
Professor Rolf D. CREMER, Dean and Vice President
Professor ZHANG Weijong, Vice President and Co-Dean
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CHEN Jinping, PhD
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CHEN Jiuming, PhD
Marketing
CHEN Shaohui "Sophie", PhD
Management and strategy
CHEN Shinmin, PhD
Accounting
CHIANG Jeongwen, PhD
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Global Responsible Leadership
European Chair for Global Governance and Sino-European Business Relations
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