罗马诺·普罗迪教授：
“中国的世界形象”
CEIBS Chair Professor of EU-China Dialogue Romano Prodi Speaks on “China’s Image in the World”

文/安若丽

改善中国在欧洲和全世界的形象

罗马诺·普罗迪：众所周知，中国是一个极其复杂的国家。它的形象因此也存在诸多矛盾之处。中国是新世界的缩影。近几年中国的进步（年均10%的增长）不但在数量上是惊人的，在质量上也十分出众。全世界都对北京奥运会惊叹不已。所有的政治家和观察家都注意到，中国如今已是全球决策共同体的一员——八国集团已风光不再。现在发号施令的是包括中国在内的20国集团。可是，随着中国的加速发展，人们也开始担忧：随着人们开始担忧，

他们也会对中产构成负面印象。这种负面印象主要来自经济层面，即认为中国从欧洲和西方世界抢走了工作机会，或者中国向欧洲和西方世界过度出口产品。

与此相对应的也有一种政治方面的指责，即担心中国已进军世界各地所有的市场。从非洲直到南美，这样会破坏世界均衡。……但是我认为这种看法不值一哂，因为它实质上漏洞百出。首先，我们要注意中国年均10%的增长而感谢上帝。如果没有中国（以及巴西、印度和土耳其），那么世界经济将会一蹶不振。

真正不利的一面其实正好相反：中国还不够强大到能
On improving China's image in Europe and the world

Romano Prodi: Clearly, China is such a complex country that its image, by definition, is contradictory. China is a symbol of the new world. The progress of the past years has not only been incredible in quantitative terms – 10% growth per year – but also in quality. Everybody in the world admired the Beijing Olympic Games. All politicians and observers notice that China is now a member of all the most important deciding bodies – the G8 has disappeared and now the G20 decides. But when things change so quickly, people become afraid. And when people are afraid, they tend to have a negative reaction. This negative reaction is concentrated on the economic aspects: China is stealing [jobs] from Europe and the West, or China is unduly exporting too much to Europe and the West.

In parallel, there is also a severe opinion on the political side – [a fear that] China is now entering every market in the world, from Africa to South America, and will undermine world equilibrium. … But I don't think there are good reasons to share this opinion and there are many contractions in this opinion. First of all, in terms of growth, thank God China is growing 10% per year. Without China – and Brazil, India and Turkey – the world economy would be in complete disarray.

The true negative aspect is actually the reverse: China is not big enough to balance, alone, the lack of growth of the Western world. From the political point of view, we are at the forefront of a deep change. …We have now passed from a mono-polar world to a multi-polar world. This is already true not only of China and India but also of Brazil and Turkey. These countries are much more independent than before. They are becoming regional powers and are acting as regional powers. So we are at the forefront of a world that is multi-polar, both in the economic and political field.

If you ask what we can do to change the [negative] image, I think when China has shown itself, its image has become positive. As a general suggestion, the best choice is [for China] to open up – in terms of media, in terms of knowledge, in terms of art, in terms of literature, in terms of news, in terms of society. When the Beijing Olympics started, I was in a Sicilian village assisting on TV [commentary]. The sense of wonder and admiration shown by people for what they were looking at – it was absolutely unique. China was not seen as something to hate but something to admire. And clearly, the same is for many delicate political issues. I think China must be more and more present not only around the G20 table but vis-a-vis public opinion, to explain what China is doing – its goals and, of course, also its problems.

On China increasing its international visibility

I think China should be more visible [internationally] because there is more to gain than to lose. Certainly when you are under a microscope, there are also some drawbacks. For example, when you show yourself on a big TV screen of 40 inches, you see all the defects of your skin, you see what is wrong with your nose… but you also see your expression, and your words are much more visible and clear. And China, now from the political point of view …it would be useful to describe the [government’s] strategy for developing the undeveloped regions of China. It is not known …whether there will be a new policy for farmers, a move for more equality in the country. This has not been explained, and...
够独自抗衡西方世界经济萧条的地步。从政治方面来看，
我们正在一场深刻变革的前夕……世界已从单极化向多
极化发展，在中国和印度以及巴西和土耳其的发展中就
可以看出，这一趋势已成为现实。这些国家变得比以往更加
独立自主，并正在成为区域性强国或以区域性强国的身份
发挥作用。我们所面临的世界在经济和政治上层都是
一个多极化世界。

那么应该如何改变中国的负面形象？我认为：当中国
在世界舞台上展示风采的时候，它的形象正在朝正面改
善。一个总体的建议就是：中国的最佳策略应是变得更开
放，在媒体、知识、艺术、文学、新闻和社会等方面进一
步开放。北京奥运会开幕时，我正在西西里岛的一个村庄
里担任电视评论嘉宾：人们看到奥运会的辉煌景象。那种
欢欣和鼓舞是无以伦比的。奥运会上所展示的中国并非令
人感到困惑，而是让人艳羡不已：很明显，在很多很多的
政治问题上也是如此。我认为中国应向20国集团的谈判桌
上更加积极，而且应更直接地说明其政治诉求。解释中国
正在做什么，她有哪些目标，还存在哪些问题。

中国应吸引国际注意力

我认为中国应积极吸引更多的国际注意力，因为这样
做利大于弊。固然接受国际社会的批评品是会带来一些不
适，就像把你的脸放在一个40英寸的大彩电上出镜就会
显示出皮肤缺陷，显示出鼻子长得不够匀称……但是你也
能更清晰地看到你的表情，你的话也变得更有吸引力。更
有效果。对于中国来说，在政治方面：解决政策动欠发达
地区的开发战略是非常有作用的，比如人们就知道有
没有针对农民的新政策，是否采取了措施在全国范围内增
进平等。（中国政府）没有就这些问题作出过解释，但是
这些问题关系到中国的6亿人口，所以我认为应该得到解
释。

以更为客观的态度来处理人民币汇率问题也将是非常
有用的。如果中国试图增加内需、提升人民生活水平，一
定会改变中国贸易的平衡，而不需要任何人为干预就会
影响汇率。我坚信中国将来不会以“硬实力”而且
会以“软实力”在世界上发挥影响。

中国下一步应在何处着手

我希望中国在科学方面取得突破。中国在发展科技实
力方面做出了巨大的、多方面的成就。我期待很快会有一
些振奋人心的成果。我希望有一天读报纸时能得知中国科
学家作出了伟大的科学发现。

中欧关系前景

从历史上看，中欧关系一向是友好的。欧洲目前是中国
产品的最大市场。欧洲制造的汽车遍布中国大街小
巷。欧洲在华投资是中国重要的投
资项目。现在，中国开始在欧洲投
资，其投资增速是非常可观的。

可是，目前在欧洲并没有普遍一
致的对华政治战略。我明白，
这不是中国的问题。问题在于欧
洲当前的形势——欧洲正处于经
济复苏之中，而且由于欧元的
紧张情况，进展十分缓慢；同
t同时，与欧洲精诚团结的努力相
反，很多国家出现了民族主义复
苏倾向。欧洲普遍出现了一种新
的心态：对于移民的恐惧。这些基
本上就是妨碍欧盟一体化的因素。说实话，我对此并不惊
讶，因为欧盟一体化毕竟是一个天翻地覆的巨大变化，意
味着改变现代国家和民族的概念。需要很长的时间来进
行；以民主的方式来进行，那就需要更
长的时间了。所以，我对中国关系的预测就是：
友好、对等、互助合作。此外并无其他：鉴于欧
洲当前的困境，中欧关系将不会出现系统性的全面和
谐。

欧盟需要内部团结

欧洲虽然受到了很多批评，但仍是全球最大的经济体。
我们（欧盟）有1.496亿人口、国内生产总值、工业产
值、出口均居世界第一。我们是世界经济中首屈一指的
贸易实体，但是我们的决策过程冗长，这影响了我们的效
率。但是我不认为欧盟将会遭受经济下滑乃至经济崩溃的
命运，欧元将继续担当世界主要货币。而且欧盟各国的财
政赤字加起来也远低于美国或英国的财政赤字。

当然，欧元必须制定出各国团结合作的积极政策。欧
洲是一个很大的市场。同时，它也是一个拥有强大政治潜
力的实体，可惜它尚未实现这一潜力。结果就是：欧盟对
于重大的全球战略性问题并无多少话语权。目前全世界的
热点无疑是中东。中东在地缘上靠近非洲，而不是美国；
而是在解决中东问题的磋商中，欧盟缺乏话语权。

在权力集中的领域，比如贸易，我们是世界第一。我
们有完善的政治和强大的话语权。可是在其他领域，比如
改革货币系统或影响联合国安理会。欧盟的权力则不尽如
人意。

我说一件荒诞的事：20国集团中有7个欧洲国家，可是
如果有人分析一下最近的20国集团决策结果，就能发现欧
洲在最近的几次决策中都默默无闻。这些决策中没有的声音。
有中国的声音。所有的媒体都报道了奥巴马和胡锦涛的
立场。然而，7个欧洲国家各说各的，合在一起就没了声
音。我在英国《金融时报》的一篇文章中说明了我的观点：
欧盟应在联合国安理会中占有一个联合席位。
because this impacts more than 600 million people, I think it should be explained. 
This would also help to deal in a more objective manner with the problem of the RMB exchange rate. If you push internal demand and you lift people’s living standard, you certainly change the country’s trade balance. [This in turn can] influence the exchange rate without any artificial change. [In the future,] I do think China will be known more and more not only for hard power but also soft power.

On where China should next focus its efforts

I do expect some breakthroughs from the scientific side of the society. The effort [from China] on developing the scientific [capability] is so big and so diffuse that I do expect some big results very soon. I think that someday, I will read in the paper that Chinese scientists have discovered something big.

On the outlook for Europe-China relations

If you look back in history, the relationship has always been good. Europe is now the biggest market for Chinese products, you see European cars everywhere in China, and European investments are visible. And Chinese investment in Europe is now starting and the speed of increase is absolutely remarkable.

But there is no common strategic political agenda [toward China, in Europe]. Clearly in this case, I cannot blame China. The problem is the current situation in Europe— it is a moment in which the continent is rebuilding itself. It is a time of slow progress because of the tension of the Euro … and because, after the effort for real European unity, nationalistic nostalgia is coming back in many countries. The fear of immigration is a new sentiment going around the continent.

So, you have elements that are slowing down the EU unification. I am not surprised, honestly, because to make such an enormous change – to change the concept of modern state and the concept of nation – needs a lot of time. And to do so in a democratic way, needs a lot of time.
案例研究：攻克中国啤酒市场
CEIBS Case Study: Cracking China’s Beer Market

我们满怀自豪地宣布，中欧国际工商学院与麦肯锡及另一家精选赞助企业合作撰写的一系列案例研究的第一篇业已杀青。这一开山案例介绍了我院合作伙伴百威英博（中国）公司的中国战略，深入剖析了具有巨大市场容量、高风险、高博弈性的中国啤酒行业。

CEIBS proudly announces the release of the first in a series of jointly written case studies with McKinsey and Company plus a selected Corporate Sponsor. The debut case focuses on China's high volume, high risk, high stakes beer business by profiling the China strategy of CEIBS partner company Anheuser Busch In Bev. Read on for excerpts.

2009 年4月，一家中资部分控股的啤酒品牌登上了全球销售冠军的宝座，让包括百威英博（中国）公司（AB InBev）在内的所有啤酒生产商都措手不及——他们曾认为啤酒在中国没有市场。百威英博决定将这颗突然升起的新星——雪花啤酒视为竞争对手，予以迎头痛击，即使是在对方的地盘上也要一决高下。

本案例由原中欧国际工商学院战略管理学教授言培文（Per Jenster）博士与同事许雷平先生合作撰写。提供高管学员们以探讨攻克困难重重的中国啤酒市场，案例题为《百威英博：中国的第三次消费革命》。在百威英博（中国）公司和麦肯锡公司的协作下成文。它引导学员们探寻“中国的啤酒消费者需要什么？”，并在此基础上激发大家的讨论。

在案例开头的中国啤酒市场综览里，作者回顾了上世纪啤酒进入中国人生活以来发生的变革。接着是针对市场分割、国内国际竞争、行业趋势等问题的深入分析。随后，问题浮出水面——作为2009年前全球最大的饮料生产商兼分销商，百威英博（中国）公司将担当何种角色？

Harbin Beer hold its 110th Anniversary Celebrations on August 18th 2010. President of AB InBev APAC Mr. Miguel Patricio and Mr. Hu Jun show “Harbin Beer is the best!” together.
In April 2009, when a partly Chinese-owned brand became the world’s best selling beer, global brewers – who once saw the China market as less than welcoming – were caught completely off guard. Anheuser-Busch InBev (AB InBev) was among them, and was determined to take on this fast-rising star, Snow Beer, head on even on its own turf.

In a CEIBS case developed for classroom discussion by Adjunct Professor of Strategic Management Dr. Per V. Jenster and Research Fellow Raymond Xu, company executives explore how to crack China’s tough beer market. The case, titled “AB InBev: The Third Chinese Consumer Revolution”, was compiled in collaboration with AB InBev and McKinsey & Co. It stimulates discussion based on a search for answers to the crucial question: what do Chinese beer consumers want?

The case begins with a comprehensive look at China’s beer market, tracing its evolution since the brew first splashed into Chinese beer mugs a century ago. After an in-depth analysis of issues including market segmentation, domestic and international competition, and industry trends, the case raises the question of the role that could be played by AB InBev – the world’s largest beverage manufacturer and distributor by 2009.

CASE STUDY EXCERPT

Francisco Cava, VP Pacific at Anheuser-Busch InBev, had been so busy these past six months, ever since InBev had acquired Anheuser-Bush in November 2008, that he had hardly had time to follow all the news in the business press. But today, April 1, 2009, the headlines on the business news site Alibaba.com caught his attention immediately: “Snow Brand, jointly owned by China Resources and SAB, is now the world’s best selling beer with a market share of 17.8%!” Mr Cava was both surprised and unsettled by this news. How had this change happened so fast?

Snow had sold about 6.1 billion kiloliters of beer in 2008, an astonishing 19.1% better than a year earlier and far better than other beer brands such as Budweiser and Bud-Light. The amazing growth of the Snow brand had been contrary to the predictions of some industry observers who had not foreseen the opportunities for a national brand in China – especially in light of the rather poor performance of Tsingtao Brewery, a former partner of Anheuser-Busch. Maybe it was time to re-examine the Chinese consumers and the dynamics of the Chinese beer market to refocus the efforts of his firm, Mr Cava thought. …

AB InBev in China

By 2009, AB InBev was the world’s largest beverage manufacturer and distributor, with 120,000 employees. The company owned over 200 beer brands globally (see
2008年，雪花啤酒全国销量约61亿升，较上年增长19.1%。这个令人乍舌的数字，将百威（Budweiser）和百威淡啤（Bud-Light）等品牌远远甩在身后。雪花啤酒的惊人进步，完全不符合某些业内观察人士的预料——他们没有预见到中国本土品牌的机遇。特别是在安海斯-布希公司前合作伙伴青岛啤酒表现乏善可陈的情况下。或许，现在应该重新考察中国啤酒市场的消费者和动力，调整企业的主打对象？卡瓦陷入深思……

百威英博在中国

2009年，百威英博已是全球最大的饮料生产商兼分销商，拥有12万多名员工，在全球拥有200多个啤酒品牌（见文末）。百威英博的亚太分支下辖中国、韩国、新几内亚和澳大利亚四地。2009年4月，安海斯-布希公司公布计划，称公司将对中东北部的啤酒厂项目期投入4000万美元。2009年6月，该公司将所持有少量青岛啤酒股份以6亿欧元的价格售予日本朝日和陈发树。安海斯-布希公司在华拥有32家饮料加工厂和一座灌装中心，年产贝克、百威、哈尔滨、雪津、双城、KK、珠江、博浪牌啤酒……公司在华拥有总计47家名酒，成为潮流啤酒生产商中的老大，在西北和东南地区占据优势地位。

中国市场竞争：1994年，中国加入世界贸易组织，市场供应量7000吨左右。到1997年为止，中国的市场规模扩大到40万吨，有90家啤酒生产企业，其中只有两家产销量达5万吨。中国啤酒市场是世界市场，供不应求的状况非常严重。上世纪80年代，政府出台政策，向国内啤酒生产企业发放更多的贷款并给予更大经营自主权，促进了中国啤酒市场的欣欣向荣。到1999年，中国成为第三大啤酒市场，市场规模达700万吨，排名美国（2300万吨）和德国（1200万吨）后面。2002年至今，中国的啤酒市场一直稳居世界冠军的宝座。

百威英博的中国市场观

卡瓦先生根据自己的观察，提出了对中国的看法：与其他成熟市场相比，中国市场的速度过快而一个零消费的社会发展为一个高消费的社会，正如我们每日目睹的那样，在某些领域，如汽车和手机，中国已经成为全球最大的生产国和消费国。这些领域都具有国际性、文化中立性，并且发展迅速。然而，在关系到人们的基本消费习惯如饮食之类的领域，市场发展则比那些国际性强的产品缓慢一些。因此，我们必须考虑啤酒消费的建设，以适应市场中其他消费产品更长得多。尽管啤酒消费量在增长，要达到成熟市场的水平仍然需要很长时间，因为中国啤酒行业仍处于起步阶段。此外，中国也缺乏真正的本土啤酒品牌，即便是青岛啤酒，也不是本土品牌。Thelink

案例研究节选

自从2008年11月英博（InBev）收购安海斯-布希公司（Anheuser-Busch）之后，百威英博亚太区副总裁弗朗西斯科-卡瓦（Francisco Cava）一直忙得焦头烂额，几乎无暇翻阅行业资讯，但2009年4月1日，阿里巴巴网站上的一则头条新闻即刻引起了他的注意，“华润与SAB合资生产的雪花啤酒全年销量居首，市场占有率17.8%！”卡瓦先生产惊，又不安。变化，何以如此迅速？
AB InBev’s Asia Pacific operations include China, Korea, New Zealand and Australia. In April 2009, Anheuser-Busch announced plans to spend US$40 million to complete the first phase of a new brewery project in China’s Hebei Province. In June 2009, Anheuser-Busch sold its minority stake in Tsingtao Brewery to Asahi and Chen Fashu for US$600 million. In China, the company had 32 beverage plants and two bottling centers to produce Beck’s, Budweiser, Harbin, Sedrin, Double Deer, KK, Zhujiang and Brahma beer brands. …With 34,600 employees in China, the company was the No 1 premium Beer producer and enjoyed a strong regional position in Northwest and Southeast China.

China competition: In 1949, there were only 8 beer companies in China, supplying the market with around 7,000 tons. By 1979, the market size was 400,000 tons produced by 90 breweries in China, only two of which had a production capacity over 50,000 tons. China’s beer market was a produce-dominated market, with supply falling far below demand. In the 1980s, the China beer market boomed, encouraged by the government policy of producing more loans and better independence to domestic beer producers. By 1990, China became the world’s No. 3 beer market with a volume of 7 million tons, just behind the US (23 million tons) and Germany (12 million tons). As of 2002, China’s beer market has maintained its No. 1 position in the world.

AB InBev’s China Market Insights:

Based on his observations, Mr Cava shared some of his insights related to the China market:

"Compared to the other developed markets, it is my impression that the China market is moving very fast from a no-consumption society … to a high-consumption society. As we see every day, China is becoming the biggest producer or market in the world in some areas including cars and mobile phones. These areas are international, culture-neutral and fast developing. However, in areas related to people’s basic consumption habits, such as food and drink, the development is going slower than for the internationally-linked products. So we have to think of building up the consumption of beer, in order to keep it growing faster than the rest of the consumer goods. Although the consumption of beer is growing, it will take a long time to meet the maturity level of the product markets because the distribution of beer in China is at the very early stage. In addition, there is no real national beer brand; even Tsingtao is not a national brand."

About Anheuser-Busch InBev

Anheuser-Busch InBev is a publicly traded company (Euronext: ABI) based in Leuven, Belgium, with an American Depository Receipt secondary listing on the New York Stock Exchange (NYSE: BUD). It is the leading global brewer and one of the world’s top five consumer products companies. A true consumer-centric, sales driven organization, Anheuser-Busch InBev manages a portfolio of well over 200 beer brands that includes global flagship brands Budweiser, Stella Artois and Beck’s, fast growing multi-country brands like Leffe and Hoegaarden, and strong ‘local champions’ such as Bud Light, Skol, Brahma, Quilmes, Michelob, Harbin, Sedrin, Klimskoye, Sibirskaya Korona, Chernigivske, and Jupiler, among others. In addition, the company owns a 50% equity interest in the operating subsidiary of Grupo Modelo, Mexico’s leading brewer and owner of the global Corona brand. Anheuser-Busch InBev’s dedication to heritage and quality is rooted in brewing traditions that originate from the Den Hoorn brewery in Leuven, Belgium, dating back to 1366 and the pioneering spirit of the Anheuser-Busch brewery, which traces its origins back to 1852 in St. Louis, USA. Geographically diversified with a balanced exposure to developed and developing markets, Anheuser-Busch InBev leverages the collective strengths of its approximately 116,000 employees based in operations in 23 countries across the world. The company strives to be the Best Beer Company in a Better World. In 2009, the company realized revenue of US$36.8 billion.

ABI China runs 33 breweries in this fast-growing beer market across 13 provinces and manages over 25 beer brands including focus brands Budweiser, Harbin and Sedrin, as well as local brands such as Double Deer, KK, and Zhujiang.
CEIBS Case Named ECCH Bestseller

By

Co-authored by CEIBS Professor Henri-Claude de Bettignies and INSEAD Centre for European and Asian Studies (ECCH) Manager Charlotte Butler, “Blue Monday” was one of the Top 15 bestselling cases of 2010 in the category of “business ethics and social responsibility.”

Operated by INSEAD, ECCH is the world’s largest case selling agency. Its annual list of bestsellers is based on the sales figures of all the cases in the ECCH case bank that year.

“Blue Monday” evolved from an assignment done by CEIBS MBA alumni Jiang Chen and Xue Yixin for Prof Bettignies’ programme. The case describes the predicament of a sales director at a transnational pharmaceutical company operating in the China market. His failure to provide doctors with rebates made it hard for him to compete with local pharmacies, who beat him in sales volume. The case explored whether the sales director should take the ethical route, or succumb to the reality on the ground and begin offering rebates to doctors. CEIBS and INSEAD jointly own the copyright for the case.
总经理课程（AMP）

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中欧高层经理培训：《金融时报》全球20强
为中国男性做最好的西服
Dressed for Success

调查显示，月收入从2000元到20000元的中国男性，穿的衣服都差不多。普灵仕集团董事长吴建卫（EMBA 2010）不由得浩叹：中国男人太辛苦……而他一手创立的LAMPO(蓝豹)西服，十八年来坚持在好工好料上下足功夫，力求以修身简约的线条、做工细节的完美、配搭的舒适来展现优雅驰骋的男性气质……

文/周杨

20世纪90年代初，奢侈品对中国人而言尚且遥不可及，那个时代的时尚是大方戒、金链子、手拿大哥大，打金利来领带，穿梦特娇衬衫……然而普灵仕集团董事长吴建卫（EMBA 2010）却在当时敏锐地捕捉到了高级西服的市场潜力，谈及创业初衷，他一言以蔽之：“当时的想法很简单，做西装比较有价值，未来高级西服在中国会有很大的市场。”

1993年7月18日，吴建卫成立了普灵仕制衣有限公司，并于1994年推出了“LAMPO（蓝豹）”品牌，确立了以生产中高档男式系列服装为主的战略方向，形成了稳健、高雅、简约的产品风格。“当时的想法很天真，一套西装卖800元，一天卖出十套就很满意了。”吴建卫笑着回忆道。18年后，LAMPO（蓝豹）西服的售价达到了4800元至8800元一套，个性化定制西服更是高达数万元不等。

LAMPO（蓝豹）的成功，很大程度上得益于对产品品质的不懈追求和对意大利百年传统工艺的执着坚持。每一套LAMPO（蓝豹）西服都需经过360道工艺——用工艺表达对顾客的尊重。正是高级手工西服的独特所在，吴建卫从顾客的角度追本溯源，十八年来坚持在好工好料上下足功夫：“其实消费者要的只是一件衣服，对顾客而言，产品品质永远是第一位的，这是很重要的一个基础概念。但在中国市场却是最缺少的。很多中国企业愿意花很多钱去做形象，但是不愿意花很多钱去做管理、做研发、做后台。”

在“LAMPO（蓝豹）”创牌的历程中，吴建卫一直强调：拜佛要拜真佛。因此，伴随着LAMPO（蓝豹）成长的企业员工中具有国际背景的专业人士或者外籍专家占到专业领域人数的40%。来自意大利、法国的服装专家，他们中有国际知名设计大师、欧洲顶尖工艺师、样板师、现场管理大师、资深摄影师，涉及公司的各个层面。并且多年来LAMPO（蓝豹）一直与普华永道、麦肯锡、奥美广
In the early 1990s, most luxury products were still well beyond the reach of most Chinese consumers. Instead, the popular men’s fashions of the time were distinctly gaudy: large square rings, flashy gold necklaces, “Da-Ge-Da” (early cell phones), garish Gold Lion ties and Montagut shirt. Back then, the business-savvy chairman of Prince Group Wu Jianwei (EMBA 2010) saw a great opportunity, ready for the taking: the introduction of classy, high quality menswear, made in China for Chinese businessmen. Mr Wu explains his vision: “My ideas back then were rather simple. I was sure that, in the future, premium suits would have a large market in China.”

On July 18, 1993, Wu established Prince Apparel Co., and created the LAMPO brand one year later. His goal: produce a line of premium men’s suits, carving out a niche based on affordability, style and elegance. Initially, Wu’s goals were humble: “My ideas early on were really naive. I thought, if a suit sells for RMB800, then it’s a good day if we sell 10 suits.” Eighteen years on, LAMPO’s top-line ready-to-wear suits sell for RMB8,800 while custom-tailored ones go for tens of thousands of yuan.

The brand’s success is based largely on the company’s commitment to quality, including adherence to 100-year-old Italian garment-making techniques. It takes 360 steps to hand create each LAMPO suit. In developing the LAMPO brand, Wu began by learning from true masters. Forty percent of LAMPO employees are either Chinese fashion professionals with international work experience or foreign experts who have grown with the company.
The LINK - 西装的风格有多种，比如意式，美式，英式，日式。当时是什么机缘让您选择了意式风格的西服？

吴健卫：90年代初是日本企业和中国企业合资的年代，日本制造统一天下，因此在中国影响比较大的是日本西服。比较呆板僵硬。我感觉西服不应该是这样的，去了包括英国、法国、意大利在内的许多地方，然后我想把感觉很美很好的东西呈现出来给中国的消费者。

我们最主要的面料供应商是意大利顶尖面料Loro Piana。每年都是限量生产，有钱也不一定能买到。意大利权威财经报纸《IL Sole 24 Ore》和报法国《世界报》等均争相报道LAMPO（蓝豹）品牌，他们本来对中国拷贝非常反感，得知LAMPO（蓝豹）选用了意大利最顶尖的面料时，他们相当惊讶，进而问为什么我们要来和他们竞争。竞争什么呢？中国也有很多市场，并且拷贝意大利（西服）的很多。像韩国、印度、巴西。全世界都在拷贝意大利，作为第一名，后面始终有人追赶，这很正常。

The LINK – LAMPO（蓝豹）目前的发展阶段是做产品还是做品牌？

吴：我们刚刚开始做品牌。你看那些欧洲的时尚品牌很多有着百年以上的历史，做品牌要有很好的质量管理和一步一步来，不能急于求成，这与快速消费品的市场营销不是一个概念。Dior中国区总裁李建波说，Dior现在也刚开始做品牌。这个品牌的标准很高。要有很强大的精神内涵和独特之处，要在这个品牌平台上注入人的精神气质，代表的生活方式和价值观。比如说我们永远不会把这个LAMPO（蓝豹）的logo摆在外面，因为感觉优秀男士是内敛的。

目前我们在供应链上已经找到了很多优秀的原料、还有很优秀的设计师。LAMPO（蓝豹）未来的发展规划是开很大的旗舰店。要把品牌的溢价做出来。这是我的梦想。而不是赚很多钱，卖很多东西。LAMPO（蓝豹）目前的销售
Apparel experts from Italy and France serve as LAMPO’s pattern makers, designers, craftsmen, field management experts, and fashion photographers. The company also employs world-class agencies including PriceWaterhouseCoopers, McKinsey and Co., and Ogilvy to position the brand for sustained future development. In its clearly outlined business strategy, LAMPO emphasize its combination of strong Italian roots coupled with deep understanding of the needs of China’s white-collar businessmen.

To some extent, LAMPO’s growth mirrors the overall economic rise of China. Fifteen years ago, Wu, then an industry newcomer, faced the daunting task of landing an appointment with world renowned fashion master craftsman Domenico Cassatell. Not only did Wu succeed in meeting with Domenico but for the past decade, Domenico has visited China three to four times yearly to pass on his techniques to LAMPO personnel. Domenico has high praises for LAMPO products, telling reporters, “LAMPO’s customized suits are of high professional quality. In terms of production techniques, they not far from the level of Italy’s premium hand-made custom suits. If there is anything they need to improve on, it is experience.”

Such praise is a far cry from the cold reception Wu received during his first trip to Florence’s annual Fashion Exhibition a dozen years ago. He was the only Chinese participant and his visit was marred when some European counterparts bluntly told him, “Seeds spilled on cement will not sprout. You Chinese are born to make red lanterns, not premium suits!” Since then, such naysayers have been clearly proven wrong; today, Chinese suit labels are visible throughout Italy – not only at the annual fashion exhibition, but Italy’s premium restaurants and five-star hotels. In recent years, during the annual Milan Fashion Week, the CEOs of global luxury giants such as Gucci and Prada have personally invited Wu to attend. Clearly, LAMPO has become a star in Italy’s fashion circles.

During LAMPO’s young life, the company’s expansion has mirrored the overall growth of China’s luxury market. Now the world’s second-largest luxury market after Japan, China bought one-fourth of global luxury products in 2008, spending a whopping US$8.6 billion. The figure grows even larger when spending overseas by Chinese tourists is also counted. For both Louis Vuitton and Gucci report that their highest-volume stores are in Hong Kong.

Concerning China’s luxury craze, Wu looks forward to the day when domestic consumers shop not for prestige name brands, but for quality and style – as many Western shoppers do. Over time, he expects this change to take place. “Chinese consumers must be more reasonable about prestige brands. Luxury products have long since gone out of fashion in Europe. The luxury wave first swept over Japan a few years ago, and then Taiwan. Customers will ultimately return to reason and seek what they really need – elegant styles made for the masses,” he says. “Long term, the market potential for high quality menswear is still great.” Below, Wu shares more of his business insights with TheLINK:

**TheLINK: What made you choose to model LAMPO’s style on Italian suits?**

**Wu Jianwei:** In the early 1990s, we saw a boom in Sino-Japanese joint ventures. Everything was made in Japan. Therefore, Japanese suits had a big impact in Japan. But the Japanese style seemed unnatural to me. I believe suits should not look like that. After I visited the UK, France, Italy and other places, I wanted to show Chinese customers what beauty is.

Our main fabric supplier is the best in Italy. They put a cap on annual production, so you won’t necessarily be able to buy fabrics even if you have a lot of money.

**TheLINK: After 15 years of growth, is LAMPO now at the stage of product development or brand building?**

**Wu:** We have just started to promote our brand. If you look at top European fashion brands, they all have more than 100 years’ history. Brand building is based on high quality and excellent management. It takes time. We have to take one step at a time. It’s a different concept from fast moving consumer goods. For example, LAMPO will never put our label on the outside of our clothing, because we feel that successful men are modest.

LAMPO already has marvellous designers and
规模不大，也不做广告，但我们的利润情况比许多大公司要好很多，净利润达到40%，公司的运营管理非常好。

The LINK：LAMPO（蓝豹）这一品牌为消费者带来的具体内涵是什么？
吴：这个品牌应该呈现给我们一个优雅的感觉。男人的思想是在旅行的，是开放的，关注整个世界的。西服应该赋予穿着者优雅、专业、绅士的形象。
我希望可以让中国男人穿得更好。现在的中国女性越来越会穿衣打扮，而男人却无暇修饰自己。我们现在看到的中国男人是比较辛苦简单的，很少考虑怎么穿衣服，以及穿衣服对自己的重要性。我们做过调查，月收入从2000元到20000元的中国男人，很难分辨出来他们的区别。穿的衣服都差不多，男人有时候压力很大的，求职、会见客户、商场谈判……优雅的着装可以帮助你展现最自信的一面。穿得好其实不仅仅是你自己的问题，还包括对他人的尊重。

TheLINK：能否介绍一下去年LAMPO（蓝豹）新推出的个性化定制品牌LAMPO BESPOKE？
吴：中国人以前常觉得胖的人才需要定制。后来我们发现实际上有定制需求的都是穿衣服特别考究的人。为此我们在荷兰考察了一家做得很成功的企业，选用了一款全新的软件，可以提供各种个性化选择。推出一年来，反响非常好。我觉得这在未来是一个趋势，因为未来是个性化的时代。

我们还有一个优势，就是媲美意大利乃至全世界的精湛手工工艺。全麻衬的手工工艺只有在意大利拿坡里才有。我们有很好的面料，很好的设计师。我认为真正最高级的西服都是为成功人士和渴望成功的人服务的。

The LINK：您觉得与国际知名品牌相比，LAMPO（蓝豹）在管理方面还有什么需要改进的呢？
吴：在我们大谈中国崛起之时还是要意识到，有很多地方都有待改进，当然承认差距是需要勇气的。中国企业的系统性管理——诸如人力资源管理、财务、战略、市场营销——和西方好的企业相比还是有差距的。中国很多人力资源部的功能仅仅停留在发工资的和发奖金的：可口可乐的财务定位是商业财务，包括风险控制、管理会计、税务会计，而我们通常只有财务会计。中国人还是太直接了，东西做出来好像就够了，这还停留在“前台”的思想。做一个很大的“后台”是未来必须努力转型的方向。

人是习惯的受益者，也是习惯的受害者。不断地被习惯愚弄。
MEN ARE VICTIMS, AS WELL AS BENEFICIARIES, OF HABITS.
outstanding staff in our supply chain. In the near term, our plan to open a huge flagship store to strengthen brand value. My dream is not to make lots of money. LAMPO’s sales are quite moderate and we don’t do advertising, but our profit (as high as 40%) is much higher than that of many big companies. LAMPO is very well run.

TheLINK: What image do you want LAMPO to represent for customers?
Wu: The LAMPO brand represents elegance. Spiritually, today’s Chinese businessmen are open-minded with well rounded concerns spanning the whole world. We try to present this kind of refined manner through simplicity, perfection in the details and comfort.

We hope Chinese men will begin dressing better. Nowadays, Chinese women dress really well, but the men don’t. Chinese men are so hard working that they rarely think about what to wear. One survey we conducted shows very little difference in clothing between Chinese men whose monthly salary is RMB2000 and those who earn RMB20,000 per month. In China, men often lead very stressful lives – they must find a good job, see customers, constantly attend business meetings... Smart clothes can help men show their confidence. Dressing well is actually not only about yourself, it’s also a sign of the respect you show to others.

TheLINK: Can you give us more details about the custom suits brand LAMPO BESPOKE promoted by LAMPO last year?
Wu: In the past, Chinese believed that only overweight people need custom suits. Later, we realised that custom suits are also for clients who dress well. Therefore, we started using some newly-developed software which provides customized options for consumers. Since we started it about a year ago in our shops, we have received very good feedback. Custom suits are the trend, because the future is an age of individualism.

We have another advantage – marvellous handmade production skills equal to the Italian, and even global, standard. For example, our handmade, full-canvas lining can only be found in other top-tier suit brands such as Zegna. We use only excellent fabrics and excellent designers. Our design is fashionable and simple.

TheLINK: Compared with world-renowned global brands, how can LAMPO improve its management?
Wu: We talk a lot about China’s prosperity nowadays, but we also need to know where to improve. There is still a gap between Chinese enterprises and successful Western enterprises in terms of systematic management, for example human resources management, finance, strategy and marketing. Many HR departments in China merely manage payroll. Consider that the finance department at Coca Cola positions itself as business finance, which involves risk control, management accounting, tax accounting. In contrast, the finance departments of Chinese enterprises usually only handle financial accounting. Perhaps Chinese are too straight-forward, too focused on production.
InnoCSR Forms Partnership with CEIBS, Launches "InnoCSR Discussion Room" at CEIBS Beijing Campus

Leading CSR consultancy InnoCSR, founded by CEIBS alumni Sam Lee (MBA05) signed a corporate partnership with CEIBS on February 18 to confirm permanent naming rights to a Discussion Room on the Beijing Campus. In addition to establishing the “InnoCSR Discussion Room,” the agreement also establishes a number of innovative, CSR-related joint projects for InnoCSR and CEIBS. These include plans to launch a CSR conference at the Beijing campus and to debut InnoCSR’s annual CSR Rankings for Chinese companies – a ranking analysis developed together with Fortune magazine – at CEIBS’ 2011 Media Industry Forum on April 17.

InnoCSR与中欧建立伙伴关系

InnoCSR（创新企业社会责任管理咨询有限公司）是领先的非政府组织机构，由中欧校友李国光（MBA 2005）创立。2月18日，InnoCSR与中欧签署合作伙伴协议，确认其对于一间北京校园研讨室的长期冠名权。除了设立“InnoCSR研讨室”以外，协议还确认了一系列关于企业社会责任方面的创新项目，由InnoCSR与中欧国际工商学院合作开发。这些项目包括在北京校园举行企业社会责任会议；在4月17日中欧传媒产业高峰论坛上，中欧还将向中国企业发布InnoCSR与《财富》杂志合作推出的年度企业社会责任排名。

中欧与飞利浦签署合作伙伴关系

2月16日，中欧国际工商学院与荷兰皇家飞利浦公司签署了合作伙伴协议，进一步深化了双方长期以来的友好关系，共同推进中国健康产业的不断发展。学院副院长兼教务长约翰•奎尔奇（John Quelch）及飞利浦大中华区董事长、执行副总裁孔祥辉在学院的西班牙中心签署了该协议。根据协议，中欧将为飞利浦创造一个加强其在健康产业内领袖地位的平台。未来将举办一系列“中欧-飞利浦健康产业能力圆桌会议”，邀请来自医院管理层、政府主管以及健康产业的商业领袖等，聚焦中国健康产业革的相关议题。此外，飞利浦还将加入阿克苏诺贝尔、联合利华等跨国公司的行列，成为新成立的中欧研发及创新管理研究中心的合作伙伴，从而共同在创业方面做出努力。

孔祥辉表示，中欧在促进中国领导力的发展、国内GDP增长以及中国的“双循环”方面，起到了不可忽视的作用，飞利浦很期待与中欧进行更
CEIBS Renews Cooperation with Philips

Philips, world leader in healthcare, lifestyle and lighting, renewed its long-running collaborative partnership with CEIBS in a February 16 ceremony featuring high level executives from CEIBS and Philips. The new partnership will develop initiatives focused on health care and innovation. Philips first became a corporate partner of CEIBS in 1995, and has served as an active recruiter of CEIBS graduates and an active participant at CEIBS campuses ever since. Stating that he was “honoured” to participate in the renewal of the CEIBS-Philips partnership, Philips Chairman of Greater China and Executive Vice President Patrick Kung praised CEIBS for “developing so many leaders in different industries and different businesses and directly contributing to China’s GDP growth.”

AB InBev Upgrades Partnership

The world’s leading brewer, AB InBev, formed a new three-year corporate partnership with CEIBS on December 15, and launched the AB InBev APAC University Learning Centre in China – a global online “comprehensive sharing system” that facilitates corporate staff e-learning and training. After the Signing Ceremony, AB InBev President for APAC region Miguel Patricio shared his insight and experience in a presentation entitled "Look of the Leader" given to more than 100 CEIBS MBA students and AB InBev Mini MBA participants. The lecture was also uploaded to AB InBev’s Online Learning Centre as the first China-based lesson, to be shared with AB InBev personnel globally. The new agreement with CEIBS will focus
TNS Joins CEIBS Corporate Partners, Emphasizes Knowledge Creation

On March 2, leading global consumer research company TNS formed a three-year, multifaceted partnership with CEIBS. The partnership establishes a number of TNS-CEIBS initiatives to create knowledge, foster innovation, and benefit both sides. At the ceremony, TNS Asia Pacific CEO Chris Riquier said “TNS feels very privileged to enter into this partnership – a relationship that will focus not just on China but globally.” He went on to explain that TNS is now placing special emphasis on the technology, automotive, and financial services sectors. The new partnership with CEIBS will help TNS to connect with CEIBS professors and alumni, and to tap into high calibre MBA graduates as TNS China plans to significantly expand its current roster of 600 employees in China.

霍尼韦尔中国CEO沈达理阐释“中国/印度战略”

3月15日，霍尼韦尔中国与印度
Honeywell China CEO Shane Tedjarati Speaks On “China/India Strategy”

In an exclusive address to CEIBS on March 15, Honeywell President & CEO for China and India Shane Tedjarati shared frank insights into the company’s strategy in these two critical emerging markets. Tedjarati is renowned for turning the company’s China operations around from a low point when he assumed his role in late 2004. That year, the company’s China operations were growing at just 3.5%, while today, the company’s China and India operations enjoy a near 30% CAGR.

Tedjarati said the company’s current positioning in China is ideal because the key areas of focus – energy efficiency, semi-conductors, construction, aerospace, automotive, retailing and chemicals – match well with the government goals outlined in the most recent Five-Year Plan. But the situation in China was very different when he assumed his post 7 years ago. At the time, Honeywell, like many Western companies, was following an outdated “West2East” model focused on bringing stripped down products and technology to China. This strategy failed, he said, because it introduced Honeywell products to Chinese companies who then developed imitations for sale at a fraction of the price.

During a radical shakeup of the China strategy over the past 5 years, Honeywell quickly began learning from its Chinese competitors, says Tedjarati. First, the company began producing in China for the China market (“East4East” strategy), then producing in China for the world (“East2West”).

The ultimate solution was for Honeywell to beat Chinese competitors at their own game, becoming THE Chinese competitor to fear, leveraging on Honeywell’s international management, global brands and channels, said Tedjarati. He concluded by outlining the “essence” of successful domestic players as: dreaming big, taking risks, being open and entrepreneurial, adapting, having a “can do” spirit, being fast and innovative, seeking cost reduction potentials, and especially, “living with the customer.”

For full reports on these articles, see www.ceibs.edu/news
中欧教育发展基金会 - 企业赞助伙伴
中欧教育发展基金会旨在与企业赞助伙伴共同努力，积极为学院提供支持，以实现学院短期和长期发展目标。
- 吸引最优秀的师资
- 推进世界水准的研究
- 提供最佳学习环境
- 确保持续发展
- 吸引最优秀的学生
CEIBS FOUNDATION - CORPORATE SPONSOR PARTNERS
Together with our Partners, the goal of the CEIBS Foundation is to ensure continuous investment in the school for short and long-term growth:
• To attract world-class faculty
• To innovate world-class research
• To ensure continuous improvement
• To attract the best students

CEIBS Chair Endowment Fund

CEIBS Campus Fund

CEIBS Research Fund

CEIBS Development Fund

CEIBS Scholarship Fund

For Further Information on CEIBS Corporate Sponsorship Projects and Programmes, please contact: Ms. Laurie Underwood, Director of External Communications & Development; Tel: +86-21-2890-5505 / Email: development@ceibs.edu / Fax: +86-21-2890-5126
约翰·奎尔奇教务长对话 TheLINK
Q&A With CEIBS Dean John A Quelch

2月9日，约翰·奎尔奇（John A Quelch）教授就任中欧国际工商学院副院长兼教务长。他卓越的学术生涯将为学院带来非同凡响的专业洞见，他曾供职哈佛商学院逾30年并担任资深副院长，还在伦敦商学院任院长长达4年。奎尔奇教务长向《TheLINK》杂志阐述了他在中欧的工作计划，敬请阅读。

文 / 安若丽  BY LAURIE UNDERWOOD

Q1: 作为教务长，您对中欧持何种愿景？

中欧当下正拥有绝佳的机遇，通过宣传“中国深度，全球广度”，找到自身在全球商学院中的独特定位。简而言之，这种独特优势的合力赋予中欧在国内外管理教育界内独一无二的核心竞争力。

作为20国集团及其它国际决策主体的领导国，中国在世界舞台上的角色越来越关键。这有利于中欧吸引世界顶尖人才，我们吸引着最优秀的学生。最杰出的教授，还有最卓越的企业和学术伙伴。通过吸引国内外顶尖人才，我们逐渐形成一套“良性循环”机制。我们将植根中国与影响世界融为一体。这一融合还会更加紧密。

Q2: 您为何离开哈佛来到中欧？

有了在美国和欧洲领导顶尖商学院的经历，未中欧对我而言是顺理成章。也是富有吸引力的地方。我在美国、英国都担任过院长，目前在中国也担任这一职位。这是一生只能抛三帽的戏法，没几个学者能做得到！我很荣幸获得这样的机会。

我认为中欧的潜力无可估量。中欧目前正处于成长的关键阶段。在国内外的发展，实体上的扩张以及学术领域的拓展，各个方面都十分关键。

中欧必须从教学型学院向研究-教学型学院转变。我坚信，如果中欧投入这种转变中去，我们将跻身世界商学院十强之列。

Q3: 您为中欧的教授们设立的目标是什么？

正如中国正在努力的那样，我们中欧人必须从思想传播转变为更多的思想创新。学院声誉的高低，取决于教授和学生在教室里碰撞产生的新思想的水平。杰出的教学仍是我们工作的基石，但我们必须留出教授更多的时间做研究，并成为思想领袖。

Q4: 在学院未来的发展中，中欧校友将会发挥何种作用？

对于中欧而言，当前正是有效利用强大的校友资源库的时机。我们拥有10000名校友，其中包括1500名校长和最高决策者。目前正是为校友和学院而充分利用这一丰富资源的大好时机。

中欧国际工商学院的校名将会永远出现在校友的简历。校友们回报学院，当然是出于其个人的意愿。回报的形式不仅仅是有意、没有专业知识分享、思想创新和独具的资源。我们依靠大家信任下届的明星员工送到中欧就读高层经理培训课程，学位课程或是二线城市的“中欧商务教育文凭课程”。我们依靠校友一起做MBA课程，开发责任领导力课程和ISP（综合战略项目），并为MBA提供实习岗位或正式职位。我们还依赖校友与教授们合作进行案例研究，并请校友来校演讲。

中欧一定会回报我们的校友，并欢迎大家以有趣的新方式“常回家看看”。作为奔向这一目标中的一部，我将在四月份赴伦敦为中欧首个在欧洲的校友分会的成立大会剪彩。英国校友分会成立后，我们将在欧洲、美国及其他地区的重点城市成立校友分会。我们欢迎国内或国外的每一位校友在你们生活或工作的地点成立校友分会。

还有一件事对校友有利——中欧将投入更多力量，促进学院在非洲加纳的课程的发展。学院将为有意在非洲开设商务分支机构的校友提供沟通渠道。我们根据该地区的学生和校友联系。我们还将扩充年度校友游学的目的地名单。纳入全球投资地点，并时刻准备协助有意向的校友建立新的企业社会责任俱乐部，组织活动和聚会。

随着中欧进入发展的新阶段，我们成功的速度、规模和领域都在很大程度上依赖于校友互动的力量。我期待与大家一起，共创中欧的明天！
On February 9, Professor John A. Quelch began as Vice President & Dean of CEIBS. His arrival brings the expertise of a highly impressive academic career featuring 30+ years at HBS, and four years as Dean of LBS. Here, Dean Quelch explains his plans for CEIBS.

Q1. As Dean, what is your vision for CEIBS?

Dean Quelch: CEIBS has a golden opportunity to position itself uniquely among business schools by delivering “China Depth, Global Breadth”. Simply put, this combination of unique strengths gives CEIBS a core competence that no other business school – neither the emerging domestic b-schools nor the international ones – can offer as well as we do.

As China takes an increasingly central role on the world stage, emerging as a global leader at the G20 and in other international decision-making bodies, CEIBS is well-placed to attract the world’s very best – the best students, best professors, and best corporate and academic partners. By attracting the very best, both within China and globally, we foster a “virtuous cycle.” Our combination of ‘China depth, global breadth’ will only strengthen our appeal.

Q2. Why did you leave Harvard for CEIBS?

Having helped to lead top b-schools in the US and Europe, coming to China was a very logical and very attractive next stop. Serving as Dean in the US, UK and now China is a “triple hat trick” that few academics have pulled off! I’m honored to have this opportunity.

I see the tremendous potential of CEIBS. Right now, the school is at a critical point, growing both domestically and internationally, and undertaking physical expansion as well as expanding our areas of academic expertise. Hopefully, my past experience will enable me to help accelerate the transition CEIBS must make from being primarily a teaching school to becoming a balanced research and teaching school. Only if CEIBS invests in this transition, can it rank among the top 10 of business schools worldwide.

Q3. What are your goals for CEIBS faculty?

Like China itself, CEIBS must shift from idea dissemination to more idea creation. Our reputation will only be as good as the new ideas that our faculty and students can bring to and develop in the classroom. Great teaching will continue to be our cornerstone, but we must allow our faculty more time for research and thought leadership.

Q4. Can alumni help CEIBS’ future growth?

Now is the time for CEIBS to effectively draw upon our powerful graduate pool. We have the largest, most influential b-school alumni network in China, with 10,000 EMBA and MBA grads, including 1,500 CEOs and top decision-makers. It is time to make the most of this tremendous resource, both for alumni themselves and for our school.

The CEIBS name is on the CVs of all of our alumni forever. It is simple self-interest for our alumni to give back to the school – not just in terms of giving money, but in sharing your professional knowledge, innovative ideas, and unique resources. We count on you to send your rising star staff members to CEIBS for Executive Education courses, degree programs, or the new certificate programs in second tier cities. We count on you to work with the MBA Program to develop Responsible Leadership Projects and “ISP” group consulting projects, and to hire MBAs for internships or permanent postings. And we count on you to work with professors on case studies and research, and to come to campus as guest lecturers.

In return, CEIBS is committed to giving back to our alumni, and to welcoming you “home” to your school in new and engaging ways. As one step toward this goal, in April, I will head to London to launch the first CEIBS Alumni Association Chapter in Europe. After the UK Chapter opens, we plan to open other chapters in key cities in Europe, the US, and elsewhere. We welcome approaches from any alumni in China or worldwide who are interested in establishing a new alumni chapter.

As another benefit to alumni, CEIBS will more fully leverage our growing operations in Ghana, Africa. The school will expand its communications channels for alumni interested in business opportunities in Africa, connecting you to students and alumni in that region. Also, we are expanding our roster of annual Alumni Study Tours to key investment destinations worldwide, and stand ready to assist interested alumni in establishing new initiatives.

As CEIBS enters the next phase of its development, the speed, scale and scope of our success will depend in large part on the power and commitment of our alumni. I look forward to working with you as we take CEIBS to the next level of excellence.
三位新副教务长就任
3 New Associate Deans Appointed

许斌教授、忻榕教授和梁能教授被任命为中欧国际工商学院副教务长。

从2月17日起，经济学和金融学教授许斌博士被任命为副教务长（研究）；管理学教授忻榕博士被任命为副教务长（高层管理培训）。管理学教授梁能博士的副教务长（师资）任期将从5月1日开始。

“由于原分管研究的副教务长张春教授的离职以及原分管高层管理培训的副教务长杨国安教授的请辞，学院管委会决定任命上述继任者。管委会代表学院向张春教授和杨国安教授致以诚挚感谢，感谢他们在担任副教务长期间作出的贡献。”中欧国际工商学院副院长兼教务长约翰·奎尔奇教授在宣布新任副教务长时表示。

作为分管研究的副教务长，许斌教授将把研究活动与学院使命相结合，以国际一流的学术标准为目标，同时植根中国国情，为研究和学术发展提供战略指导。许斌教授还将在担任研究委员会主席。

作为分管高层管理培训的副教务长，忻榕教授将从系统、管理以及战略部署等各方面为学院的高层管理培训课程提供学术指导，同时她还将代表学院高层管理培训部与院内外相关人士进行沟通。

由于教授规模的不断扩大，同时为了建立世界一流的教授团队，管委会决定设立分管师资的副教务长一职。此重任的梁能教授将与教务长紧密协作，确保学院政策和程序能将全职教授的学术和教学潜力得到最大程度的发挥。

Professors Xu Bin, Katherine Xin and Liang Neng have been appointed to the position of Associate Dean at CEIBS.

Effective February 17, Professor of Economics and Finance Dr Xu Bin was appointed Associate Dean, Research; and Professor of Management Dr Katherine Xin was named Associate Dean, Executive Education Programme (Executive Education). Professor of Management Dr Liang Neng's appointment as Associate Dean, Faculty will take effect on May 1.

"Due to the leave of Prof Chun Chang, Associate Dean, Research and Prof Arthur Yeung's desire to step down from the Associate Deanship, Executive Education, the Management Committee (MC) has appointed replacements. The MC would like to extend the gratitude of the School to Prof Chun Chang and Prof Arthur Yeung for their excellent service to the school as Associate Deans," said CEIBS Vice President & Dean John A. Quelch in making the announcements.

As Associate Dean of Research, Prof Xu Bin will align the research activities of CEIBS with the school’s mission, provide strategic leadership for the development of research and scholarship according to internationally recognized standards of excellence, while acknowledging China's unique situation. He will also chair the Research Committee.

As Associate Dean, Executive Education Prof Katherine Xin will provide academic leadership for the school’s Executive Education Programmes in terms of systems, management, and strategic positioning. She will also represent the school’s Executive Education strategy to both internal and external constituencies.

With the expansion of the faculty's size, and the pressing need to build a world-class faculty team, the Management Committee decided to establish the new position of Associate Dean, Faculty. In this role, Prof Neng will work closely with the Dean to ensure that policies and procedures are in place so that full time faculty members can reach their full potential as scholars and educators.
Renowned Strategy Professor Dr George S Yip Joins CEIBS

George S Yip

Internationally acclaimed strategy scholar and AIB Fellow George S. Yip will join the CEIBS faculty as Professor of Management on July 1. Upon Prof Yip’s acceptance of the CEIBS position, Vice President and Dean John A Quelch commented: “Professor Yip’s arrival at CEIBS is just the latest signal that CEIBS is becoming the number one school of choice in Asia for serious scholars of international business.”

Prof Yip most recently served as Dean of Rotterdam School of Management, Erasmus University (Jan 2008 - Dec 2010). Prior positions include Lead Sr Fellow at the Advanced Institute for Management Research, UK (2003-2007), Associate Dean and MBA Programme Chair London Business School (2001-2008), and Beckwith Professor of Management Studies in Marketing and Strategy, at University of Cambridge’s Judge Institute of Management Studies. He has also taught at University of California’s Anderson Graduate School of Management (1991-98), Georgetown University’s School of Business Administration (1987-91), and Harvard Business School (1980-83). In China, Prof Yip served as a visiting professor to CEIBS in 1996 and 1997.

Dr Bruce McKern Becomes CEIBS Professor of International Business

3月1日，马科恩（Bruce McKern）博士正式担任中欧商务学教授。马科恩博士曾在2001年至2007年担任斯坦福大学商学院斯隆硕士课程主任。目前他仍为斯坦福大学胡佛研究所的访问学者。

马科恩博士以优异成绩获得悉尼大学化学工程学士学位，之后又获得哈佛大学国际商务学博士学位。他的研究领域侧重于跨国公司的战略。他是国际矿产工业方面的权威专家，撰写并参与编辑了八本著作，包括《跨国公司的自然资源开发》（联合国与罗德里奇出版社，1993年）以及《全球网络公司管理》（罗德里奇出版社，2003年）。

On March 1, Dr Bruce McKern began at CEIBS as Professor of International Business. He was the Director of the Stanford Sloan Master’s Programme in the Stanford University Graduate School of Business (2001-07) and is currently a Visiting Fellow at Stanford University's Hoover Institution.

Prof McKern gained a BE in Chemical Engineering with Honours at the University of Sydney and a PhD in International Business at Harvard University. His research interests focus on the strategies of international corporations. He is an authority on the international minerals industry and the author or editor of eight books including Transnational Corporations in the Exploitation of Natural Resources (United Nations and Routledge, 1993) and Managing the Global Network Corporation (Routledge, 2003).
Dr Tae Yeol Kim was named CEIBS Associate Professor of Management on January 1. He was an assistant professor at City University in Hong Kong of Hong Kong (2004-10). Prior to that, he was a lecturer at the University of North Carolina-Chapel Hill, the same school where he earned his PhD in Organizational Behaviour. Kim also holds a Master's Degree and Bachelor's Degree from Yonsei University, Republic of Korea.

Professional and academic associations for Prof Kim include membership in the International Affiliate of the Society for Industrial and Organizational Psychology since 2006, membership in the Academy of Management since 1999, and in the Asia Academy of Management since 2006. Current research interests include organizational justice, cross-cultural psychology, creativity, leadership, proactivity, and person-environment fit.

Before joining CEIBS as Assistant Professor of Marketing on January 1, Prof Tina He had held the same position at Lubar School of Business, University of Wisconsin (Milwaukee) since 2008. After obtaining a bachelor's degree in Economics from Peking University, she went on to achieve a master's degree in Marketing from University of Manchester Institute of Science and Technology in 2003. She holds both a Master's Degree and PhD in Marketing at Washington University in St. Louis.

Prof He is a member of the American Marketing Association and INFORMS. She specializes in marketing modelling research. Her current research focuses on network externality and entry deterrence, as well as pricing strategies, customization, return policies, and trust management. She teaches courses in Marketing Management.
EMBA096班成立“中欧爱延续”慈善基金
EMBA Class Launches Charity Fund

1月22日晚，中欧EMBA096班的同学们聚在一起欢歌笑语，辞旧迎新，举办了题为“在一起，爱延续”的迎新春慈善晚会。上海交通大学医学院附属上海儿童医学中心副院长张建英女士、中欧副教务长、EMBA课程主任陈杰军教授出席了晚会。与大家一起见证了“中欧爱延续”慈善基金的正式成立和善款筹集活动。

当天晚会筹集善款18.28万。截至目前，EMBA096班“爱延续”慈善基金共计筹措善款105余万，将用于上海儿童医学中心的救助孤儿项目。帮助定点福利院孤儿进行健康筛查、手术治疗以及对当地医生和孤儿院的保育员进行培训。096班慈善委员会名誉会长张建英表示，这个慈善基金能让我们在中欧学习两年之后仍然连接彼此。延续我们“永远在一起”的班级精神。

慈善拍卖会上，同学们拿出了自己的珍藏品并以无私的爱心积极竞拍，竞拍同学不仅主持了趣味拍卖会，还以20万元拍下了袁雅芳同学捐赠的张謇达2006年专为作品，并以2万元拍下了北京朱小明同学提供的姚明签名照片。他还参与比赛并捐献给儿童医学中心，让病童们在医院里也能够感受到美带来的平静和健康的力量。

在一系列踊跃的拍卖之后，黄春勇同学现场献歌《月亮代表我的心》。这首歌被孙坤军同学以5万元拍下，黄春勇捐赠5万元。他说：“这个晚会的意义不是为了筹得多少善款，而是通过这个晚会，让更多人参与到慈善公益活动中来”。现场气氛十分感人。

陈杰军教授表示，我们的EMBA同学在寻求比商业成功更高的追求，他们身体力行地在进行实践。096班将班级之爱通过慈善事业延续，将同学之爱变成对社会的大爱，这种班级文化值得提倡和发扬。

Almost RMB400,000 was raised for charity on the evening of January 22, as CEIBS EMBA 2009 Class 6 alumni rang in 2011 at their New Year charity party, and officially launched the CEIBS ALWAYS-CARE Charity Fund. Vice president of Shanghai Children’s Medical Centre (SCMC) Affiliated to the Medical School of Shanghai Jiao Tong University Ji Qingying, and CEIBS Co-Dean/EMBA Director Prof Charles Chen were among those present for the festive event.

By the end of the evening, RMB 392,800 had been donated, and over the next few months the total exceeded RMB1.05 million. The funds will be used for the SCMC’s project which offers medical check-ups and surgery to orphans at specific children’s homes. The project also trains local doctors and nursery staff.

For the January 22 charity auction, classmates donated precious items from their personal collections – and then opened their wallets. He Chao, who hosted the auction, paid RMB200,000 for a 2006 painting of Zhang Zhaoda which was donated by Yuan Yafang. He also paid a similar amount for an autographed photo of Yao Ming, provided by Beijing classmate Zhu Xiaoming and both items were donated to SCMC so the sick children can enjoy them.

Other contributions included Huang Chunyong’s live performance of the famous song “The Moon Speaks of My Love,” which was bought by classmate Sun Kunxiang for RMB50,000. Huang Chunyong also made a matching donation, saying, “The significance of this evening’s party does not lie in how much money is raised, but in attracting more people to engage in charity work.”

EMBA096班第一届慈善委员会成员名单
名誉会长：李建江、贺超
执行会长：陈洪生
秘书长：尚志强
慈善委员：丁芳、钟建文、耿昊、吴锡煌、王剑锋、袁雅芳、翟峰、张曙光、朱晓力

1st Charity Committee Members (EMBA09 Class 6)
Honorary Presidents: Li Jianjiang, He Chao
Executive President: Chen Hongsheng
Secretary General: Shang Zhiqiang
Members: Ding Fang, Zhong Jianwen, Geng Hao, Wu Xidun, Wang Jianfeng, Yuan Yafang, Zhai Feng, Zhang Shuhua, and Zhu Xiaoli
2011中欧MBA招聘会参演企业招聘职位均创新高
MBA Recruitment Fair Breaks Records

1月12日，中欧国际工商学院举办了第5届MBA上海校园招聘会。此次招聘会由学院职业发展中心组织，参展企业数量创历史新高，达到107家，主要来自金融服务、咨询服务、医药健康、制造业、信息通讯、零售贸易等行业。参展企业发布的职位也达到了近400个，据学院MBA课程招生和职业发展主任李琪和女士透露，截至目前，共有超过1400个岗位对本年度中欧MBA学生发布，部分能源、汽车类企业今年首次亮相招聘会，招聘需求更多指向国际化。来自20个国家和地区的共187名中欧MBA2009级学生参加了此次招聘会。

从招聘企业的行业分布看，制造业、金融服务业和信息通讯行业占其三甲，其中不乏红点创投、花旗银行、中德安联、兴业证券、安信证券德、米其林、福特、捷豹路虎、克莱斯勒、思科、华为、IBM、惠普等行业领军企业。值得注意的是，涉及媒体和能源行业的参展企业数量较往年大幅缩减，包括SMG和力拓等企业也首次前来招聘。

中欧国际工商学院副院长兼MBA学术主任白诗莉（Lydia Price）教授在谈到今年良好的就业形势时，将原因主要归结为以下三点：首先，全球经济回暖，高端人才市场需求大幅增长；世界对中国关注度日益增高，既具有中国经验、又拥有国际视野的中欧国际工商学院MBA毕业生也受到了更多招聘企业的关注和期待；其次，学历改革取得显著成效，新增的“软技能”培训和实战实践模块等使中欧MBA学生在人际沟通、战略制定、综合管理方面得到了显著提升，从而能够更好地适应市场需求；另外，中欧职业发展中心与MBA课程招生办公室的整合，使MBA课程走上了更加良性、有效的运行之路。

今年招聘会另一显著特点是颇为强大的校友企业阵容。此次校友企业占到参演商30%的高比例，充分体现了中欧群体的紧密联系和强大支持。迈瑞、九阳等校友企业代表表示他们非常希望中欧MBA精英们加入公司，因为他们坚信中欧培养的人才定会成为企业进一步发展的核心竞争力。

按照招聘会的安排，参展企业可以提前发布职位。米其林企业作为最早发布职位之一，对其今年的申请情况颇为满意，来到招聘会现场的中国总部经理表示：“中欧MBA毕业生具有良好的国际视野和商业素质，在流程控制、资源利用、对公司忠诚度等各方面的表现都十分优秀，给我们留下了非常好的印象。”

来自招聘现场的2009级MBA学生代表中有三位已经分别拿到了麦肯锡（McKinsey）、瑞士银行（UBS）和嘉吉（Cargill）公司的录用通知，薪资较就读MBA课程前有较大涨幅。他们表示，在中欧18个月的学习不仅收获了商业知识，还加入了一个通往中国和国际市场的强大网络。另外，中欧凭借自身品牌效应以及师资的不懈努力，为MBA学生搭建了很好的职业发展平台，帮助学生了解职业规划并协助学生顺利完成职业转型。

CEIBS’ 5th MBA Shanghai Campus Recruitment Fair, held on January 12, attracted a record 107 companies seeking high-calibre talent. The number of available job openings also hit a new high at 400. This year’s fair was the first to attract companies from the energy and auto sectors, and also reflected a new and growing demand for international graduates. Participating enterprises hailed mainly from financial services, consulting, health care, manufacturing, IT & telecom, retail, and trading.

 Held at the Pudong Ramada Plaza, the fair was organized by CEIBS’ Career Development Centre (CDC). According to CEIBS Director of Admissions & Career Services Yvonne Li, 187 CEIBS MBA 2009 students from about 20 countries and regions participated. With 1,000-plus available positions identified in 2010, more than 1,400 positions have been open to CEIBS current batch of graduating MBAs to date.
OPEN FOR BUSINESS – The CEIBS Souvenir Store officially launched on January 26, providing a steady source of school memorabilia that will help alumni remember their alma mater.

“中国探索周”精彩落幕，2月21日至25日，中欧国际工商学院2010级MBA学生迎来了中欧第四届“中国探索周”。为期一周的活动中，中欧国际工商学院许小年教授、史美达教授（Hellmut Schutte）、许斌教授、周东权教授等知名学者以及来自TNT中国的艾克曼等国际知名企业的行业专家，就中国商业背景下的管理、经济、决策、市场营销、金融、财务以及中国文化等课题展开了13场精彩演讲。“中国探索周”为中欧MBA学生了解国际背景下的中国商业提供了高屋建瓴的精辟见解和宏观视角的独特视角，深受MBA学生欢迎。

ONE MORE QUESTION! – Knowledge-hungry MBA 2010 students surround Professor of Economics and Finance Xu Xiaonian after his lecture during the school's fourth China Discovery Week, held from February 21 – 25. Other professors among those who delivered 13 excellent talks included Dr Hellmut Schutte, Dr Xu Bin, Dr Zhou Dongsheng, and Dr Zhang Wei.
以互联网为代表的新技术革命正在重塑整个商业环境。此时，没有哪一个职能部门像市场营销那样面临如此之多的新变革和新挑战。营销人士现在要管理进一步细分的客户群体，不断增长的服务接触点以及层出不穷的新媒体，而这些方面既有成功的理论可以为他们提供指导，也缺乏成功的经验案例可资借鉴。在一段时间内，很多营销人士都将为一系列与互联网相关的问题所困扰：面向未来，如何理解新媒体发展的总体特征和趋势？信息传播呈现出哪些新的特征和规律？传统的营销理论和方法是否已经过时？有什么样的替代理论和方法？新的商业环境对企业营销主管提出了哪些新的要求？带着这些问题，《IT经理世界》杂志拜访了中欧国际工商学院市场营销学系主任蒋炯文教授，共享新商业环境下营销人士的新机遇和新挑战。

网易财经视频专访：中欧经济学教授王建钢 建言个税制度改革

近日来，关于提高个税免征额（个人所得税起征点所得税率和起征点）在内的个税制度改革成为舆论焦点。为此，中欧国际工商学院经济学教授王建钢接受了网易财经的视频专访。王教授表示，降低劳动者税负有利于推动我国经济结构转型，助推高端服务业、高端制造业的发展。而在缩小贫富差距的议题上，应该寄予更多的希望于个人所得税改革，应该将改革目光放在提高资本利得税上。谈及如何通过税制缩小贫富差距的问题，王建钢教授认为，个税免征额调整并不是缩小贫富差距的有力手段。他表示，目前我国拥有高劳动报酬的人并不太多而是太少。国家制定税制的原则应当是对于劳动性收入征轻税，对非劳动性收入征重税。

主流媒体广泛报道：中欧新任教务长首谈定位 着力中国深度与全球广度

2011年2月起，曾担任伦敦商学院院长、哈佛商学院资深副院长的约翰•奎尔奇（John A. Quelch）教授加盟中欧，担任副院长兼教务长，并于近日先后在上海、北京召开媒体见面会，提出“中国深度与全球广度”的中欧定位，目标瞄准为世界输送更多优秀的商业领袖。中欧执行院长朱晓明表示，在众多北美商学院中，选择来中国、来上海、来中欧任职的，奎尔奇教授是第一个。全球知名的管理学大师级人物、崭新的办学定位，吸引了包括CCTV2、上海电视台第一财经频道、《解放日报》、《文汇报》、《中国青年报》、《新民晚报》、《新闻晨报》、《新闻晨报》、《东方早报》、《第一财经日报》、《东方航空》、新浪网、搜狐网、腾讯网等在内的40余家主流媒体的广泛报道。

上海电视台第一财经频道：《财经夜行线》商学院教育捐赠新模式中欧诞生

中欧国际工商学院校友、熙可集团CEO朱凌铭近日将旗下的一个甜品连锁品牌“十二五”引入了中欧。熙可食品成立于1999年，拥有餐饮连锁品牌“十二五”，并成功在纳斯达克上市。２０１１年，熙可食品将“十二五”品牌引入中欧，设立中欧基金会首期基金，第一次尝试通过商业运作来支持教育。熙可食品是中欧教育基金会的首期捐赠者，其捐赠金额将用于支持中欧的奖学金项目。

重点媒体争相报道：中欧国际工商学院MBA连续7年位列全球25强

1月31日，美国《金融时报》公布了“全球MBA课程2011百强排行榜”：中欧国际工商学院MBA课程位列17, 连续7年位列全球25强。中欧国际工商学院副教务长兼MBA课程学术主任白诗莉（Lydia Price）教授对中欧MBA课程在2011年排名中的一些指标所获得的提升表示满意。对这一喜讯，包括《解放日报》、《中国青年报》、《新闻晨报》、《新闻晨报》、《新民晚报》、《青年报》、《参考消息》、《南方日报》、凤凰网等在内的多家重点媒体纷纷进行了报道。
VIDEO

Dr Gary Liu on China’s Focus on R&D in the 12th 5-Year Plan – 3/3

Dean John Quelch on Overcoming B-school Challenges in Asia – 3/4

Bloomberg
• Prof Romano Prodi on Euro Debt Crisis – 1/17
• CEIBS Dean-Elect Prof John Quelch – 1/14
• Prof Romano Prodi on Global Inflation – 3/9
• Prof Wang Jianmao on China’s Rebalancing Act – 3/7
• Prof Arthur Yeung on China’s M&A – 2/24
• Prof Romano Prodi on Italian Economy and Politics – 3/13
• Dr Gary Liu on Best Buy Closing its Chinese Branches – 2/23
• Prof Loechel Horst on Tax Rebate Services – 2/18
• Prof Rama Velamuri, Laurie Underwood on Chinese New Year Practices for Foreigners – 2/10

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BEIJING REVIEW
Prof Ding Yuan on China’s Economic Forecast – 1/4

Bloomberg Businessweek
• Isaac Iglesias MBA Blog – 3/7
• Prof Romano Prodi on the Euro’s Future – 1/17
• Feature on CEIBS – 12/20

Economic Intelligence Unit
• Prof Rama Velamuri on Innovation in Emerging Markets – 2/26
• Prof Rama Velamuri on China & India: Opportunities for Cooperation – 2/25
• David Gosset on Turbulence in a Global Context – 2/24
• David Gosset on Entering a Chinese Zeitgeist – 2/23
• Prof Shalom Saada Saar Column on Reframing the American View of China – 2/12

Chinadaily
• (US Edition) Gary Liu quoted on CIC’s Capital Injection – 3/4
• Feature on CEIBS Africa EMBA – 2/15
• (EU Edition) Prof Arthur Yeung on China’s Need for Global Leaders – 2/11
• Prof Horst Loechel on Inflation in Europe – 2/11
• (EU Edition) Prof Horst Loechel on Stagflation Fears – 2/11
• Gary Liu on Micro-financing – 1/4
• Prof Wang Jianmao on Per Capita GDP – 1/4
• (EU Edition) Prof Horst Loechel on European Banks in China – 12/20
• (EU Edition) Feature on CEIBS – 12/03

Prof Zhang Wei on China’s Health Care Reform – 3/1

FT.com
• Jean “10 Questions” Profile – 3/15
• Prof Nandani Lynton Featured in Judgment Call column – 2/23
• Prof Pedro Nueno on Chinese in Spain – 2/21
• Prof Ding Yuan’s Research on Fraud Featured – 2/18
• Feature on Carlos Moncayo (CEIBS DIMP 2008) – 1/17

Dean John Quelch on Business Education in China – 2/25

Forbes
• Prof Ge Dingkun Q&A on China’s Billionaire Boom – 3/14
• Prof Shalom Saada Saar Column on Reframing the American View of China – 2/12
• Dean Quelch Among China Names to Know in 2011 – 1/17
• Prof Wang Jianmao Column on the World Banks’ Flawed Ranking – 1/6

Global Times
• Prof Horst Loechel on Scrapping of Banking Charges – 3/16
• John Quelch Joins CEIBS – 3/14
• Prof Zhu Xiaoming on Financial Training for Judicial Officials – 1/20

The Korea Times
Prof Rama Velamuri’s South Beauty Group Case Study Featured – 3/14

Newsweek
Richard Brubaker on China’s Carbon Emissions – 12/14

The New York Times
• Laurie Underwood Quoted on Chinese Business Culture – 1/4
• David Gosset Quoted on the Chinese Consumer – 12/13

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Glittering Opportunity: Sean Zheng’s Theory of Gold Investment

In today’s highly volatile global investment environment, one traditional option is making a come-back: gold. Beijing RoyalTek Investment Management Co. CEO and investment micro-blogger Sean Zheng (EMBA 2008) tells CEIBS alumni why investing in gold makes good sense now.

文 / 郑永翔 [EMBA 2008]

黄金可以被视为一个财富堆放平台（财富储藏仓库）。当前，其他财富堆放平台在下沉（或者说：仓库在漏水，且仓库保管员监守自盗—FED@QE2—美联储二次量化宽松），那么各国央行、企业、老百姓必将会把财富从下沉的平台（漏水的仓库）转移到安全的平台（仓库）。

简单算个帐：全球每年的矿产金产量为2500吨，目前每吨黄金约合3亿元人民币。2500吨即7500亿元人民币（约1150亿美元）的财富堆放空间（仓库容量）。全球一年的GDP是60万亿美元，假设消费率为90%，那么每年有大约6万亿美元的财富需要储存，要找平台（仓库）堆放。

2008年以来，大的平台（仓库）陆续出了问题，比如：美国国债、欧元区主权债、英国、日本的债务问题，黄金这个平台一定受追捧。因为数量级在那里摆着（1150亿美元VS6万亿美元）。未来3-5年，全球储备货币体系的问题无法得到解决。黄金一定是大涨价。大道理想清楚，就不必在意小的调整。

回首过去近70年，黄金大约可以分为两个周期
1）1944至1971年是第一个大周期，即布雷顿森林体系时期，持续了37年。

图表一

Graph 1

1942年，尚处于二战期间的英美开始讨论战争结束后的国际贸易体系。英国提出凯恩斯版本，建议成立国际结算联盟，成员国创立一个国际通货（Banker），其价值与黄金挂钩——这是一个准金本位制的货币体系。美国提出怀特方案，并于1944年被布雷顿森林会议最终采纳：全球货币体系确立以美元为单一储备货币，其他货币与美元挂钩，美元与黄金挂钩，黄金价格被人为固定在35美元/盎司。二战后的最初十年，布雷顿森林体系确实为全球贸易的快速增长、欧洲经济复兴铺平了道路。但是到了六十年代，布雷顿森林体系下的美元泛滥，加上美国
For many centuries, gold has been viewed as a method of storing wealth, almost like a vault. At the moment, other commodities are losing value. Thus, as a result, it is not surprising that central banks, enterprises and individuals around the world are transferring their money out of devaluing commodities toward a safer bet. For many people, now is the right time to consider “going for the gold”. Let me tell you why:

Worldwide, the total annual production of metallic gold is 2,500 tons. Since the current price of gold stands at RMB300 million per ton, the world’s stash of 2,500 tons in gold is worth RMB750 billion (about US$115 billion). Annual global GDP is US$60 trillion. If the consumption rate is 90%, then roughly US$6 trillion from global GDP must be preserved as some sort of commodity.

Since 2008, many other alternate commodities have become problematic. Witness problems such as the Treasury Bond issue in the U.S., the sovereign debt crisis in Europe, and the debt problem in the UK and Japan. As a result, gold has gained stature as an investment strategy. The reason is quite obvious – the numbers are not on the same scale (US$115 billion versus US$6 trillion). The problem in the global monetary system is not solvable within the next 3 to 5 years, so gold will continue to gain ground overall, despite occasional falls. Once we recognise this overarching trend, we need not worry about temporary losses.

On the surface, gold prices seem to move in the opposite direction to the US dollar. But in fact, gold reacts in negative correlation to the overall global position of the U.S., as measured by several factors: the strength of the US military + US political power + US economic power + the US dollar as reserve currency. It is very important to see this pattern clearly in order to accurately track gold valuations.

After the year 2000, the United States’ global influence began to decline; and this coincided with the beginning of a new period of rising gold prices. Many analysts believe that the financial crisis of 2008 marked the end of the age of US world dominance. Since then, the world has begun struggling to reach a new equilibrium in political,
陷入越南战争。国际收支进一步恶化，美元信用不断受到挑战。1971年，尼克松总统被迫宣布关闭美元对黄金的购买窗口，布雷顿森林体系破裂。

2) 1971至2008年是第二个大周期，被称作“后布雷顿森林体系”时期。

图表四 Graph 4


黄金价格走势表面上看，虽然与美元汇率走势相反。实际上，黄金与美国的整体经济地位（美美+美国政治影响力+美国经济实力+美元储备货币地位）呈现负相关关系的。看透这一点非常重要。


2008年的金融危机，标志着美国单极时代的关系的结束。全球将不得不重新寻求新的政治、经济、军事、货币体系的平衡。我认为，从2009年开始，黄金进入了一个新的时代。我称之为“后金融危机时代”其标志是2009年初，中国央行行长周小川提出建立超主权货币的概念。这需要至少10年的时间，全球的储备货币体系，定会有一国货币参与。也定会有黄金参与。最终的博弈结果，仍然会受到来自美国的巨大影响。美国人宁可让黄金的重要性提高，也不会让人民币提升美元的。这是可以想见的博弈结果。我相信，黄金可能是最大的赢家，因为黄金是不能印的，就这么简单。人们在博弈找不到共识的情况下，一定会回归本源。很多人喜欢用过去10年、20年甚至30年的黄金价格走势来推测未来。我认为没有看到全球储备货币体系面临重大调整这一基本点的变化，仅仅依靠技术分析得出的结论是不具备长期参考意义的。

我大胆提出自己的预测，也仅仅是提供一个参考框架而已。有人做过统计测算，假如全球重新回归本位（即：一国法定货币的发行与该国的黄金持有量挂钩，有多少钱就发行多少货币），黄金价格可能涨到6万美元/盎司左右。

此次黄金的上升周期，是由于国际储备货币体系做出重大调整，且调整时间较长。我们必须从全球货币发行的角度看待黄金的未来。可以肯定的说，那些认为黄金价格在未来1-2年内见顶，且价格高位在1500、1800、甚至2000美元/盎司的论点，基本上是不成立的。因为全球储备货币体系调整，不可能在1-2年内完成。至少未来5-10年，黄金价格将处于大滑回的上升周期内。8000-10000美元/盎司的价格应该可以见到的。我不敢说这就是最终的顶部位置。从图表三可见，一轮牛市从开始，到飙升，再到最后的极致，价格是越涨越快的，这轮黄金周期的顶点，是与国际储备货币体系重新建立密切相关的。因为是不太容易推测的。

最后谈谈一些对黄金的常见误解：

1) 美联储操纵黄金价格，试图拉高黄金价格，让中国人接。因为美外汇储备中，黄金的占比超过80%。

2) 说这话的人，完全不了解国际储备货币体系。美元是国际储备货币，美联储是不需要保持其他外汇储备的，8000吨黄金基本上是美联储最重要的非美元储备资产了。黄金是美联储的天敌。美联储是不可能让黄金价格上涨的，因为这不益于美国的利率。美联储手中的8000吨黄金，是一吨都不敢抛的，除非美联储面临破产，或者美元面临信用崩溃。如果真到那么一天，8000吨黄金根本也救不了急！

3) 根据过去若干年金价走势来推测未来金价走势以及动辄说黄金没有任何实际价值。

如前所述，这一看法基本上是bushshit！

4) 索罗斯说：黄金是终极泡沫。中国央行说：黄金价格偏高。中国外汇储备不可能依靠黄金。

我们做投资，最重要的是要学会“听其言，观其行”。索罗斯一边说黄金市场有泡沫，一边大量买入黄金ETF和黄金公司股票。中国央行同样一边说黄金价格高了，一边忙着偷摸增加黄金储备，中国外汇储备不可能主要依靠黄金，这是事实。因为全球黄金供应量太小，但这并不意味着中国外汇储备不买黄金，只是黄金不够买而已。

巴菲特说：黄金价格有泡沫。

巴菲特是一个智者，同时也是一个狂热的爱国主义者。
Gold has entered a new age since 2009, which I call the Post-Financial Crisis Age. This era began when Central Bank of China head Zhou Xiaochuan suggested establishing a ‘super-sovereign currency’. While this would take at least 10 years to implement, such a future global reserve currency system will definitely involve both the RMB and gold. The result will still see a major role being played by the U.S. but gold will probably be the biggest winner. When people cannot reach a common consensus, they tend to return to square one, in this case: gold.

My goal is simply to provide a framework for investors. Some statistics show that, if the world returns to a gold-based system, the legal printing of money in each country would be linked to the amount of gold each country owns. In such a case, gold prices could rise as high as US$60,000 per ounce.

The current period of rising gold prices has been triggered by a major adjustment to the international reserve currency system and has taken place over a lengthy period of time. To analyze the future of gold, we must look at the printing of money worldwide. I believe that theories predicting gold prices to reach US$1500 or even US$2000 per ounce within one or two years are flawed, because the adjustment in the international reserve currency system cannot possibly be completed within two years. Instead, I expect that gold will continue steadily increasing in value over the next three to five years, so that prices may reach US$8000-10000 per ounce. What I cannot predict is whether or not this level will be the maximum value.

Finally, some common misconceptions about investing in gold:

**Gold Myth #1:** The US Federal Reserve System (Fed) manipulates gold prices. It tries to push prices up, then sells gold (especially to the Chinese) because gold accounts for more than 80% of the U.S. foreign currency reserves.

**Fact:** Those who make this argument misunderstand the international reserve currency system. The US dollar is the international reserve currency, so the Fed does not need to keep any foreign currency reserves. The 8000 tons of gold held by the Fed is the most important reserve apart from US dollars. In fact, gold is the Fed’s natural enemy; the Fed will never push up gold prices because that would counter US interests.

**Gold Myth #2:** Gold is over-valued. In recent news reports, George Soros said, “Gold is the ultimate bubble.” Meanwhile, the China Central Bank said, “Gold is overpriced. China will not rely on gold in its foreign reserve”.

**Fact:** The most important thing for investors is to learn how to ‘listen to people’s words but watch their deeds’. While Soros warned of a bubble in the gold market, he himself reportedly was buying gold ETF and shares of gold companies in large quantities. Even as the China Central Bank was saying gold was overpriced, China was quietly increasing its gold reserves. In fact, China does not rely on gold for its foreign reserves only because the global gold supply is too small. This does not mean China does not buy gold for its foreign reserves; it just means there is not enough gold for China to buy.

**Gold Myth #3:** Gold is not a wise investment because Warren Buffett warned of the gold bubble.

**Fact:** Warren Buffett is a wise man, but he’s also a fanatical patriot. Gold is a negative indicator of U.S. dominance. From his patriotic point of view, therefore, Mr Buffett will never support gold.

**Gold Myth #4:** The mining cost of gold is only US$500-600 per ounce. The price cannot possibly strongly exceed the mining cost.

**Fact:** Human beings started mining gold thousands of years ago, so the gold that is easily available has nearly all been mined. In the future, even with increasing gold prices, the quantity of gold that is mined will not increase much – and it may even decrease. It is very possible to
Name: Sean 'Yongxiang' Zheng
Job: CEO of Beijing RoyalTek Investment Management Co
Family: Wife Li Jing manages an art gallery; 2 sons Zheng Hong (5 years old) and Zheng Di (2 years old).

Author's note: I have been interested in the gold price trend and all kinds of relevant information since 2003. I have gathered together some intuitive feelings over these years. Because I have not seen any similar opinions, I decided to be brave and share mine here. I will temporarily call it 'Zheng's Theory' and hope it can serve as a good starting point for discussion.

黄金是美国单极霸权的反向指标。巴菲特从爱国的角度，无论是否是会受黄金的。黄金的开采成本也就500-600美元/盎司，价格不可能脱离开采成本太远。因为人类开采黄金已经有几千年的历史了，地壳中，实物黄金基本上已经开采完了。未来，黄金的开采量不会因为价格的提高而增加多少，甚至可能减少。在人们唤醒了黄金投资热情的情况下，价格脱离开采成本很远，是完全可以做到的。

黄金从不消耗，只会越来越多，物以稀为贵，黄金价格不可能走高。人类有史以来开采更多的黄金，估计约15万吨。其中约40%即7万吨为金融资产；世界各国官方黄金储备占有3.2万吨，其余是私人拥有的投资财富。另外的60%作为商品，主要是首饰业和装饰品，为民间收藏和流转，还有少量用于电子工业、牙医、金章及其他行业。而未来地壳中的可采黄金储量，估计在5万吨-8万吨之间。全球已采的和未来最大可采的黄金目前的市值总计约10.5万亿美元。

我们再看一下货币财富和债务的增长速度：目前，中国的外汇储备超过2万亿美元。其中，持有的美国国债就超过了1万亿美元，而美国最新的债务增长速度是每月增加1万亿美元的债务。这里也没有考虑欧洲、日本以及中国的财富赤字。

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看了上面的数字，恐怕人们就难以想象黄金过剩了。而是担心债务增长和财富储备增长在现行储备货币体系下的可持续性。

黄金不贬值，以1980年的金价计算，到目前，黄金输送通胀，或者以民国，甚至明清时期购买力，现在的黄金不值钱了。
The compound annual increase rates rose by 6.6% and 9.1%, respectively. Compared with crude oil and stock indexes, gold did not fall in value over the last 40 years. The current global reserve currency system is going through a total revolution from US dollar dominance to a new monetary system. According to Zhou Xiaochuan’s super-sovereign currency concept, the new system has these features: a stable market value, organized supply, and controllable overall quantity. Compared with the existing primary reserve currency, gold has more similar features to those of super-sovereign currency. Although the chances are very small that human beings will go back to a gold dominant age, still the importance of gold will rise considerably. Gold has withstood being kicked out of the international reserve currency system to being re-accepted into it. Today, sound investment logic shows that it may well enjoy more significance during the short term.

**Gold Myth #7:** By 2012, the US Federal Reserve System will have increased interest rates and the US dollar will become strong, causing gold prices to drop from their maximum value.

**Fact:** The US Federal Reserve System will raise interest rates sooner or later, but gold prices will not necessarily drop. Take this recent case as an example: the Fed increased interest rates 10 times between June 30, 2004 and August 9, 2005. During that time, gold prices rose from US$395 to US$435 per ounce, gaining 10% in 14 months. I want to reinforce that, on the surface, gold prices and the US dollar do seem to have a negative correlation. But reaction is a consequence, rather than a cause. Gold is a negative indicator of US dominance. As long as you believe that the world is becoming more diverse, then the reserve currency system will also become more diverse – and for that reason, gold will play a major role in the world’s future.
校友之声

校友国学会近期活动纪要及新展望
Alumni Club Explores Traditional Chinese Culture

日启动了第二期“国学与管理”高级研习班暨08级“EMBA国学班”邀请著名学者魏承思博士主讲“国学入门”；2月26日南京大学古典文学教授景凯旋博士主讲“陶渊明与大道人生”的讲座，讲座现场校友们思想古人，感悟人生，气氛热烈。

面对国学热升温的今天，景裕农理事长表示：“国学国学会坚持三个原则，一是以我为主、兼收并蓄。我们感到许多以国学为名目的活动存在巧言令色、泥沙俱下的现象，我们感到许多以国学为名目的活动存在巧言令色、泥沙俱下的现象，所以坚持正说正见，志在为校友提供一方净土，不受时事和舆论左右，同时也愿尽我所能引导校友寻找国学的根干枝叶，其他都是国学这棵大树上结的早果。商业管理同样是一个果，要结出丰硕的果实，必须返本开新，从我们的历史、传统中汲取营养。根据自己的实际情况，从而超越自我，成为真正的君子，也就是现代的精英。”

谈到国学会的发展，景裕农理事长表示将坚持不懈地推广传统文化，这也是中欧人的社会担当，今年国学会与上海图书馆合作的东方文化讲座项目将进行下去，继续向市民免费开放。另外，国学会也将根据校友的需求筹划传统文化亲子互动等其他形式的活动。需请广大中校友关注。（国学会：ceibsguoxue@gmail.com）
On the night of February 25, more than 300 alumni and their guests braved Shanghai’s cold, early-spring air to commute across the city to gather in CEIBS’ Shanghai campus auditorium. While CEIBS graduates often return to campus for post-work lectures or workshops, this event was different. The lively group had turned out for a lecture designed not to improve their bottom line or market share, but to improve their health. The topic? “Traditional Chinese Medicine: Updating Your Concepts of Health.”

Bowing deeply as he took the stage after a welcome from CEIBS Alumni Relations Director Wang Qingjiang, Prof Liu Lihong held the audience’s rapt attention throughout his lecture. He first led CEIBS alumni through a rediscovery of TCM, then outlined how traditional concepts can address current health challenges.

Beginning by explaining his long credentials for teaching TCM, Prof Liu explained how he has been studying the topic rigorously for the past three decades, undertaking a strict medical education as well as often visiting sacred Buddhist and Taoist sites for meditative sessions. He explained that both vigorous study and intense spiritual practice are necessary to properly understand the essence of traditional Chinese culture and its holistic outlook on life. He recommended studying scriptures including The Book of Changes and canons of traditional Tibetan medicine.

During his presentation, Prof Liu stressed to CEIBS alumni that one of the most important features of TCM is its holistic philosophy. TCM holds that human beings must strive to be one with nature, to live in harmony with heaven and earth, and to follow the cycles of the four seasons. Only when a person is one with nature can he or she enjoy true and lasting health.

In addition, Prof Liu emphasized that people can suffer illnesses when they are not on good terms with others. In particular, he warned that one cannot enjoy good health without a peaceful home. Anger harms the liver, hate the heart, resentment the spleen and the stomach, annoyance the lungs, and stress the kidney. As an example, he shared that some patients suffer from ailments of the stomach or spleen that recur when they stop treatment – not because they are ill but because they are resentful. Stomach complaints are deeply rooted in a person’s tendency toward resentment.

Ending his inspiring and thought-provoking talk with a special treat, Prof Liu picked six lucky raffle winners who were invited have tea with him the following day. At the event’s end, many participants made on-the-spot reservations for TCM tours, hoping to learn more secrets to a healthy life.
无问其病，以平为期
-- 名中医刘力红中欧演讲摘要

刘力红教授是一位深具传统文化修为的名中医，受过严格的医学教育。30多年来，为了透彻体悟中国的整体生命观和传统文化精髓，他经常到佛道圣地参悟修习，深入研习包括易经、藏传医学在内的各家精要。

与天地和

刘力红说，中医的本质在哪里呢？这要讲到天道与人道的区别。天道是“损有余、补不足”，所以才能长久。而人道呢，是“损不足、益有余”，所以人就易生病。而中医是以天道对人道。故《黄帝内经》说，“无问其病，以平为期”。“平人则不病”。如何平？中医有补泻二法，中医讲“平”，讲“和”，讲“中节”，而“和”是礼的内质。“喜怒哀乐之未发，谓中，发而中节谓之和”。所以中医是尚礼的医学。西医是尚刑的医学。西医因为科技的发达，对疾病是对抗、镇压。所以会有降压药，镇痛药，抗生素，这是西医本质的区别。

刘教授强调中医一个很重要的特色就是整体观念。中医认为，人与天地之气生、四时之法生，人与天地是一个整体。天人合一，才能有健康。天人合一则必须合乎天道。损有余，补不足，这也是解决失和的办法。与天失和，人的六气失和，即“百病之生，皆生于寒暑燥湿风化”。寒者热之，热者寒之，虚者补之，实者泻之，与地失和，五味失和，本者，以酸泻之，喜辛补之。火者，以甘泻之，以咸补之。土者，以苦泻之，以酸补之。金者，以辛泻，以酸补之。水者，以咸泻之，以苦补之。

与人和

除此之外，刘力红强调，人与人失和也会生病。家庭不和睦，拥有健康的身体也是很困难的。

刘力红教授2002年在清华大学人文学院做访问学者时，因为机缘接触到《周易》中的一位民间医者王凤仪。刘力红从阐述王凤仪先生的观点入手，将听者对于健康观念的认知从“天人合一”又引入了“人和”的另一整体观中。

人体是一个三种元元，身、心、性。身指人的眼睛、鼻子、头发等，心即人心和道心，性，天性、禀性。性在人体中占有最重要的位置。人的天性是纯阳无阴，美妙至善的；禀性为纯阴无阳，不善的。人的禀性是障碍天性之主的。因禀性而产生的怒恨怨恼归属金木水火土五行，人的内脏分属五行：木配肝，土配脾胃，金配肺，水配肾，火配心。所以人的不良的情绪自然会影响到人的内脏器官。怒伤肝，恨伤心，怨伤脾胃，恨伤肺，烦伤肾。有的人脾胃治好了，停下来又发了，其实根本的原因是怒。一个人有没有胃病，看他是否动不动喜欢怨别人。

所有身体品质上的病，都和性格、情性中某一面负面的东西具有对应关系。现代医疗手段很难解决这个问题。现代中医看病的还只是身体这一层面的东西，而导致疾病的原来已经超越了物质这一层面，它延伸到心、延伸到性。那么，如何解决人和的问题？刘教授说，“以仁和之，仁者爱人”，所以，医为仁术，人只有回归传统文化的仁心，克己复礼，才能解决人和的问题。

“上医治未病”，作为一位名医大家，刘力红的演讲，带给大家对健康观的新思考，对中医与传统文化的关系也有了更深入的认知，更为校友们身心健康的预知预防指点了养生大道。
Professor Liu Lihong’s hugely popular lecture on TCM was the largest event hosted by the CEIBS Alumni Traditional Culture Society club since its establishment in April 2010. But it was by no means the only event hosted by the group. Despite the group’s young age of just one year, Society President Qin Yunong (EMBA 1997) says 270 alumni have joined the group, regularly attending activities that celebrate traditional Chinese culture.

During the past 12 months, the Society has organized three Mingde Hall Readings, began the second “Traditional Culture and Management” senior study programme, and launched the “Post-EMBA Traditional Culture Programme” for the Class of 2008. In addition, famous sociology and history scholar Dr Wei Chengsi presented an “Introduction to Traditional Culture” to the group on January 22 and 23, while Nanjing University Professor of Classical Chinese Literature Dr Jing Kaixuan gave a Feb 22 presentation on “Tao Yuanming and the True-Way Life.” The presentation outlined ancient ways of thinking.

Looking ahead, President Qin says the Society will stick to its founding principles of promoting public welfare and educating others about traditional Chinese culture. These goals, he says, align well with CEIBS’ commitment to social responsibility. Other CSR initiatives planned by the Society for 2011 include: additional Oriental Culture Lectures, a public-welfare project hosted jointly with the Shanghai Library (at no charge), and a class where parents and their children can learn traditional Chinese culture together]. For more information on events and membership, please contact ceibsguoxue@gmail.com.
2011中欧校友“汇付之夜”新春音乐会

2011年1月12日，中欧国际工商学院在上海大剧院隆重举行2011中欧校友“汇付之夜”新春音乐会，以答谢广大校友和曾经给予中欧支持与帮助的社会各界朋友。中欧师生员工及各行业精英人士约一干六百余人济济一堂，共同欣赏由著名指挥家余隆先生携上海交响乐团的音乐家们奏响的新年华美乐章。

执行院长朱晓明教授首先致欢迎词，朱院长向校友、嘉宾和师生员工致以新年祝贺，并向余隆先生、中欧艺术节的组委会、顾问团专家们和音乐会独家冠名赞助企业“汇付天下”表示感谢。朱院长在致辞中饱含深情地引用莎士比亚的诗句“艺海无涯，但光阴易逝”，真切地表达了中欧人对艺术的追求与敬仰。

音乐会在2010学院回顾短片播放后拉开序幕。著名指挥家余隆先生全程为本次音乐会演奏并亲自执棒指挥。音乐会在热烈的《春节序曲》开场，艺术家们以纯熟、精湛的技艺演奏了气势磅礴、激昂高亢的波浪式旋律，感染和鼓舞了在场的每一位观众。随后，《卡门》组曲的奔放、富有民族特色的《炎黄风情》，平易通俗、节奏轻快的《金银圆舞曲》组成了色彩绚丽的音乐画卷。下半场的《假面舞会》圆舞曲端庄严肃，富丽堂皇的皇帝圆舞曲荡气回肠，波澜壮阔又缠绵百转的歌剧《乡村骑士》间奏曲和加入了大量“定音鼓露音法”的《雷电波尔卡》气势磅礴，为大家带来了一场精神盛宴。在近两个小时的演出中，演奏形式多样，曲目风格迥异，给听众们带来了美妙的艺术享受。最后，音乐会在旋律欢快活泼的巴西热舞中落下帷幕，极致绚烂的表现效果将现场气氛推向最高潮，全场报以雷鸣般的掌声。

Musical Tribute: CEIBS Alumni China PnR Night New Year Concert

CEIBS relied on the stirring strains of the Shanghai Symphony Orchestra to express its gratitude for the support the school received in 2010 – and over the years – from alumni, friends and supporters. Under the baton of world famous conductor Yu Long, the orchestra delivered a musical extravaganza for the audience of more than 1,600 that turned up, on January 12, at the Shanghai Grand Theatre for the 2011 CEIBS Alumni China PnR Night New Year Concert.

After a spirited welcome by CEIBS Executive President Zhu Xiaoming, and a video showing CEIBS highlights in 2010, the concert began with a passionate delivery of the Spring Festival Overture. Throughout the night, the audience enjoyed moving selections from both East and West, from Carmen, the Kaiser Waltz and the Masquerade Suite to several pieces with a distinct Chinese ethnic flavour.

Among the VIPs present were high-level government officials, executives from the media industry, scholars from the fields of music and the arts, as well as CEIBS officials. The concert, which was generously funded by EMBA 2000 alumnus Zhou
Ye and his company, China PnR, also received great support from Xia Wei (EMBA 2006) and his Delux Technology Co. & Team Advance (Shenzhen) Co.

Chairman of EVOC Hi-tech Holdings Group Chen Zhilie (EMBA 2004), the final speaker of the year for CEIBS Alumni Forum, shared secrets to his company’s success with more than 200 CEIBS alumni, students and guests at the Shanghai campus on December 10. Alumni who were unable to attend also enjoyed his presentation via video-conferencing courtesy of G-Net. Chen’s topic was “Seven Things in Seven Years – How We Did It”.

In his welcome speech, CEIBS Executive President Zhu Xiaoming lauded Chen for his many accomplishments. Since its launch in 1993, EVOC has emerged as the largest hi-tech enterprise in China to integrate research, development, manufacturing, sales and system integration for computers. It is the only HK-listed enterprise among domestic counterparts in that industry. In its field, EVOC is #1 in China and #5 globally.

During his humour-filled presentation, Chen explained the significant decisions made and development direction he and his team have taken over the last seven years. He covered points such as the company’s management best practices, formulation of industry standards, the building of a strong social reputation, overseas expansion, consolidation of the core team, and its successes in the cultural realm.

The CEIBS Alumni Forum is an academic series launched by the school’s Alumni Relations Department in 2010. The forum features accomplished alumni from across industries who share their management concepts and valuable experiences.
中欧校友关爱儿童健康

2011年1月21日，中欧校友企业上海优童健康机构携手中国儿童健康中心，通过中欧校友爱心联盟向上海市儿童基金会捐赠价值540万元的实物和100万元现金，成立“优童健康专项基金”。旨在针对儿童健康热点问题，包括视力不良、龋齿、肥胖、心理健康等科目的预防课题项目，并在上海建立中学生的健康测评预警体系，资助相关的康复研究。专项基金还将用于救助贫困的患儿及家庭。

捐赠仪式在上海市妇联会议室举行。原上海市政府副主委、上海市儿童基金会名誉理事长王焕琛女士接受了捐赠仪式并接受捐赠。校友关系事务部王庆江主任代表中欧校友会祝贺，并介绍了中欧校友积极参与社会公益活动的情况。上海市妇联巡视员史秋琴女士、中国福利会党组书记王纯女士参加了捐赠仪式，并对中欧校友的公益精神和公益理念给予了高度肯定。

2011年1月8日，中欧校友爱心联盟协同美丽心灵公益机构，组织近二十多位同学在中欧校友，在寒冷的冬日，怀着最温暖的心，带着各式各样的礼物，来到儿童医院探访重症儿童患者，献上爱的祝福，希望给医院里这些小小年纪却经历重病折磨的孩子们一个简单的快乐。

这些孩子分在内科和血液科的10间病房内，年龄从3岁到13岁不等，本该是最无忧无虑享受生命的孩童们却要面对无穷无尽的针管和药片。然而，没有想象中忧愁的脸庞，孩子们因为中欧校友的到来，收到那些小公仔、漫画书、玩具汽车，都露出了灿烂的笑容，病房里充满了欢声笑语。在一间病房里，一位小朋友站在病床上为大家演唱《两只老虎》。稚嫩的童音，认真的表情，感动了在场的所有人。大家听着歌声打着节拍，为这位小朋友鼓励喝彩。

一个半小时的探访非常短暂，但能为这些童年遭遇不幸的孩子们带来一些欢乐，中欧校友们都觉得此行非常值得。尤其是带着子女参加这次探访活动的校友，更加觉得收获良多。

CEIBS Charity Union Establishes “Youtong Health Special Fund”

通过CEIBS Charity Union, CEIBS alumni enterprise Shanghai Youtong Health Organization and the China Children Health Centre donated RMB5.4 million in goods and RMB1 million in cash to establish the “Youtong Health Special Fund”. The donations will be used for projects to protect against pressing health problems faced by today’s children: poor vision, tooth decay, obesity and mental health. The fund will also be used to establish health assessment methods and a warning system for school children in Shanghai and to subsidize relevant rehabilitation research. Young patients in need, and their families, will also benefit.

The January 21 donation ceremony was attended by former Vice Chairman of Shanghai CPPCC and Honorary Chairman of Shanghai Children’s Fund Zuo Huanchen. Director Zou officially accepted the donation. CEIBS Alumni Relations Department Director Wang Qijing, who attended the ceremony on behalf of the attendees, spoke about the role of CEIBS alumni in social welfare. The alumni’s efforts were also commended by Inspector of Shanghai Women’s Federation Shi Qiuqin, and Party Secretary of China Welfare Institute Wang Luning.

One example of CEIBS alumni’s efforts to help those in need was a January 8 visit to the Shanghai Children’s Hospital to bring much needed cheer to patients suffering from serious illness. During the visit organised by CEIBS Alumni Charity Union and the Beautiful Mind Charity Organization, more than 20 students and alumni offered New Year wishes to the children. Participants included MBA 1995 and EMBA 2000 alumni, plus current students who live in different parts of Shanghai.

Much to the visiting CEIBS team’s
pleasure, there were big smiles on the children’s faces when they received small dolls, comic books and toy cars from the alumni. On one ward, a small child stood on his sickbed and performed an impromptu rendition of the song “Two Tigers”. By the visit’s end, it was hard to determine which group was happiest about the precious hours spent together – the CEIBS alumni or the children.

中欧校友私募基金协会2010年年会分享酒会成功举办

2010年12月28日下午，中欧校友私募基金协会2010年年会在北京天安门广场举行了分享酒会。会上校友代表们热烈探讨了2010年的投资经验及成果。2011年协会常务会长徐-outline the plan for this year during the association’s annual meeting on December 28, which was attended by guests from the Shanghai Financial Service Office and other influential investment organizations. Attendees from other associations such as the Alumni Finance and Investment Club and the E-Commerce Association also joined, bringing the participant total to 70.

During the meeting, council members nominated Vice President Yan Zhenjie (EMBA 2004, BJ) and General Manager Dan Bin (EMBA 2007 SZ) to work with Co-Partner of IDGV Partners and Chairman of CEIBS Alumni PE Association Zhang Suyang (EMBA 1998 SH) to handle the association’s management. The new positions were filled following the resignation of the associations’ former Executive Vice President Xu Lin.

Plans for 2011 include: inspection trips to Yunnan, Guizhou and Xinjiang; theme-based salons held every two months; and one large-scale annual activity. The association also agreed to strengthen its internal organisational structure by actively updating its website; and enhancing communication by establishing a CEIBS Alumni PE Association Micro-blog Group and a mailing group. The association will also stage more joint events with other alumni organizations and will design a questionnaire to track members’ needs and goals.

CEIBS Alumni PE Association Unveils Plans for 2011

The CEIBS Alumni PE Association outlined its plan for this year during the association’s annual meeting on December 28, which was attended by guests from the Shanghai Financial Service Office and other influential investment organizations. Attendees from other associations such as the Alumni Finance and Investment Club
Alibaba, Taobao Study Tour

After a full month of preparation, a study tour of Alibaba and Taobao – organised by the CEIBS E-Commerce Association – finally became a reality on December 10! The popularity of the e-commerce industry helped boost the number of alumni who signed up. Surprisingly, most of them were not from e-commerce companies but executives from traditional enterprises. The study tour was the association’s first attempt at helping traditional enterprises integrate with the e-commerce industry to achieve sustained growth under the new economic landscape.

For their first stop at the Alibaba Group’s headquarters, the group learned of the company’s development history and the current status of online trading in goods. They found out, for example, that one of the surprising results of the 2008 – 2010 global financial crisis is that it directly accelerated development of the domestic online trading market.

At the offices of Taobao, President of the E-Commerce Association Lu Zhaoxi (EMBA 2007), who is Taobao’s CEO, welcomed the CEIBS alumni and facilitiated meetings between the group and relevant company executives. His expert arrangements helped participants better understand key factors in achieving success in e-commerce.

The discussions with senior Taobao staff continued during an elaborate dinner later that evening, when delicious Hangzhou dishes contrasted with spirited discussions. Despite general optimism about the future development of the e-commerce sector, participants debated: whether the industry was still at the nascent stage or had already entered the warring states period; and whether e-commerce, as an approach, was more commercial than marketing – or vice versa.

In 2011, the CEIBS E-Commerce Association will hold an even greater number of activities that will delve even more deeply into issues of interest to its members.
Find the Shortcut to Success in the Chinese Business Maze

Doing Business in China Programme

November 16-19, 2011

For expatriate business people, the Chinese market presents both opportunities and challenges. China’s strong economic growth over the past three decades indicates that many companies have succeeded in China, and indeed international firms typically view an involvement in this country as critical to their worldwide business. Nonetheless, operating a business in China can be difficult. Expatriate business executives need special knowledge and skills, as well as the flexibility to adapt to a different and complex business environment.

To address these needs, CEIBS presents the Doing Business in China Programme. This intensive programme is designed to enable expatriate executives to be as effective as possible in the Chinese business environment. Both executives who are already working in China and those not yet stationed here will be introduced to the “ecology” of this environment through in-depth sessions on China-specific topics taught by prominent experts.

What are the benefits of attending this programme?

- Fast track adaptation to the unique Chinese business and cultural environment
- In-depth appreciation of the day-to-day challenges of running a business in China
- The ability to identify the potential pitfalls of cross-cultural misunderstandings
- Greater understanding of how to manage a Chinese workforce
- Vital, up-to-date insights into marketing and macro-economic issues in China and the knowledge to refine their company’s China development strategies
- Techniques to be effective in negotiating with Chinese counterparts
- Opportunities to share experiences and build strong connections with other senior expatriates

Contact us

For more information on DOING BUSINESS IN CHINA PROGRAMME at CEIBS, please visit http://www.ceibs.edu/execed/cep/ or contact Ms. Julia Zhang on (T) 86 21 2690 5213, (M) 86 138 1897 1933, or e-mail at znjulia@ceibs.edu

CEIBS Executive Education:
Top 20 Worldwide – Financial Times 2009 Survey

http://exed.ceibs.edu
中欧校友剧社

同学会
校友自编自导自演七幕话剧

中欧校友剧社第四部大戏即将于2011年4月22日、23日
在上海东方艺术中心隆重上演。

饰
周
俊
(MBA01)

饰
曾
小
汕
(MBA011)

饰
卢
荣
(MBA01)

饰
王
蕾
(MBA01)

饰
方
静
静
(EMBA011)

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严
局长

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白
文
琦

赞助单位：Honeywell 霍尼韦尔 (中国) 有限公司
MBA 1996

关键 GUANG JIAN

我是MBA96的关键，前些年负责化妆品公司的营销，近来从事电子商务营销曾服务了1号店和母婴之家。目前赋闲，空余时间去校友公司做相关咨询顾问。今年准备就和互联网确定创业项目和合作伙伴，希望有机会和校友探讨合作。

For several years after leaving CEIBS in 1996, I was in the cosmetics industry; but I recently began working for ecommerce companies. My aim, in 2011, is to set up a new internet company. I hope to get this project off the ground soon and identify partners with whom I can collaborate. Anyone who’s interested may contact me at:

Email: kenkwan2003@hotmail.com
Mobile: 13801729676
Micro blog: http://t.sina.com.cn/eagle007

MBA 2000

傅晓军 CINDY FU

大家好，我是MBA00级校友傅晓军。

MBA 2006

巢烨 CHAO YE

我于2010年6月加入春晖供应链（www.sunivo.com），一家专注于化工产业的电子商务平台企业，公司提供化工产品的在线交易、全球分销、采购外包、物流整合、供应链融资等服务。现在我在公司负责市场及业务拓展工作，希望与化工行业、传媒界、贸易融资等相关金融机构的校友开展合作。

MBA 2008

赵昱 GEOFFREY ZHAO

我是MBA08的赵昱，我一直从事通信行业的测试领域，创办了金方通信科技（上海）有限公司，目前提供测试设备的代
EMBA2005

张国田 ZHANG GUOTIAN

上海3班，原夏新电子股份有限公司总裁助理。
目前职位：夏朗通讯技术有限公司总裁。
地址：上海浦东张江高科技园区572弄115号16号楼。
电话：021-51317777 ext 3100(分机)，021-51315042（直线）。
传真：021-51314795。

EMBA2006

李显林 LI XIANLIN

我是EMBA063班的。信息如下。
董事长（Chairman）。
上海复星医药产业发展有限公司。
Shanghai Fosun Pharmaceutical Development Co., Ltd.
上海市中山南路268号东方国际金融广场1号楼17楼。
200010 17th Floor, No.268 south Zhongshan Road, 200010, Shanghai P.R.China。
Website：http://www.fosunpharma.com；Tel: 021-63323399-5800/63325800；Fax: 021-63325581；Mobile：13905202809；E-mail：lxianlin@fosunpharma.com

朱桂明 ZHU GUIMING

我的E-M A I L 地址 已 更 新 为：zhuguiming@cmhk.com
特此通报。

EMBA2009

胡鹏鹤 HU TENGHE

联系地址：EMBA2009秋季北京3班。
电话：010-85079066；传真：+86 10 8522 1872。

EMBA2010

刘宇 LIU NING

班级E10BJ1。
职位：亚信联创科技(中国)有限公司。
中国移动客户业务部北区总经。
手机：13910103054；
电话：86-10-82166960。86-10-82166862；
邮箱地址：liuning.e10bj1@ceibs.edu。liuning3@asiainfo-linkage.com。
通讯地址：北京市北京海淀区中关村南大街6号中电信息大厦三层。

AMP 4

高鸿鹏 GAO HONGPENG

AMP四班。
现任陕西长河实业公司董事长，公司主要致力于绿色农业、城市化创新及多元业务发展，特别是城市化创新业务市场潜力巨大。长河实业现在多个省区发展，欢
Hi everyone!

Hong Kong is a well-known food paradise – you can find everything here! As we all know, in order to create delicious cuisine, it is very important to select the very best ingredients. Recently, I collected the most up-to-date technical information and invited experts to share their knowledge with me. I have shared all that I have learnt in the book Hong Kong Food Materials. It was published by Wanli Books on January 29 and retails for HKD$98.

The content is practical and informative, and is especially suitable for the catering business and other food-related trades. The book also promotes local food production and diversity, in order to minimise our carbon footprint and promote healthy living. Hong Kong Food Materials is available at Joint Publishing, Commercial or any other bookstore in Hong Kong, and you may contact Wanli Books at (852) 2564-7511 for bulk purchases. If you are interested in using this book for marketing or educational projects, please contact me at:

P. O. Box 44363, Shaukeiwan Post Office, Direct: (852)9228-1941
Email: leoyuen@dig.com.hk
Co-Dean, China Europe International Business School, PRC
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