



CEIBS

中欧国际工商学院

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We are No.1 in Asia-Pacific

中欧国际工商学院
CEIBS



Contents 目录

■ 封面故事 Cover Story	
十年打造 亚太第一	2-3
CEIBS Ranked First in Asia-Pacific by the Financial Times	
2004 年中欧 MBA 《金融时报》最新排名发布会 (实录)	4-7
■ 演讲撷萃 Executive Speech	
企业家和政治的关系	8-10
The Relationship Between Entrepreneurs and Politics	
■ 观点 Opinions	
我们为什么要发展经济?	11-14
营销哲学:成功属于那些能够以客户的眼光看待自己的人	15-18
The Philosophy of Marketing: Success Come to Those Who Can See Themselves Through Their Customers' Eyes	
■ 校友故事 Alumni Story	
创业散伙故事乱弹二则	19-22
Two Stories in My Entrepreneurial Practice	
■ 体会中欧 The CEIBS Experience	
心存感激	23-24
My Heartfelt Gratitude	
瑞士点滴	25-26
■ 聚焦中欧 Events at CEIBS	
刘吉、吴敬琏为振兴东北老工业基献计献策	27
President Liu Ji and Prof. Wu Jinglian Propose Suggestions on Revitalizing the Old Industrial Base in Northeast China	
张国华在“观察家年会”上谈“三大协调”	27-28
President Zhang Talks about "The Three Coordinations" at the Observer Annual Conference	
为天下先 中欧打造 CEO 课程	28
■ 新闻简报 Brief News	29-32
■ 课程介绍 Programme Information	
中欧医院管理文凭课程	33-34
Diplommain in Hospital Management A Multi-Modular Programme	

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十年打造 亚太第一

中欧国际工商学院 MBA 全球排名大幅提升

新年伊始，英国《金融时报》2004年度MBA全球百强排行榜新鲜出炉，中欧国际工商学院连续三年排名上升，跃居亚太地区第一名，是中国大陆唯一一家进入世界权威排名的商学院，也是亚洲地区仅有两家上榜学校之一。

作为中外合作的国际化产物，中欧自成立伊始就确定了国际化办学的方针，无论是在师资、课程、生源，还是教学内容和方式等各方面都努力以国际化水准要求自己，按国际标准办学。“这使得中欧有能力参与国际竞争，参与全球评估，并凭借实力进入排行榜，这是首要因素。”中欧国

际工商学院执行院长刘吉教授分析中欧成功的原因，“第二，中国经济的崛起和高速发展也造就了中欧，为大批优秀人才提供不出国也能留学的机会，并且就业出路超过欧美一流商学院。第三也是最重要的，这些年来中欧严把生源和师资质量关，为学生提供优质的职业发展服务，并形成了强大的校友网络。我们的产品是学生，学生受到了社会的承认、企业的欢迎，那么中欧也就成功了。”

中欧国际工商学院副院长张国华教授说，“今年适逢中欧建校十周年，MBA排名跃升的消息无疑是献给校庆的第一份厚

礼。十年的点滴积累铸就了中欧今日坚实的品牌形象，中欧的十年映射了整个中国工商管理教育的十年历程。我们会悉心维护和发展这个品牌，朝着世界顶尖商学院的既定目标迈进。”

《金融时报》和《商业周刊》是世界最具权威的制作商学院排名的媒体。《金融时报》的全球MBA年度排名的主要依据是毕业生的收入水平、收入增长率、职业前景、目标达成、教授的国际化、教授研究工作等21项指标，通过对全球商学院和MBA校友的问卷调查进行综合评估，在业界具有相当的公正性、客观性和权威性。

CEIBS Ranked First in Asia-Pacific by the *Financial Times*

In just its 10th Year, CEIBS MBA Programme Makes Huge Jump in Rankings

In the 2004 *Financial Times* ranking of the top 100 MBA programmes worldwide, China Europe International Business School (CEIBS) was ranked 1st in the Asia-Pacific region. It is the only business school on the Chinese Mainland that has ever entered such an authoritative world ranking.

CEIBS, a product of Sino-foreign cooperation, has taken an international approach to running a school, in terms of faculty, curriculum, recruitment, course content and teaching style. "The advantage is of great significance to CEIBS in its ability to compete in the international market and enter such an authoritative world ranking," said Professor Liu Ji, Executive President of CEIBS. "The success of CEIBS is attributable to the economic takeoff of China and has offered many outstanding talents the opportunity of 'studying abroad without going abroad' as well as better job opportunities than at first-rate business schools in Europe and the United States." In his words, "CEIBS has been watching carefully the quality of course participants and faculty and trying to help its graduates find jobs with better career services. Since our products are MBA graduates, we will be successful if they are acknowledged and accepted by enterprises and the society."

According to Dr. Bert Bennett, President of CEIBS, "The exciting news is undoubtedly the first cherished gift to CEIBS in preparation for its tenth anniversary. The hard efforts made by CEIBS over the past ten years have given birth to its strong brand and also mirror the progress of MBA education in China over the same period. We will devote ourselves to maintaining and developing our brand and strive to be one of the top business schools in the world."

As a famous European financial newspaper, the FT produces a ranking of full-time, global MBA programmes based on 21 criteria, including salary and salary percentage increase of graduates, career progress, and international faculty. The ranking is acknowledged by many in academia as being fair, objective and authoritative.



▲ 北京新闻发布会



▲ 上海新闻发布会



▲ 张国华副院长接受凤凰卫视记者采访

2004 年中欧 MBA

《金融时报》最新排名发布会(实录)

2004 年 02 月 09 日 18:22 新浪财经

主持人: 大家好, 非常荣幸地邀请到各位来参加今天的新闻发布会, 今天的发布会的主题内容是“十年打造 亚太第一”, 向各位通报 2004 年中欧国际工商学院 MBA《金融时报》最新排名榜的情况。

接下来, 我先向各位介绍一下我们学院的领导, 学院院长博纳德博士, 学院的中方副院长兼中方教务长张国华教授, 德高望重的吴敬琏教授, 这位是我们学院的 MBA 课程主任 Gerald Fryxell 教授, 中文名字是傅礼斯, 最后, 介绍一下国际关系经理祝佳音小姐, 她负责交流工作。接下来请张国华副院长介绍一下排名情况。

十年打造 亚太第一

张国华: 各位媒体的朋友, 下午好。首先向大家拜一个晚年, 今天请大家来是要报告大家一个好消息, 在全世界最权威商学院排名的实体《金融时报》2004 年的排名中, 中欧 MBA 排名第 53 名, 是亚太第一, 与澳大利亚管理学院并列第一。这里要强调的是中欧国际工商学院用了大约十年的时间, 获得亚太地区龙头地位, 这不能不说是管理教育的奇迹, 是中国教育改革开放的产物, 我们引以为自豪。纵观《金融时报》的排名, MBA 的排名标准大概 20 项, 分为三个大部分, 它们分别是占 55% 权重的毕业生职业发展, 占 25% 权重的

MBA 学习企业的多元性, 以及占 20% 权重的商学院在学术研究和商业研究方面的创新。

从这里我们可以清晰地看出, 《金融时报》的排名是基于 MBA 课程出发的, 从学生的角度来考虑的。从《金融时报》的消息可以看出, 学生对学校的评价, 比如说他的投资回报率, 就业指导, 三个月的就业率, 目标的达成, 就业的成功率以及企业对学生的评价, 比如说提供了多少的工作机会, 工资是多少, 学生在企业里面发展提升的机会等等, 它在一系列的指标中位居前列, 在这个排名中, 学生的就业和薪水指标位居世界前列, 其中“毕业后三个月就业率”为 96%, 高居全球第二; “薪水平均提高幅度”达到 194%, 为全球的第三位, 超过美国著名的沃顿和哈佛商学院; “就业成功率”排在全球 20 位, 紧随沃顿和哈佛之后。根据该调查, 中欧学生的发展情况十分理想, 学院的薪水稳步上升, 毕业三年以后年平均工资达到 50 万元人民币, 相对于 5 万 6 千的回报率还是非常高, 这不仅在国内而且在全球的毕业市场上都是十分突出的。这些指标说明了中欧的 MBA 是中国最具市场价值的 MBA。

另外, 学员和学校的国际化, 中欧也是非常成功的, 中欧拥有国际一流的师资, 根据《金融时报》的调查, 71% 的教授来自海外, 连续三年居全球第六, 中欧

国际学生的比例为 11%, 有超过 50% 的学生前往海外商学院交流学习, 还有不少学生参加实习以及小组咨询项目, 这使得中欧在课程国际化体验的排名上升到全球第五位。

中欧的成功说明了什么? 第一, 我认为机会在中国, 中国的发展给了我们办好商学院的机会, 中欧从去年全球 90 位上升到全球 53 位, 这反映了世界各国经济发展的情况以及 MBA 就业的情况。中国经济发展给了中欧机会, 也给了学生充分的机会。因此, 我们说机会在中国。

大家知道, 最近一两年参加考试的学生人数下降, 去年下降的幅度达到 75%, 说明就业机会不好, 有的学生放弃到国外去学习, 而在中国继续发展。尽管全球经济不景气, 中欧的学生就业情况也非常好, 所以我说中国经济的发展给中国商学院的发展提供了巨大的空间, 对教授也提供了理论研究与应用研究的机会, 这对我们今天能有国内外的教授参与商学院的发展提供了极大的平台。

第二, 是管理教育特区的成功, 中欧在 94 年建校的时候, 当时国家教委的领导把中欧看成是教育的特区, 所以中欧的成功也是教育特区的成功。我们知道, 去年短期课程在全球是 39 位, EMBA 是全球的



▲ 上海新闻发布会现场



▲ 刘吉院长接受记者采访

34位，MBA今年达到53位，从工商管理教育的三个最主要的指标来看，中欧都达到了世界上最好的水平。在这短短的时间里，中欧取得如此的成绩，这不得不说是中国教育改革试点的成功。给中欧充分的办学自主权，让我们有可能按办好商学院的规律办学，使我们得到非常大的办学空间。因此我在这里要强调地说，中欧实现了中国本土办学，学生拿的是中国的学位。中欧的成功说明了在体制上、机制上进行改革，中国在短期或者在一定的时期内办成若干所国际一流的学校是完全有可能的。

第三，有一批这样的中欧人正在踏踏实实地、认认真真地用心做事，这里面要强调的是我们有这样一批教授，比如说吴敬琏教授，从我们办学的第一天他就加入进来，应该说他是我们学校的创始人之一。这个学校从北京办到上海，吴教授起了很大的作用，另外从教学第一天开始，已经十年了，MBA、EMBA全部是由吴敬琏教授担当的，所以他在中欧的发展过程中给了极大的指导和做出了重大贡献。从管理上来讲，中欧发展的管理者，其中包括我们的院长和员工，他们都以十分创新的精神工作着，比如说怎么把中欧办成好的学院，跟学生的交流方面充分发挥他们的才能、与其他学校的学生表现出明显的差异性，同时是根据全球的发展和满足了全球经济的需要。

所以中欧的成功充分体现了学校的校训使这个学校取得极大的成功。

差距与希望

我们这个学校跟最好的学校比较应该说有很大的差距，特别是从排名来看，我们从90位上升到53位，但国际上最著名的学校，无论是美国的还是欧洲的，这些学校都排在前列，我们要看到差距，中欧上升到53位给了我们极大的信心，但是我们发现，教授和学生发表创新的文章的数量上，以及我们博士课程方面，我们还是处于比较落后的地位。我们在将来的五年到十年，在解决教授的问题上如果有比较大的突破，在新的、一流的师资方面加强力度，应该说在未来十年到二十年再往前走几步完全可能，也是完全有信心的。我们认为中国有取之不尽的最好的学生，在未来十年到二十年，中国将保持持续稳定的发展，这给我们造成了非常稳定的发展空间，也就是说市场有巨大的需求。同时中国的经济发展，也为世界一流学者提供了一个很大的研究的平台，也使我们有可能吸引世界上一流的师资到中欧服务，充分发挥他们的才智。基于这样的考虑，中欧在未来五年到十年完全可以再往前走几步，实现我们的目标，成为一流的学院。谢谢大家。

主持人：非常感谢张院长，刚才张院长在讲话中提到吴敬琏教授，说吴老师在中欧已经有十年的教龄了，我想他一定有很大的感慨，接下来请吴老师说几句话。

吴敬琏：听到这个消息，我当然非常高兴。我在我们中欧已经工作了十年了，实际上我在中欧的前身即中欧管理中心还在北京的时候就已经工作了，那时候我只做一些专题的讲座，我是学术委员会唯一的中方委员，到了上海以后，我担任中国经济这门课的教育。所以看到我的同事们共同的努力，得到了国际上的承



认，当然心情是非常高兴的。但同时感觉到压力很大，就是我们自己要知道我们的努力还远远不够，这样的荣誉使我们今后的工作有了更高的要求，我们中国的管理学院在改革以后，二十来年就达到了这样一个水平，是很值得高兴的。但是，同时也说明了，取得这么高的荣誉也就对我们提出了更高的要求。

刚才张国华院长讲得很对，这个荣誉不光是我们中欧人的，是跟我们整个国家的发展直接相关的。我们的名次得到了跃升，首先的因素就是中国经济，一枝独秀来发展，权重里面50%的是学生的表现，学生的表现是发挥他们的才能，这跟整个经济有关系。其次张国华副院长讲到，国家的教育管理部门给了我们实验改革的机会，我们的体制是全新的体制，是跟国际接轨的体制，是教育改革的实验基地，它使我们能够创出一流。

另外就是我们的学员，我们的学员是一批非常有志于发展自己企业的年轻人，他们非常努力地学习，克服了基础不好，或者语言上的障碍，使得我们学院的总体成绩能够得到跃升，他们的贡献功不可没。对我们的教员来说，应该把荣誉看成是进一步努力前进的动力。在我们教员的某些指标上，比如说在专业杂志上发表具有创新的论文上，应该说在世界同行里面我们还是在后面。所以在教学上、在研究上还要作出更大的努力，实现刚才张国华副院长讲的，我们在今后要再往前，百尺竿头，更进一步。谢谢。

主持人：非常感谢吴教授，接下来的半个小时，是媒体提问的时间，到6：10分左右。如果有一些媒体愿意进行专访的话，院长和MBA主任都在，可以个别进行交流。

新浪财经：请问张院长，中欧在教学内容上有哪些特色？



张国华：中欧的课程跟国内的院校相比较，我个人感觉有一些不同，主要是根据国际上一些商学院的课程的设计来作为参考的，我们几乎每年，至少我会召集一部分人，把世界上最好的10所到20所的学校，把他们的课程拿出来跟我们学校进行比较，这是一方面。

第二，我们会及时根据我们中国管理教育的实际需要开设课程，比如我们当时学习两门课，就把吴教授的中国经济改革的课程进行安排；比如我们针对我们的学生、中国企业的经营情况，发现有很多学生需要进行职业道德方面的教育，以便他们以后能够健康发展，这使我们比较早地就引进了商业伦理这门课，记得在96年、97年就已经在学生当中开展这方面的教育；比如我们感觉中国需要有创新精神、创业精神，所以比较早地在MBA的课程里面作为必修课引入到我们的课程里面去。我们是这样根据中国的实际情况，又同时参照了国际上工商管理教育最先进的课程来设置我们的课程，这是我们的特色。这里面比较重要的反映就是我们比较重视国际化，我们当时的感觉，中国是越来越开放，不但有跨国公司进入中国的问题，也有中国企业走向国际的问题，满足社会对国际化人才的需求，恐怕是我们区别于别的学校的差异，我们在这方面做了很多工作，比较早地开展国际学生的交流活动，从96年商学院与商学院之间进行交换学生，到今年发展成35所学校、50%的学生跟国际一流学校进行交换，这恐怕就是我们的特色了。

《经济观察报》记者：请问张院长，我发现有这样一个矛盾，就是MBA课程是亚太第一，为什么EMBA是亚洲第三，这其中有什么样的问题？有过什么样的反思没有？

张国华：首先我们讲的亚洲第一，是指MBA课程是亚洲第一。从习惯上来讲，一个商学院排在第几，是看MBA排在第几，比如沃顿商学院全球连续5年排在第一，是指MBA排在第一。那么，我们的EMBA去年的排名情况大概是第三，前面有一个香港科技大学和香港中文大学，同样我们的MBA去年也有香港科技大学在我们的前面，但它今年变成了69位，从59位倒退到69位，而我们中欧从90位上升到53位。另外，我感觉跟香港科技大学比较，我希望媒体引起注意，因为商学院从很多指标进行比较，一定要注意其学生规模。香港某商学院每年的MBA规模是30位，数量非常少，EMBA每年招25位学生，数额也是非常少，所以他们有些指标表现得比较好一些，我心里真正佩服的是美国那些规模大但又做得非常好的商学院，这是我们学校所追寻的目标。短期课程我们也是亚洲第一，首先短期课程有一个门槛，短期课程有400万美金一年，公开课程和公司的课程各200万美金，这个门槛一设，亚洲没有进去，就我们学校进去，所以前年我们是35位，去年是39位，今年的结果还没出来，这方面我们也是亚洲第一的。

《中华工商时报》记者：请问张院长一个问题，我看这次排名最主要的指标是学员学成之后的薪资水平和就业状况，是不是可以把它理解为一个投资回报率的排名呢？这种回报率在多大程度上能反映学院的教学水平、教学实力？谢谢。

Gerald Fryxell：我们看《金融时报》的排名，其中有55%

是职业发展中的权重，其他的那些是在你的学校内部的，像国际化、师资，所以它的排名不仅仅是回报率，还有其他方面的因素的考虑，而且作为商学院来说，最终的目的是什么呢？就是把学生培养出来，然后让他在职业中获得很好的发展。

博纳德院长：我们再看一下，对于一个公司来说，你的商学院培养出来的MBA的价值是多少，就是看他愿意花多少钱雇佣MBA的学生到他的公司里来工作，所以我们看在这个排名中，跟薪资有关的权重，应该说这块是非常好的反映了。作为公司来说，他认为MBA毕业生的价值是多少，公司会反映他对你的看法。那么我们再扩展来看一下，在过去一两年，美国的经济表现不是太好，有很多在美国毕业了，拿到MBA的中国学生回到了中国来工作，我们发现他们从国外回到中国，在中国拿到的起薪跟我们的毕业生相比，还没有我们的毕业生的薪资高。

刚才张院长还有吴教授讲到中欧的一个重要特点就是国际化，我们认为这也是为什么我们的学员跟国外回来的MBA相比，根本不比他们差，因为在这上面有很大的优势，这是非常重要的原因。为什么这样说呢？因为我们说中欧的MBA的毕业生，所上的商学院也就是中欧是在国际上有排名的学院，教授是有国际背景的教授，商学院又是有国际背景的商学院，所以在在这里可以拿到非常好的含金量的学位，同时将来获得好的关系，这会为将来的事业发展打下好的基础。刚才张院长也讲到今年参加GMAT考试的数量的人数在减少，说明什么呢？说明越来越少的人愿意到国外获得MBA的学位，越来越多的人已经发现了，其实在中国国内拿到的学位也是非常好的，而且是非常有价值的。

张国华：实际上国际上商学院的评估，很重要的指标就是学生，学生反映在他的公司给他的工资报酬，另外反映了公司对毕业学校毕业的学生的认同程度，因为他愿意不愿意到这个学校里招聘你的学生，愿意不愿意给你较好的职位，这反映了你的产品的质量。我提供一个数据，去年年末在MBA指导委员会以及商学院管理会上，中国最权威的大学的商学院院长提供这样一个数字，85%的MBA毕业生年薪是10—15万，一个公司到不同的



▲ MBA学生在庆祝Party上合影留念

学校招聘学生，提供不同的职位，或者是有能力给你提供，这就是你的市场价值。所以我刚才说中欧的MBA是最具市场价值的。

《中国企业家》记者：我们对中欧的课程不怎么了解，可能会有这么一个偏见，在中欧的课程里面，是不是大部分从国外企业的角度出发，不管是战略方面还是人物的思想理念都是建立在外国公司的案例基础上？以中国公司和国外相比，这种差距体现哪些方面？比如说去年或者到现在，有哪些中国的企业或者中国企业的行为，能够进入中欧所谓成功案例的名单？

吴教授，商学院的使命，也可能是培养一些生意人或者培养出一些专业人士，不知道商学院是不是培养一些所谓的知识分子？您应该记得98年的一本书叫《不安全的年代》里，其中有一个标题是说，“不知道从什么时候开始，我突然变得有钱，而且喜欢上大企业”。不知道你在教学这么多年，会不会有所谓的理想和商业之间的疏开感呢？不知道中欧的人文的氛围是怎样的，对人文经济有什么样的反思，这里有经营意识吗？有理想主义吗？谢谢。

吴敬琏：我们中欧从1994年开办以后，首先运用了拿来主义，因为大家知道中国整个管理教育的背景，没有足够的高质量的教授，中国自1952年以来，基本上综合大学或理工大学里面没有管理学的专业，所以我们几乎没有这方面的教授，在这样情况下，紧急地需要一大批的职业经理人和已经在岗位上的人员，所以我们当时是拿来主义。但同时我们也请了像江平这样的教授到学校里来讲座，在那个时候，用中国的案例进行教学可能是比较少的。怎么来弥补这方面的缺陷呢？我们从94年开始，在我们的学校大概每两个星期到三个星期，我们会请一批在中国成功的经营管理人员到中欧进行高级管理论坛的讲座。所以大家知道的张瑞敏，柳传志，包括从香港、台湾请来的，比如说台湾的宏基电脑的总裁，包括大的国有企业的领导也请到学校来，给我们学生讲他们在中国的土地上是怎么成功的。我个人的感觉，那时候他给我们学生很多实际的案例，成功的案例，教导我们学生怎么样在中国的文化、法律、经营环境下怎么让企业一步一步成长起来，以至于成功。

张国华：那么，随着中欧的发展，我们不少教授，我刚才讲吴教授在94年就任教了，他们不断发展中国的案例，另外还专门成立了案例研究中心，组织了一批学者在发展中国自己的案例，不断运用到学校的课程上来，举一个例子，比如说中海油，我们写了很好的案例，包括联通及其它很多企业。现在中国的管理方面大家比较多的讨论是本土化和国际化的问题，我感觉到在中国发展，前人走过的路，包括全世界很多企业家或者企业成功的路都是人共同创造的，都可以为我们所用，因为全球化不因为竞争的加速，游戏规则就会变化，西方走了百余年，他们成功的经验应该是我们所借鉴的，因为我们将融入到全球的竞争环境中，所以我个人感觉借鉴他们先进的理念和方法，同时如果有条件的話，可以把中国企业成功的经验运用进来，这是中欧与其他商学院发展的可取的道路。

吴敬琏：学院开办之初，是因为我们中国过去是计划经济，没有商学院的传统，所以偏重于拿来，外国的好的教学内容，甚至师资都是主要依靠了外国的教育，但是我们发现了这些方面的缺陷，所以加强了这方面的努力，已经取得了一些成就。我们根据中国的本土的企业界的一些做法，除了刚才张院长讲到的，比如说柳传志在世界管理学上作过报告，这是一个很振奋人心的事情，中国的企业家在国际管理学上做报告，这个报告是我们管理学院组织的，而且提供了基础支持，还有其他的一些事情。

还有本土的杰出的企业家，在我们CEO班，比如说李东生还有其他的一些人，这种教学是教学相长的，这种班有很多教员和学员之间的交流，这不但有助于我们学院为本土服务，而且有助于师资对于我们本土企业的运营状况、怎么提升方面会有更深刻的了解。

另外，就是关于人文方面，我想对我们人文学院来说，有它的弱点，中欧是一个独立的商学院，不是在一个大学里，所以除了管理方面的课程，它要开出人文方面的其他课程，难度更大。这不等于说我们放弃这方面的努力。刚才张院长已经说了，关于职业修养、职业道德的课程，在中国的商学院里面，可能我们是最先开设的。因为我们也清醒地认识到，职业经

理人要有很高的文化素养，要有很强的人文支撑，不光是算帐赚钱，所以在这方面比如市场经济和企业文化，这些是从西方来的，而西方悠久的人文传统，对于现在市场经济是必须具备的条件，所以我们在在这方面也做出努力。我们学院有一个中心叫中欧文苑，这个文苑是由中国最有名的人文学者、思想家王元化先生当它的领导，这方面我们也是想尽力作出努力。我们没有这样的一个想法，做一个好的企业家就是会算帐，会赚钱。

Gerald Fryxell：我来补充一点，我们学校最近刚刚成立了一个创业中心，在上海校园，这个中心是由西班牙政府提供的资助，由我们做一些研究，主要的是对中国本土的一些企业做这样的一些研究，然后制作成这样一些案例或者教学的材料，应用在我们的课程当中。

《北京青年报》记者：中欧的MBA是中国最具价值的MBA，它在国际上的排名是第53位，根据这个排名，是否反应了我们学员在国际上的地位？

张国华：我认为的，它是一个综合的表现，不完全是一个学生价值的体现，因为刚才讲了，由三大部分组成，一个是学生职业发展，还有在校学习期间多元性的表现，就是国际化的程度等等，还有就是这个学校的教授在学术上学术研究创新的能力，博士课程等等，综合这些指标，我们学校目前是处于这样一个水平，所以它是综合性的指标，不完全是学生价值体系。

我补充一下刚才的问题，我们学校实际上是非常注重学校的文化和学生人文方面的学习的，这里面可能大家不知道，我们在上海组织钢琴家到学校里演奏、讲演，请最有名的芭蕾舞演员到学校里讲芭蕾的艺术，我们也请上海的世纪大道、上海大剧院的法国设计师到学校里演讲，我们经常举办美酒沙龙等多种活动陶冶学生的情操，丰富学生的校园生活，我们的俱乐部有IT俱乐部、金融俱乐部，他们一边通过学习，一边跟校友保持很好的关系，我们通过这方面来丰富学生的知识。

谢谢大家。



企业家和政治的关系

刘吉

由《中国企业家》杂志主办的一次企业界盛会——“中国企业领袖年会”于2003年12月6-7日在北京召开，主题是“新领袖-决定未来的商业力量”。中欧国际工商学院执行院长刘吉教授在闭幕式上就企业家和政治的关系作了精彩的论述。

以下是演讲全文。

女士们、先生们，下午好。

我很荣幸地被邀请来参加2003年中国企业领袖年会，当我接到这个邀请的时候，看到这个题目叫新领袖，我眼睛立刻一亮。新领袖，不是咱们胡锦涛吗，后来我想这是传统把领袖限于政治层面的思维定式在作怪。下面一句有两种读法，一种是决定未来的商业力量，重音是决定未来，这就是说中国的未来，中华民族的未來在于商界新领袖的崛起；但是还有一种读法是决定未来的商业力量，这是在商言商，不知道会议设计者的原意是什么，但是我立刻联想到一位新领袖式的人物，他曾经谈到未来若干年企业家将要碰到的几个问题，其中第一个问题就是企业家和政治的关系。因为企业家已经作为一个正在崛起的、而且越来越强大的新的阶层，毫无疑问他又要与政治发生越来越多的关系，怎么样正确处理企业家和政治的关系？我愿借此崇高的论坛谈一谈自己的一点认识。

我觉得可以用三句话来表达。

第一句话，企业家必须关心政治。如果是中小企业特别是小企业也许关系不大，一旦成为大企业，要参与国民经济的改造和振兴，你就必须关心政治，理由有三：第一，国家兴旺匹夫有责。中华民族要在21世纪实现自己的伟大复兴，我们的企业家们应该作出自己的巨大贡献，他们要关心中国政治。第二，投资环境决定。因为所有的企业家要发展都非常小心地在研究和考察自己的投资环境，而在所有的投资环境里面政治环境无疑是非常重要的，也可以说是首位的。因此如果你对政治环境不了解，你的企业投资就盲目，甚至犯错误。比如说现在中央有一个很重要的决策是要再次振兴东北老工业基地，我想我们的企业家都应该有一个非常敏锐的商机感，我们应该把目光放到东北去。中央现在要给东北十几条政策，几百上千亿投资，你了解不了解，如何充分利用这些政策去参与老东北工业基地的振兴呢？去分享这块千亿蛋糕？我想这就是和政治的关系，你要是不了解政治的话，就不了解可能失去商机。所以政治投资环境是一个企

业家首先要关心的问题。第三个理由就是你不关心政治，政治可要关心你。因为你生在一个政治的环境中，这就不多说了。比如说孙大午当然是非常好的企业家，从个人道德品质来说是非常好的，但是他被判刑了，看来他不太关心政治，太不懂政治了。所以我们的企业家必须关心政治。

第二句话，就是企业家们一定要努力地去影响政治。理由是两条，第一条，还是国家兴旺匹夫有责，既然你有责，就要把你的智慧贡献出来。今天党中央或者是我们政府多次讲要尊重群众的首创精神，我们作为一个群众就应该首创，就应该把自己的智慧贡献出来，帮出主意出政策，使我们国家早日兴旺发达。第二条，既然你要发展，你要了解投资环境，当环境不太理想的时候怎么办呢？当然应该去改善你的投资环境了。尽力改善投资环境是企业经营的必备之道。比如现在我们的体制还不大好，融投资都不好，怎么办呢？我们就应该呼吁，应该把意见提出来，来影响政治决策。

今天一天的会议开下来，我觉得我们的民营企业不断地表达了自己发展的愿望，同时也表达了对目前生存环境不公平的种种呼吁，这是很好的。但是没有发现国有企业表达这种强烈的情绪。是不是国有企业环境就非常好呢？我看不见得。民营企业的问题是什么？就是国家的资源配置制度对民营企业有歧视，所以民营企业拿到的资源比较少，大概是三分之一。而三分之二以上的资源国家都配置给了国有企业了，比如说银行贷款就是给的国有企业。但是国有企业在另外一些方面的环境就比民营企业差得多了。民营企业虽然拿少了很多的资源，但是有充分自主权，能够有效地加以配置，有效地运作，产出高效益，而国有企业拿了那么多资源，但是却有很多不自由的地方。应该公平地说中国有很多优秀的国有企业家，但是他们的手脚被束缚了，政府在管人、管钱、管物，什么都管了。虽然拿到了银行贷款，但是赚的利润却不能够留下来自主地自我发展，所以国有企业也有它的难处。各有各的难处，但是我们的民营企业非常活跃，非常有办法来影响政治决策，来呼吁。而国有企业怎么没有声音呢？我觉得很奇怪。国有企业也应该表达自己的愿望，要求进行什么样的改革来为中国企业发展开拓道路。

现在有一种说法说国有企业之所以搞不活是因为民营企业的发展，私有化限制国有企业的发展，我看不见得。是谁把我们

的国有企业搞垮的？不是民营企业，恰恰是我们的政府，是原来计划经济体制下的体制以及一些官员抓住这个体制的权力不放，把国有企业搞死了。我们应该感谢民营企业在国有企业之外快速成长起来，这才使我们国家每年有8.7%的GDP的增长。

企业怎么关心政治呢？有几个办法，第一通过组织，中国企业家有自己的组织，全国工商联，工商联的副主席段永基先生就在这里，可以通过组织来表达自己的意见。第二就是一些专家帮助企业来呼吁。第三是在企业家中间，有很多是政协委员、人大代表，有这些渠道来反映意见，我想今后企业代表会越来越多的。作为一个企业，既然是振兴中国经济起着中坚力量、主体力量的阶层，就应该在人民代表大会的代表当中表达更多更有份量的意见，让党政高层领导能够听到企业的声音。当然还有通过媒体，比如说《中国企业家》就是一个很好的媒体。还有我们的大企业家们要善于跟政治家交朋友，我想企业家应该交政治家的朋友，如果企业家没有政治家的朋友，你的影响力就不大了。在历史上有很多重大决策，如当年美国研制原子弹就是企业家和政治家一起商量之后做出的。事实上，现代政治家也非常愿意听取企业家的意见，比如今天薄熙来省长就到我们这里来了。

最后一句话，千万不要直接参与政治。你是一个伟大的企业家，熟悉企业，精通企业，但是你不是政治家，你不一定熟悉政治，精通政治。政治也是一门高深的科学，而同时又是一门极其复杂的艺术。当然政治科学知识你可以学到，不过现在做企业家学习也迟了一点，而更重要的是政治艺术是一个天赋，是政治家素质决定的，你具不具备这个素质？即使你了解政治艺术，还有本身的素质也有可能不行。企业与政治是彼此两条道，此道非那道，不是不知道，就是做不到。政治有很多复杂性，例如企业竞争是平行性的，世界500强，你还可能成为501强，竞争空间巨大。但是政治竞争是三角形的，越到上面空间越少，最顶上就一个。当然不排除个别企业家具有政治才能，愿意去搞政治，但是总的来讲企业家就是不能参与政治。要是直接参与政治那你就准备有政治斗争，俄罗斯最大的石油大王想竞选总统，就被关进去了。中国几个落马的企业家我想就是因为直接参与了政治，像牟其中、杨斌等等。所以就是一句话，希望大家千万不要去直接参与政治，你在商言商，你就是运用党和政府的政策来挣你的钱，发你的财。完了，谢谢大家。

(来源：搜狐财经)

The Relationship Between Entrepreneurs and Politics

LIUJI

At the Annual Conference of Chinese Corporate Leaders, Prof. Liu Ji, Executive President of China Europe International Business School (CEIBS), gave a thoughtful speech on the relations between entrepreneurs and politics. The theme of this year's conference was "New Leaders: Business Power That Determines the Future." Sponsored by *Chinese Entrepreneurs*, the conference was held in Beijing on Dec. 6 and 7, 2003.

The following is a full text of his speech.

Good afternoon, ladies and gentlemen. It is my great honor to be invited to attend this 2003 Annual Conference of Chinese Corporate Leaders. My eyes were wide with delight upon receiving this invitation, for I mistakenly took the words "new leaders" as a reference to President Hu Jintao. Later, I realized that this misapprehension originates from the stereotypical idea that leaders refer only to the political sphere.

I would like to draw your attention to the phrase, "Business Power that Determines the Future." It can mean two quite different things. Read one way, the phrase emphasizes That Determines the Future, implying that the future of China depends on the rise of new business leaders. Read another way, the stress falls on Business Power, which instantly reminds me of a leader of the new generation--though I am not fully clear what this sentence is intended to be. According to this leader, there are several issues that entrepreneurs are about to encounter in the years to come, among which the first one lies in the relations between entrepreneurs and politics. We know that entrepreneurs, as a newly-born and ever growing generation, will undoubtedly be involved in politics to an ever greater extent. Hence, it is of great significance to manage the way that entrepreneurs are connected with politics. In this regard, I would like to share with you some of my understandings on this topic.

I summarize my views with three sentences.

First, entrepreneurs must be concerned about politics. Small and medium-sized enterprises may not take this seriously. Once they have evolved into larger ones, however, politics matters a great deal. There are three reasons that account for this: First, as the old saying goes, "Every person is responsible for the rise and fall of his country." Chinese entrepreneurs are obliged to make their due contributions and to show concern for politics in order to realize the great rejuvenation of the Chinese nation in the 21st century. Second, this concern is called for in light of the investment environment. No entrepreneur can afford not to cautiously examine and investigate their investment conditions, in which political environment surely deserves top priority. As a result, entrepreneurs lacking a full understanding of political surroundings will easily fall into blind investment and other potential pitfalls. For example, a recent central policy was formulated to promote the revitalization of the old industrial base in Northeast China. In this circumstance, I believe, it is a wise move for all our entrepreneurs to head towards northeastern China and probe business opportunities in that area. Given that the central government is about to issue a handful of favorable policies and provide supportive investment of as much as several billion or even several hundred billion yuan in Northeast China, are you well prepared to leverage these advantages and join the roaring tide and to have a share in that lucrative market? To me, this example nicely displays the inseparable connections between entrepreneurs and politics, while at the same time suggesting that without a good comprehension of that relation, you will not even be aware you are missing business opportunities. Accordingly, political investment environment is one that demands top concern for every entrepreneur. Third, politics will exert impact on you even if you ignore it, because you are born and living in a political atmosphere. This is quite plain to see, I believe, as is demonstrated in the case of Sun Dawu. A very talented rural entrepreneur himself, Sun Dawu can be called

a good egg in terms of his morality. Unfortunately, he was unconcerned and ignorant of politics to such a great extent that he was finally thrown into prison. His degenerated experience should ring a bell to all other entrepreneurs that they must have a sharp eye on politics.

Second, entrepreneurs shall devote themselves to having a hand in political surroundings. This is also justified by the statement that "Every person is responsible for the rise and fall of his country." Just as you have responsibilities to take on, you need to make contributions by bringing into full play your intelligence and wisdom. At present, both the Central Party and our government have repeatedly stressed the importance of encouraging the innovative spirit of the general public. Entrepreneurs, as members of the masses, are supposed to take the lead in employing their knowledge and skills to bring about original ideas with the aim of accelerating the course of realizing prosperity. In addition, you should have a detailed understanding of the investment environment before you can achieve growth. Consequently, you should try to think of ways to improve your investment environment, which is quite essential in operating a business. Some entrepreneurs might feel at a loss in a not-so-satisfactory environment without strong financing and investment support. In seeking a solution, we must put forward appropriate ideas and suggestions to the central party, thus exerting influence on political policies.

Upon the closure of our conference, I think it is a good thing for private entrepreneurs to voice their desire in seeking development, while at the same time expressing their appeals and concerns over various forms of inequality and unfairness in the environment that they are surrounded with. However, state-owned enterprises (SOEs) seem to be less enthusiastic about this point. Can we conclude, then, that a favorable environment for state-owned enterprises to survive has

been shaped? I doubt it. We know that the trouble for private enterprises resides in the discriminatory measures that our resource allocation system has set down, which leaves only one third of total resources to private enterprises. State-owned enterprises, on the other hand, occupy over two thirds of the resources, such as bank loans. However, every coin has two sides. In this case, the private enterprises live a better life than SOEs in other aspects, even with fewer resources. For example, in a private enterprise that usually enjoys sufficient freedom, resources can be collocated in an effective manner, making operation more efficient while bringing about higher profits. State-owned enterprises, by contrast, are much more confined in their activities. It must be admitted that there are indeed many outstanding state-owned entrepreneurs out there in China, who are unfortunately tied up by rigid manipulation and find no way to put their talents into full play. With the central government in control of their personnel, capital, facilities and countless other things, SOEs often find it rather difficult to seek independent development that best suits their growth with the limited revenues gained after obtaining bank loans. In this sense, neither SOEs nor private enterprises can readily acquire progress, given their relative difficulties and restrictions. However, the difference between them is becoming obvious at this conference, as private enterprises are actively in search of proper ways to bear impact on and resort to political decisions, while SOEs remain silent. This has bewildered me, since SOEs should also grasp this excellent opportunity to convey their wishes and expectations concerning the optimal way of reform to carve out a way for future development.

Currently, many blame private enterprises as the scapegoat for SOEs that have failed to seek a way of revitalizing themselves, reasoning that the development of SOEs have been greatly circumscribed by privatization. Is it really so? As I see it, it is nobody else but our central government that is accountable for the backslide of SOEs, and it is nothing else but our previous planned economic system that should be equally held responsible, under which some officials were reluctant to let go of their power and

authority. Instead of throwing stones at them, we should give thanks to private enterprises, whose fast growth has contributed to an increase of 8.7% in GDP.

Now that we know the significant role that politics has played, the next question is how enterprises can express their concerns for politics. There are several ways to do this. The first one is to voice their opinions through certain organizations such as the Organization of Entrepreneurs in China and the National Association of Industry and Commerce (NAIC). We are honored to see that Mr. Duan Yongji, Vice President of NAIC, is also present at this conference, to whom private enterprises can express their views. Second, private enterprises can draw support from experts, who can deliver their wishes to an upper level of authority. And finally, many entrepreneurs are themselves members of the Chinese Political Consultative Conference and representatives of the general public. With their help, I believe there will be even more corporate leaders who can openly reflect their viewpoints. As the backbones in the cause of rejuvenating China's economy, enterprises shall communicate to the representatives in the National People's Congress more weighty opinions so that senior leaders in the great Party and central political circles can understand more about what is happening in enterprises. The media, of course, can also play an effective role here, such as Chinese Entrepreneurs. In addition, it is very crucial for entrepreneurs to socialize well with statesmen who can greatly enhance their influential spheres, as is seen from the fact that lots of significant decisions in historical times were made through joint consultations by entrepreneurs and politicians. A case in point here is the US decision to invent atomic bombs, a decision that was finally made after collective and prudent discussions between entrepreneurs and politicians. In fact, modern statesmen are quite willing to listen to suggestions proposed by entrepreneurs, as we've seen that Bo Xilai, Governor of Liaoning Province, has attended our conference.

My last suggestion to all the entrepreneurs is that it's better not to be personally involved in politics. Please constantly remind yourself that you are no politician, and that you cannot

be so acquainted and versed in politics as you might be in operating a business. As both a profound science and a rather complicated art, politics might be learned, but for entrepreneurs who have already exerted themselves wholly to business before, it is definitely very late to do so. More importantly, political sense is in-grown and is determined largely by the qualities of politicians. Therefore, the first thing that you should do is to ask yourself whether you are possessed with such kind of skills. Additionally, without a desired quality, you might not be a qualified politician even with an appropriate political sense. Lying in two different tracks, both enterprises and politics have their own rules, and should not be mixed up. Consequently, we can not be master of both sides when we are aware of this difference. There could be huge room for business competition, since there might be a chance that you can achieve No. 501 even if you can not enter the world's Top 500 list. By contrast, complexity of politics takes on many different aspects. If we draw a line among enterprises that compete against each other, we can get a parallel; but if we do the same in political competition, what we find is a triangle, with gradual reduction of competitive space higher along the line. And finally, only one person at the very top controls all else. Certainly, there are exceptions when a few entrepreneurs with statesmanship would like to be part of the political realm. But generally speaking, it is not feasible for a vast majority of entrepreneurs to participate in politics; otherwise, you must prepare yourself to meet furious political struggles. King of Oil in Russia, who had expected to run for President, finally turned out to be a man behind bars. Likewise, a number of Chinese entrepreneurs, such as Mu Qizhong and Yangbin, were jailed in the end probably because they were directly attached to politics. Simply put, I hope that none of you would ever step into the political field. It should always be remembered that business is business, that you should earn your money and make your fortune under the policies of the Party and the central government. That's all for my speech. Thanks for your time.

(Source: Channel of Finance, Sohu.com)

我们为什么要发展经济？

奚恺元(Christopher K. Hsee) 王颖颖

发展经济不是终极目的

当今时代是追求经济发展的时代。无论从中国到美国，还是从墨西哥到新加坡，大凡文明社会，不管是发展中国家还是发达国家，都把发展经济作为一国之基本国策。毋庸置疑，如今许多人都以追求并积累更多的财富为目标，各类企业更是在追求经济增长的潮流中扮演着主力军。书店里无数的畅销书都在向我们传授着富翁们的致富经，年轻一代更是以成为企业的CEO为职业发展目标，或者梦想着能有朝一日拥有自己的企业。

那么我们究竟为何要发展经济？这个问题看起来似乎不证自明，但事实上值得我们深思。发展经济并非一个终极目的，而是一个手段。其终极目的不外乎两方面。第一是求生存。第二是求幸福。此处的求幸福，并非仅仅指对吃喝玩乐的追求，也是对精神和思想领域享受的追求，同时也包括对痛苦的规避。有人可能会说，发展经济除了为了生存和幸福以外，还为了振兴民族，增强国力。但仔细想想，为什么要振兴民族增强国力呢？也是为了人民的幸福和对幸福的保障。

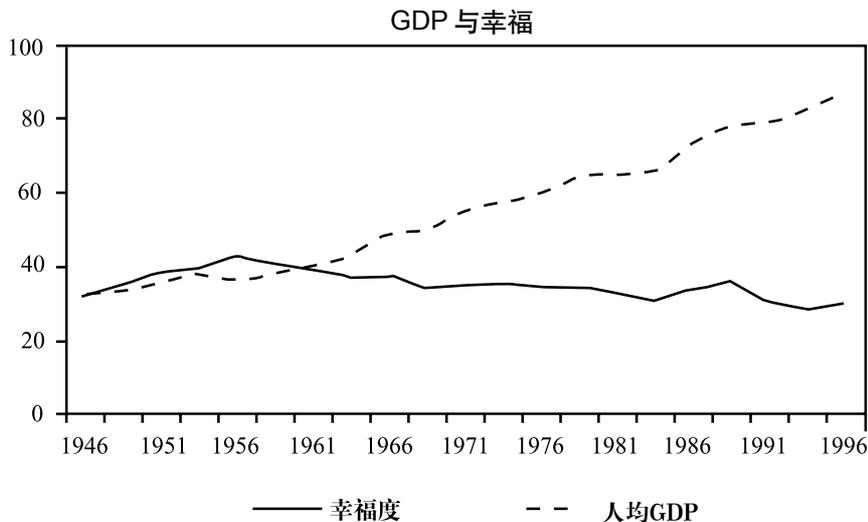
发展经济有助于人类生存吗？答案显然是肯定的。若没有达

到一定的经济水平，我们就失去了温饱的基本保障。发展经济有助于增强幸福吗？从很大程度上说，也是的。我国改革开放20多年来的经验就是明证。20多年来，我国人民不仅解决了温饱问题，生活水平更是得到了极大的提高。从对“36只脚”的渴望，到现在的买方市场；从三代同居的鸽子笼，到如今的现代化小区。我们相信现在的中国人要比20多年前幸福。

然而，我们已经进入了21世纪。21世纪对于中国和世界来说，温饱问题正在得到逐步的解决，而追求幸福的需要变得更为重要。在这样一个史无前例的时代，仅仅发展经济是否能持续提高我们的幸福感呢？

发展经济总是有助于增强幸福吗？

在此我们想从下列几方面来阐述这个问题。其中有些例子来自于美国，可能不适合目前中国的情况。但是，随着中国经济的高速发展，今天在美国存在的问题也有可能在将来的中国会发生。所以我们在此讨论的内容对我国今后的发展可能会有一定的借鉴意义。



资料来源: Frey & Stutzer (2002).



增长经济并没有增长幸福

从20世纪40年代末到90年代末，这半个世纪中，美国经济蓬勃发展，人均GDP翻了三倍，但是由科学的幸福度测试表明，美国人平均的幸福程度却没有任何提高（见附图）。换言之，尽管90年代末的美国人比40年代末的美国人实际财富多了三倍，并拥有了许多40年代美国人不可企及的财产，例如空调、电脑、家庭影院等，但他们却并不比他们50年前的先辈更为幸福。

而随着经济的发展，美国人的心理压力却越来越大。据统计，在50年代35岁的人中患过抑郁症的比例是2%，但到了2000年，这个比例提高到了14%。当然，造成抑郁症比例上升的原因多种多样，而由于经济高速发展所引起的人们心理压力的增大可能是其中的一个很重要的原因。

经济增长对富人的幸福影响甚少

据一项在美国的研究，在一个特定的时期，财富多的人比财富少的人幸福程度要高一些。但是这种财富与幸福的关系主要体现在低收入群体。也就是说，对于穷人来说，财富的增长能够带来幸福的提高。但是，一旦财富积累到一定的程度以后，财富与幸福的这种相关性则变得微不足道了。一个年均收入3万美金的人要比年均收入1万美金的人显著地幸福，而一个年均收入7万美金的人和一个年均收入5万的人的幸福程度却相差无几。

经济指标是衡量一国健康的很不全面的标准

经济指标，例如GDP和GNP，仅是衡量一国福利水平的众多指标中的一种手段，还有许多其他影响福利的因素。前美国参议员、总统竞选候选人Robert Kennedy在遇刺身亡前曾说过：“GNP既不表现我们的身体健康，也没有反映社会的教育质量；

既不代表文采的优美，也不体现家庭的和谐；既不证明辩论的智慧，也不显示政府的廉洁。它既没有衡量我们的勇气，也没有反映我们国家的贡献。简而言之，它衡量了一切，却没有衡量我们活着的意义；它标志了一切，却没有标志我们之所以作为美国人的骄傲。”诚如Kennedy所言，一味追求经济指标的增长，往往会使得我们忽视这些经济指标以外的影响社会福利的因素。

物质财富带来的幸福不长久

在心理学中有一条基本的定律——适应性定律。该定律说明，当我们面临一个刺激时，一开始我们会有激烈的反映，但是随着时间的推移，我们会慢慢变得麻木。想象一下这种情景：当我们从原来居住的100平米的公寓搬至现在的150平米的公寓时，刚开始，我们感到很开心，毕竟房间大了50平米。但是，过了一段时间后，我们也就适应了150平米的居住环境，我们的幸福感与原先住在100平米房子时则相差无几。再举一个例子，心理学家Brickman和Compbell曾对赢得巨额彩票（奖金超过现值100万美金）的人们进行过追踪研究。结果发现，刚听到这个好消息时他们欣喜若狂，然而在数月后，他们的幸福程度已经降低到与同期的未赢得奖金的其他人没有任何区别的水平了。

物质地位竞争弊多利少

日常生活中，人们竞相比较谁戴的手表更名牌，谁开的车更高级，谁住的房子更宽敞。而这种关于物质名次的竞争能提高全民的总体幸福吗？让我们来看看下面的比喻：两个人在一条风景优美的路上散步。他们的幸福度取决于两个方面，一是欣赏风景所带来的愉悦；二是相对位置所带来的快乐，即在位置上的领先者更幸福，而落后者则不快乐。一开始，两人都走得很慢，A走

在B前面。从欣赏风景角度，两人都得到了精神上的愉悦，很是幸福。而从相对位置来讲，A快乐，而B不快乐。为了能迎头赶上，B加快了步伐，并最终走在了A前面。相应的，A也加大了脚步，以求再一次地领先于B。就这样，两人越走越快，从最初的散步，到大步流星，再到后来的奔跑……最终，两人都为了追求领先的地位而精疲力尽。从地位排列角度上来看，两人总体的幸福是没有任何改变的，因为这是个零和博弈，无论两人步伐迈得多大，速度跑得有多快，最终的结果总是一人领先一人落后，所以总体上说一个人得到了快乐就意味着另一个将失去快乐。但是从欣赏风景角度获得的幸福却由此烟消云散了，正是由于两人将他们的注意力和精力全都耗在位置排序的竞争上，而无暇顾及周围优美的风景了。这个比喻也许是当今物质竞争社会的一个缩影。物质地位的竞争对个体而言可能会增加幸福，但对总体而言可能会降低幸福。

追求经济增长会对生态和道德有负作用

仅仅关注经济的增长会对我们的生态环境构成威胁，这不仅对于我们现在的幸福，也对我们子孙的幸福造成影响。这一点已经为越来越多的人所意识到了，在此就不作展开了。

一味追求经济增长也可能导致伦理道德的下降。经济学家Frank对诚信问题作过相关研究，他曾就下列问题分别在学期开始前和结束时问过康奈尔大学的学生：当捡到一只内有100元的有地址的信封，你是否会将信和钱寄回原地址。结果发现，一学期之后，学习天文学的学生诚实水平提高了，而学习经济学的学生诚实性却降低了。另一项调查研究显示，尽管20世纪的后半叶西方国家的经济得到了前所未有的高速发展，但与此同时，人们对他人的信任程度却降低了。50年代，英两国有将近60%的人表示绝大部分的本国人都值得信任的。但到上个世纪末，这个百分比却降到了30%。从幸福角度来说，人们的幸福感不仅取决于自身的行为，而且在很大程度上依赖于与他人的交往。在一个和谐友善的环境中生活，人们显然是更幸福的。在很多国家的调查研究显示，信任他人的人活得更开心。因此，追求经济增长带来的道德水平下降可能是使得人们幸福水平没有随之显著增长的原因之一。

一味追求经济导致人才分布不均

一味发展经济所引起的另一个近视偏差效应是使得如今优秀的年轻一代只顾追求在企业里的职业生涯发展。本文作者奚恺元曾在中国大学生中问过这样的问题：你们心目中的榜样是谁。一开始大学生们觉得这个问题很荒唐，在这个时代，还提什么榜样不榜样的。后来终于有位学生说出了个名字，其他人纷纷俯首称道。一问方知那被公认的榜样是他们一个谋得某著名外国咨询公司月薪2万元职位的师兄。现在，中国越来越多优秀的大学生都追求高薪职业，视职业经理人为职业发展的目标，并把自身的发展方向定位于商业领域。由此可能会导致社会其他对增强幸



福也极为重要的领域出现人才贫瘠，诸如文化艺术、基础研究、教育、医学等行业。

以福为主，以富为助

我们曾经问过一位经济学家，政府的职能是什么？他说，政府的职能是促进和保护经济的发展。又问，仅此而已吗？他想了想说，当然在发展经济的同时也要兼顾到人们的幸福。这种观点如同一个厨师讲，烧菜的主要目的是放味精，然后补充一句说，当然在加味精时也要考虑到味道的鲜美。这岂不是本末倒置？放味精只是致鲜的一种手段，而且仅仅是多种致鲜手段中的一种。同样，发展经济也只是增强幸福的一种手段，且是众多提高幸福的手段中的一种。我们并不是说不要发展经济，而是强调我们的根本目的在于提升幸福水平。由此奚恺元提出“以福为主，以富为助”的建议。

改革开放以来，我国政府在为民谋福上作出了巨大的成绩，这不光体现在经济的持续稳步发展上，也体现在保护生态环境，协调沿海与内地的发展，以及建设精神文明等诸多方面。在此，我们还就“以福为主，以富为助”特别提出以下几点建议，以供参考：

提高穷人的财富要比提高富人的财富对提高全民幸福更有效

如上文所述，对低收入群体而言财富的增长能够给他们带来较高的幸福增长率，而对高收入群体而言财富的增长对他们的幸



福贡献率则甚少。因此，政府应该着重于帮助月收入200元的贫困群体，使他们的收入提高到月平均1000元水平，而不是着重帮助月收入4000元的人使之达到6000元水平；要着重改善居住面积仅为10平米的困难家庭使之住上50平米的房屋，而不是着重帮助已有面积100平米的人住上150平米。

弱化物质地位竞争

如今，各种富人排行榜、富人致富经充斥各种报刊媒体，成为人们竞相仿效、追逐的目标。但正如前文所述，物质地位上的竞争不仅无法增强全民总体的幸福，而且可能会使得人们过于沉溺于此而丧失了其他享受幸福的机会。政府应该减少社会对富人的宣传，淡化人们对物质地位的竞争。同时，可以通过对奢侈品开征附加税的方法，一方面限制人们对物欲的竞争；另一方面可以用这部分税收来帮助社会上的弱势群体，也可以用以投资于其他精神领域事业的发展和建设。

鼓励娱乐活动

许多能带来幸福快乐的因素，比如社交，旅游，艺术鉴赏等，要比物质财富能带来的快乐更长久，因为它们不容易产生适应性效应。让我们来设想一下这样的情形：某人平时居住在100平米的公寓里，很少出门旅游。有一天他突然赢了10万元，并只有两种花这笔钱的选择：（1）用10万元来改善居住面积，一次性地将原有的住房换到150平米；（2）将10万元用在今后20年中的旅游上，每年去一个不同的地方。我们将增加住房所带来的这种幸福称为物质幸福，而将旅游带来的这种幸福称为娱乐幸福。据经济学家 Scitovsky 的研究，很多美国人在面临类似的选择时往往会选择物质幸福；而他的研究又表明，事实上花同样的钱，娱乐幸福更持久。道理很简单，住150平米的房子很快会产生适应效应；而每年去不同地方旅游总是给人们带来新鲜，不易产生适应效应。另一方面，有研究表明，在同等的财富水平下，平均



而言，有信仰的人的幸福感要高于没有信仰的人。因此，为了提高全民的幸福，政府应创造更多娱乐幸福的机会，如开展旅游节、艺术节、狂欢节等，同时倡导和推动精神领域活动的发展。

倡导多元化

正如前文所述，一味以发展经济为重，会导致过多的人从事与财富有关的行业，比如经商，而社会其他领域则会出现人才贫瘠。我们要鼓励多元化，一方面使每个人都发挥其真正的天赋；另一方面保证社会各行各业都有充足人才。要鼓励年轻一代多元化的发展，政府可以试着采用不同的手段，包括对有志于读非经商类而有助于社会福利的其它学科的学生提供招生优惠政策。

致力于心理健康

2003年的SARS，使中国草木皆兵、谈非色变，那么此次的非典中国的死亡人数究竟是多少呢？349人。但中国一年由于自杀死亡的人数又是多少？近30万。我们能对这个数字视而不见吗？自杀由种种原因导致，但其中的一个重要原因是心理疾病，如抑郁症。我们知道健康是幸福的基本组成要素，而健康分生理健康和心理健康。在现实生活中，人们往往只关注生理健康，而忽视心理健康。我们应该在关注生理健康的同时，同时注重心理健康，鼓励科学心理学的发展，防止和治疗心理疾病。

以幸福指数论成败

要真正做到“以福为本”，最重要的是我们要以幸福作为成败的最终衡量标准。要做到这点，首先我们要建立一个完整可靠的测量民众幸福程度的系统——幸福指数。正如各项经济指标是衡量经济发展的标准一样，幸福指数是衡量人们幸福水平的标准。近来心理学和经济学对幸福问题的研究表明，建立一个可靠有效的幸福指数并非异想天开，而是确实可行的。

希望在我们的有生之年，每天晚上从电视里看到的不仅是股市的风云变化，还能看到我们幸福指数的波动起伏；希望美国总统在其连任竞选时，不但要说在其任期内GDP增长了多少，更要强调在其任期内国民幸福指数增长了多少；希望我国在制定新的五年计划时，不但要制定未来国民生产总值的增长目标，更要制定国民幸福指数的增长目标。

愿祖国和世界人民，为幸福而富，为幸福而强，为幸福而活！

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营销哲学：成功属于那些能够以客户的眼光看待自己的人

柏唯良（荷兰）中欧国际工商学院飞力浦市场营销学捐赠教席教授

营销学认为，一个公司的资产价值存在于其客户中。例如，石油储备如今在公司的账面上被记录为资产，但它们实际上几千年来都毫无价值，直到有人开始需要石油，它们才开始成为一种资产，而一旦人们不再需要石油，它们又会变得毫无价值。没有客户，一个公司的账面价值绝大部分就是一种虚构的假象。这就是为什么公司必须从客户的角度来看待自身业务的原因，因为惟有这个角度最为重要。

但是，从客户的角度看待自身业务往往说起来容易做起来难。公司也许会讨论一种很好的战略，要“以客户为导向”。他们喊出口号、挂起条幅、制订美好的使命和远景宣言，希望以客户为中心，把客户放在第一位。然而之后却一切如常。

银行在你上班后开始营业，又在你下班之前歇业。除了那些在银行工作的人之外，这对任何以工作维生的人来说都是很不方便的。但是，这种不便之处从未触及那些在银行工作的人，因而银行仅仅只是在最低限度上、相当不情愿地接纳了关于应该在方便顾客的时间开门营业这种观念。

我在荷兰的开户银行列出了各种在午餐时间不予办理的耗时交易业务项目。我猜测他们制订这一政策的原因可能是因为银行的业务在午餐时间通常都非常忙碌。而我总是乐于验证自己的猜测的，于是我就询问了银行的出纳员，请她作出解释。“因为我们有些出纳员要离开去吃午餐。”她是这样告知我的。

在为移动电话公司提供咨询或教学时，我总是在场的极少数几个（也许仅此

- 银行在你上班后开始营业，又在你下班之前歇业。除了那些在银行工作的人之外，这对任何以工作维生的人来说都是很不方便的。
- 在为移动电话公司提供咨询或教学时，我总是在场的极少数几个（也许仅此一个）确实付款购买了电话或支付电话帐单的人。
- 汽车公司的CEO们不购买汽车也不为汽车支付款项，他们的车肯定不会是蹩脚货，也不会到经销商那里维修汽车。
- 比尔·盖茨（Bill Gates）不会浪费时间去试图解译自身软件的错误信息。
- 对于自己公司的产品和服务，许多高级经理们的实际消费经验为零。

一个）确实付款购买了电话或支付电话帐单的人。凡是在移动电话公司就职的人，每个人都可以免费得到一部电话，而电话的型号则取决于你在公司中的职位级别，并且每月的电话帐单也是由公司支付的。

汽车公司的CEO们不购买汽车也不为汽车支付款项，他们的车肯定不会是蹩脚货，也不会到经销商那里维修汽车。比尔·盖茨（Bill Gates）不会浪费时间去试图解译自身软件的错误信息。运动鞋公司的高级经理们可以免费得到所有他们想要的运动鞋（当然都是由他们自己的公司制造的）。

对于自己公司的产品和服务，许多高级经理们的实际消费经验为零。你做出的决策越重要，你遇到不合作的仓库经理、磨人的电话系统、障碍重重的IT系统或是令人恼怒的财务部门的可能性就越小；而你购买自己公司的产品或为其付款的可能性就更小。

这种不从客户角度看问题的内部视角效应造成了“大家都喜欢我们”的错觉症。

如此之多的人购买了我们的产品X。他们喜欢我们。他们肯定等不及要从我们这里购买产品Y。一家名为雅达利（Atari）的公司就受到了这种症状的感染。雅达利公司在70年代末/80年代初是一家极为成功的视频游戏公司。后来该公司决定生产一种个人电脑，命名为雅达利800（Atari 800）或雅达利2000（Atari 2000）。而实际上，根本不会有什么人愿意向一家视频游戏公司购买自己的新电脑，对于这一点没人会感到惊讶（除了雅达利公司之外）。施乐（Xerox）公司也一度认为人们会乐于购买施乐牌的电脑。不幸的是，除了他们之外，几乎没有其它什么人会这么想。还有AT&T公司，它也认为人们会愿意购买AT&T出产的电脑。然而结果是一样的，几乎没有其它什么人与他们有相同的想法。所以，牢牢记住这句话：没有人会像你自己那样喜欢你。

从客户角度 看问题的六种方法

如果你刻意地去尝试和努力，就完全有可能改善自己从客户角度看问题的能

力，提高对客户的敏感度，并且避免犯下那些可能给你的公司带来严重破坏的代价高昂的错误。以下为你提供了六种方法，通过它们可以更好地从客户的角度来看待问题。

1. 始终生活在现实里。 最近我向一家快速消费品公司的首席执行官提交了一个市场营销研究项目的研究结果。坐在他的办公室里，我看到几个美丽的玻璃展示柜，当然装置着必不可少的小聚光灯和镜子。柜子里陈列着公司的产品。我向他指出，无论何时，只要他的目光移到这些美丽的玻璃柜上，他就是在蒙蔽自己。消费者看到的产品种类要多得多，而他的产品最多只会占据货架15%的空间。而且一些竞争对手的产品看起来与他的产品十分相似。我建议他采纳我的意见，用一个典型的超市货架来取代这些玻璃柜，并在货架上同时展示他的产品和竞争对手的产品。他听从了我的忠告。现在每当他抬起头来的时候，他所看到的就是现实情况。我认为这会大大加强他的判断力。而他的营销经理知道老板了解并且想要了解现实情况，至少不会有什么害处。

2. 与过去的客户交谈。 真正去聆听他们告诉你的事。找出他们弃你而去的原因。他们不会说那些让你感觉良好、打心眼里感到温暖的好听的废话，但他们会教会你许多东西。这就好像一个记者更愿意采访一个政界要人的前妻而不是现任妻子一样。MBNA信用卡公司让它的高级经理们致电过去的客户，邀请他们重新选择MBNA。毫无疑问，与市场调查公司提供的完美无瑕的研究结果相比，他们通过这种方法学到的东西要多得多，也好得多。

3. 从客户中聘用至少部分销售和营销人员，甚至新的首席执行官。 许多公司已经在这样做了。实际上IBM就是通过聘用一个过去的大客户（路·郭士纳[Lou Gersner]）为公司的首席执行官而拯救了自己。在IBM乃至整个电脑行业中，几乎所有人都知道，IBM需要快速拆分才有机会生存下来。郭士纳对电脑所知甚少，甚至完全不懂，对电脑行业的了解就更少了，但他曾经是一名客户，所以他知道（注意：不是认为，而是知道）IBM的症结在于产品及地区性分部之间缺乏协调合作。这个问题不能通过拆分解决，正相反，应该提高公司各部门间的一体化整合程度。

为什么IBM内部没有一个人能看到这一点呢？其原因正如一句中国古诗所言，“不识庐山真面目，只缘身在此山中。”

4. 让你的客户帮助你进行管理。 也许你应该让潜在客户们来批准或否决你的新广告方案，或者至少让他们出席你与市场调研和广告代理商之间举行的会议。欧洲一种领先清洁剂产品的一个品牌经理告诉我，“我们在运作任何广告方案之前一定会先向客户征求反馈意见。”但为什么要通过客户的意见来消除你的盲点呢？

我们可以想像一下，如果广告代理商知道家庭主妇们将有权批准或否决他们的广告方案，这会影响他们制订广告方案的方式吗？我认为会。在这样的情况下，他们会试图让自己制订的广告方案令购买洗衣清洁剂的家庭主妇们印象深刻，而不是将目标瞄准购买洗衣清洁剂广告的营销高级经理们。西南航空公司的做法就与此类似。它让乘客来决定是否聘用那些新的客户服务人员。

5. 做你自己的客户。 呼叫你自己公司的服务热线请求帮助。体验一下你让客户所遭受的麻烦和折磨。入住你自己的酒店。在一些酒店，当我打电话要冰块时，服务员会在五分钟后到来，敲我的门，并取走空的冰块桶。在五分钟左右的时间里，他会送回一个装满冰块的桶。这样的表现似乎很不错。

但我花了五秒钟想出一种效率更高的方法，即服务员可以直接为我带来一满桶的冰块，同时取走空桶。这样服务员可以节省时间，酒店也因此会节约资金，而我也能得到更好的服务。为什么有些酒店没想到这种方法呢？服务员当然不会关心这个问题，这就是他们为何是服务员的原因。

我怀疑经理根本不知道有关冰块的问题，因为他没有住过酒店的客房。他有自己的冰箱，从不需要打电话要冰块。最近我发现了一种新的怪现象。服务员会带来一桶冰块，而他此后的举动却令我惊讶不已。他拿出一个勺子，慢慢地将冰块从他的桶里舀到我的桶里。

6. 也做你竞争对手的客户。 看看他们的行为方式有何不同，并尽量找出原因所在。我们还是以冰块问题为例。在北京

的香格里拉酒店，无论你是否要求，他们每天都会在下午大约5点的时候往你的房间送冰块。这种方式是否效率更高呢？也许从成本的角度而言不会。但每隔30分钟左右，融化中的冰块就会发出一些轻微的裂响，提醒客人他可以来一杯美妙的冰镇威士忌。也许酒店发现通过这种方法，它可以售出更多迷你吧中的食品，而这些食品的利润率是相当可观的。当你向你的营销经理提出此类创意时，要仔细听取他的回应。他也许会说，他认为这种方法对你的酒店（或者你所经营的任何企业类型）不会有效。如果是这样，那就解雇他。他对你的企业而言是一个危险因素。他会试图用自己的思路来代替客户的想法。一个优秀的营销经理会这样回应：我们可以首先在酒店的两个楼层尝试这种做法，并且在大约一个月之后核算它的效果，这样做没什么坏处。顺带提醒一句，记得在解雇糟糕的营销经理时要在他们的推荐信上尽可能多美言几句，这样你的竞争对手就会聘用他们了。糟糕的营销经理是具有十分严重的破坏效应的。

总而言之，如果你能以客户看待你的方式来看待自己，你就更有可能获得更多利润，也更有可能更长期地经营下去。要做到这一点并不容易，但在这方面下工夫是值得的。如果你遵循了以上描述的六种方法，尽管你也许仍然无法实现100%从客户角度看问题，但你在这一关键成功因素上很可能会比你的竞争对手们胜出一筹。在营销中，我们并不一定要做到完美才能获胜，我们只需做到比竞争对手们少一些不完美就可以了。



The Philosophy of Marketing: Success Come to Those Who Can See Themselves Through Their Customers' Eyes.

*By Willem Burgers (The Netherlands), Professor of Strategy and Marketing,
Philips Electronics N.V. Chair in Marketing, CEIBS*

Marketing argues that the value of the assets of a company rests on its customers. Oil reserves, for example, are carried on companies' books today as assets, but they were worthless for millennia until customers wanted oil and they will be worthless once again when customers no longer want oil. Without customers, the value of a company's assets is mostly fiction. This is why companies must view their business from the perspective of their customers because ultimately such is the only perspective that matters.

Viewing your own business from the customer's perspective, however, is easier said than done. Companies talk a good game about being "customer driven." They mouth the slogans, hang up the banners, make beautiful mission and vision statements putting the customer front and center. Then life continues as usual.

Banks open after you go to work and close before you get off work. This is inconvenient for almost anybody who works for a living, except for people who work for banks. Since the inconvenience never touches the people who work for banks, however, banks have only very reluctantly, and minimally, embraced the idea of opening for business at times that are convenient for the customers.

My bank in Holland listed various time-consuming transactions that would not be performed during lunch hours. I assumed that the reason for this policy might be that lunch hour naturally is very busy. Always interested to test my assumptions, I asked

the teller for an explanation. "Because some of our tellers are away on lunch," she informed me.

When I do consultation or teaching for a cellular phone company, I am always one of the few people present, if not the only one, who actually has shopped and paid for a phone or paid a phone bill. Everybody who is anybody in a cellular phone company gets a phone for free. The model depends on your level in the company, and the monthly bill is paid, too.

Car Company CEOs do not shop for cars or pay for cars, they do not keep a lemon, they do not drop off a car at the dealer. Bill Gates does not waste his time trying to decipher his own error messages. Running shoe company execs get all the running shoes they want (that are made by their own company) for free.

Many senior managers have zero true-to-life consumption experience with their product and service. The more important the decisions you make, the less likely it is that you encounter the uncooperative warehouse manager, the torturous phone system, the baffling computer information system, or the infuriating finance department. And the less likely it is that you shop for your product or pay for your product.

The inside perspective, instead of customer perspective, causes the "People Love Us" disease. So many people have bought our product X. They love us. They surely can't wait to buy product Y from us, too. The disease infected a company named Atari. Atari was a hugely successful video

game company during the late seventies/early eighties. Atari then decided to produce a personal computer and name it the Atari 800 and Atari 2000. To nobody's surprise, (except Atari's), few people were willing to buy their new computer from a video game company. Xerox thought people would like to buy a Xerox computer. Unfortunately for them, almost nobody else thought so. AT&T thought people would like to buy an AT&T computer. But once again, almost nobody else thought so. So remember this: Nobody loves you like you do.

Six ways to taking the customer's perspective.

If you deliberately try and work hard at it, it is definitely possible to improve your ability to take the customer's perspective, to develop your customer sensitivity, and avoid the sort of expensive mistakes that can seriously damage your company. Here are six ways for you to do a better job at taking the customer perspective.

1. Surround yourself with reality.

Recently I delivered the results of a marketing research project to the CEO of a fast moving consumer goods company. Sitting in his office I saw beautiful glass display cases with the requisite little spotlights and mirrors showcasing the company's products. I pointed out to him that whenever his eyes drift to the beautiful glass cases he is uneducating himself. Consumers see a plethora of products, with his products taking up at best 15% of the space. Some of the competitors' products look remarkably like his products. I asked him to do me a favor and replace the glass cases with a typical supermarket shelf displaying both his

products and the competition's products. He followed my advice. Now when he looks up he sees reality. I think this will improve his judgment a great deal. It also won't hurt when his marketing managers know that the boss knows and wants to know reality.

2. Talk to your ex-customers. Actually listen to what they tell you. Find out why they left you. Unhappy ex-customers don't make pleasant noises that make you feel nice and warm inside, but they can teach you a lot. Be like the journalist who prefers to talk to a politician's ex-wife rather than to the current wife. MBNA, the credit card company, had its senior managers call and ask ex-customers to come back to MBNA. Undoubtedly more and better learning came about as a result of this exercise than from any polished presentation of research findings by a market research company.

3. Recruit at least some sales and marketing people and even the new CEO from the ranks of customers. Many companies already do this. IBM in fact saved itself by hiring a big old customer (Lou Gerstner) as its CEO. Just about everybody inside IBM, everybody in the computer industry, in fact, knew that IBM needed to split itself up fast in order to have a chance at survival. Gerstner knew little or nothing about computers and less about the computer industry, but he had been a customer and therefore he knew -didn't think but knew- that IBM's main problem for customers was a lack of cooperation among product and geographic divisions, a problem to be solved not by splitting up but, just the opposite, by increasing integration among the different parts of the company. How come nobody in IBM could see this? Because, as they say in China, it's hard to see the mountain when you are on the mountain.

4. Let your customers help you manage. Maybe you should ask potential customers to approve or reject your new advertisements, or at least to sit in on meetings you have with your market research and advertising agencies. A brand manager for a leading detergent in Europe told me, "We always get customer feedback before we run any advertisements." But why process your customers' opinions through the filters of your ignorance?

Imagine the advertising agency knows that housewives will approve or reject their



advertisements. Will this influence the way they make the advertisements? I think so. They will now try to make advertisements that impress laundry detergent purchasing housewives rather than laundry detergent advertisement purchasing marketing executives. Southwest Airlines did something like this when it asked passengers to make hiring decisions for new customer service personnel.

5. Be your own customer. Call your service hotline with a request for help. Undergo the torture you put your customers through. Stay at your own hotel. At some hotels, when I call for ice, after five minutes an attendant comes, knocks on my door and takes away my empty bucket. In five more minutes or so he comes back with the bucket filled with ice. Nice.

But it takes about five seconds to figure out that it might be more efficient to do what most hotels do and bring me a full bucket of ice and take away my empty one. This way the attendant saves time, and therefore the hotel saves money, and I get better service. Why have some hotels not figured this out? The attendants of course don't care; that's why they are attendants.

I suspect that the manager does not know about ice since he does not live in a room in the hotel. So he has a refrigerator with ice and never calls for ice. Recently I found a new twist. The attendant came with a bucket of ice and then, to my astonishment, produced a spoon and slowly scooped the ice from his bucket into my bucket.

6. Be your competitor's customer, too. See how they do things differently and try to

figure out why. Continuing on ice, the Shangri La hotel in Beijing puts ice in your room around 5 pm every day, whether you ask for it or not. Is it more efficient to do it this way? Maybe not in terms of cost. But every 30 minutes or so, the melting ice makes a little crunching sound, reminding the guest that he could have a nice ice cold whiskey. Perhaps the hotel discovered that it sells more from the mini-bar with its excellent margins through this approach. If you suggest ideas like this to your marketing manager, listen carefully to his response. He might say that he doesn't think this will work for your hotel, or whatever your business may be. Fire him. He is a danger to your business. He tries to do your customers' thinking for them. A good marketing manager will respond that trying the idea on two floors of the hotel and calculating the effect after a month or so will do no harm. By the way, remember to fire your bad marketing managers with the best possible letters of recommendation so that your competitors will hire them. Bad marketing managers do a lot of damage.

In conclusion, greater profits and longer survival are more likely when you are able to see yourself the way your customers see you. It is not easy to achieve this, but it is worth the effort. If you follow the six ways described above you still may not achieve a 100% customer perspective, but more than likely you will do a better job at this key success factor in marketing than your competitors. As always in marketing, to win we don't need to be perfect, we just need to be less imperfect than our competitors.



编者的话:

自去年11月份以来,中欧校友创业者俱乐部已经连续举办了两次创业失败经验分享交流活动,每次邀请两位资深创业者介绍创业过程中的失败经历,并由此展开深度交流。

交流会上,主讲者勇敢、坚韧、敢于反思,参与讨论的校友和来宾,热烈、充满理性和睿智的思考,大家一起分享着失败的经验。在早已不以成败论英雄的今天,对失败进行这样深度真诚的交流亦是不多见和弥足珍贵的。为此,我们约请了主讲人之一,上海灵可通信设备有限公司总经理、中欧MBA96的容岗先生写了下面这篇有关创业失败经历的文章。

“失败乃成功之母”,让我们一起关注失败,一起分享失败!

创业散伙故事乱弹二则

容岗 MBA96



创大业者就像是正规军作战,将相分明、等级清晰,铠甲鲜亮、刀枪刺眼、直扑主题。创小业者开始时往往像是几个绿林好汉,称兄道弟,饱一顿、饥一顿,为谋发展、先求生存。我没有创大业的经验,这里就只能讲讲创小业的两则散伙故事。

哥几个想创个小业,却苦于没有好的机会。恰逢有“生辰纲”经过,于是相约“起事”。可在筹备会上,关于“生辰纲”截下来后该怎么分配,大伙却争论不休。正争吵着,“生辰纲”已从眼皮底下溜过,项目没了!大家只好散伙。这场闹剧看似荒诞,却屡次上演,本人也曾亲身经历。

那是NASDAQ疯狂之后,我与3个朋友:A君、B君、C君与某外资风险投资商谈妥了几百万美金的投资。在搬到投资商提供的办公室后不到半个月,A君、B君却跑到投资商那里把办公室钥匙往桌子上一放说:“如果他们在,我们就退出。要不支持他们,要不支持我们。”这一招“Brinkmanship”果然厉害,投资商先是大为惊讶,后又大为庆幸:还好钱没进你们公司的帐上!我只记得投资商在晚上9点钟左右打电话给我,就三个字:“出事了”。那时我和C君还在公司加班,这位从加拿大回来的老兄还乐呵呵地对我说:“不会有什么大事。”我则不由想起5个月的融资之路:第一个月写商业计划书,第二个月找投资商交计划书,后三个月就是修改计划书、与投资商谈判。前四个月大家关系融洽、亲如一家。最后一个月,眼看胜利在望,A君突然提出要改变原来的股份均分方式,他要做单一大股东。经过数日的激烈争论,遭到所有人反对后,他只得放弃。搬到新办公室第一天,A君和C君又为了谁有资格坐在小办公室里发生争执。又联想到

这几日A君拉拢B君的行为，而今天他们俩一起去拜访什么客户，都没来……我预感不妙，就对C君说，我们被人卖了，别做了，一块吃顿饭，作为散伙饭。第二天，投资商决定撤资，不和咱们玩了。

回头想想也挺好笑，这简直就是高科技版的“竹篮打水一场空”的故事。就这素质，还好没拿到投资就散伙了，否则苦海无涯，有得熬了。我读书时，中欧有位老师，他的“经典”理论之一是：人人都有个价码。众皆不信。他说，给你1万让你背叛你的朋友你愿意吗？大家都轻蔑地摇摇头。那么10万？摇头。100万？1000万？很多人的头已经不动了。1个亿怎么样？大家愕然不语。这次我只是碰到了个看似价值数千万的“生辰纲”，想到这，心如止水。

二

创小业也有开始成功，创业者个人却一无所获的时候。就像做了“生辰纲”这个项目后，大伙似乎有了主心骨了，于是高喊“有福同享，有难同当”，啸聚山林、秣兵砺马、披肝沥胆、想杀出个“花花世界”来。随着生意慢慢红火起来，“杯酒释兵权”的故事开始重演，创业者一个接着一个，颇不心甘地出局。就像是轰轰烈烈的一百单八将的水泊梁山最后竟变成了108个小山寨。这样的故事，本人“不幸”又曾亲身经历过。

我有两个朋友：X君和Y君，他们两人成立了一个做杂志的公司，出版一本通信专业杂志。公司的收入主要是靠广告，杂志都是免费赠送。当时总共5人，杂志印数不足千份，内容没有规划，印错的地方比比皆是，财务上也非常紧张。他们两人都热情邀请我加入他们的公司，甚至天天晚上到我家与我讨论公司的发展。被他们热情所感染，也被他们的诚意所感动，更被公司的发展前景所振奋，我决定加入。为了省钱，我们每人每月都只领2000元的生活费，并且还常常把这点钱用在招待客户上。股份：X君：Y君：我 = 34%：36%：30%。但由于诸多原因，X君和Y君的股份也没有在法律上厘清，我这个30%也只是口头上的君子协议，希望在条件成熟时一揽子解决。我负责杂志编辑等所有内部日常运营事务，财务由X君的女友负责，名义上是向我汇报。X君和Y君负责销售。

工作开始后，先调整商业模式，重新定位读者、作者、广告客户的互动关系。调整杂志内容和版式以更好地服务广告客户和读者。规范管理，建立数据库等。再细分市场，数月后推出一本定位不同的双月刊新专业杂志，为了测试这本杂志的市场接受度，我拿着打样稿自己做广告销售，第一期即实现略有盈利。我们的竞争对手主要是一些半官方的学会主办的专业通信杂志，他们体制僵硬、不大考虑客户的需求。另外工作人员年龄偏大、缺少激情。而我们年轻充满朝气，公司体制灵活，专注于为客户提供定制服务。田忌赛马，优劣很容易显现。第二年年初，公司经营状况迅速好转，于是我们决定开拓新的业务：做一家广告客户的产品代理，由我负责。3月份招进一名硕士，我培训她接替我



的工作：4月份、5月份我分别去北京、深圳等地去考察；6月份我开始了新业务的销售工作，大部分时间不在公司。谁料风云突变，7月上旬Y君突然通知我，希望分家，理由是“空间太小了”。

我出局了，新的代理业务归我，杂志归他们，30%的股份烟消云散。公司虽在第二年利润达数百万，我却没去和他们谈判利润分配。连书面协议都没有，又哪来讨价还价的基础呢？7月份独自离开时，没拿公司一分钱。一年后，X君和Y君又分手了。他们的分手颇有点斗智斗勇、惊心动魄，最后的结果是反目成仇。而我却和他们分别都还能通电话，做个普通的熟人。

这段往事，议论甚多。有人说商场上只有牢不可破的利益，没有牢不可破的友谊。也有人说3人都太强，缺少核心。还有人说工作内容的可替代性造成我的地位的脆弱。更有人说不注重法律的保护和缺少规范的运作制度，哪是MBA的水平。全部击中要害，令我汗颜不已。但最振聋发聩，深得我心的，却是一位久经沙场的老将私下对我说的：有了规范的股权协议又怎样？掌握的资源才是决定股份比例的根本力量。谁若不同意，人家可以带着资源另起炉灶嘛。有人问：那道德呢？呵呵，合伙就像是婚姻，人家两口子离婚，谁又能断得清这家案呢！更何況如今在股权问题上道德缺位，法律又是隔靴搔痒，成王败寇，自然得凭实力说话，靠枪杆子里面出政权。面对这样的社会现实，感叹世风不古之余，又想：若能在实力这根主干之外，再辅以良心之花、法律和制度之叶，或许也能巍巍然长成参天大树了。

创业者大都讳谈散伙，我看大可不必，谈开了更好。幼稚的人以为既然合伙了，就一辈子合下去，脚长大了，也穿定了这双鞋。玩世不恭的人则以为合伙就是为了一时一己之利，随时准备“过河拆桥”。其实合伙是缘分，散伙是宿命，十有八九是逃不掉的，只有时间长短、心情好坏的差异。好合好散，只望再见亦是朋友。

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Two Stories in My Entrepreneurial Practice

Ronggang, MBA96

From the editor:

Since November, CEIBS Alumni Entrepreneurship Club has successfully conducted two activities for participants to share their experiences of failure. For each occasion, two senior entrepreneurs were invited to present speeches concerning their failure stories, so that others might learn from them.

At the meetings, speakers showed their tenacity in the face of failure. Today, when heroes are no longer defined as success achievers, CEIBS Entrepreneurs Alumni Club provides members and guests with a rare and precious chance to participate in thoughtful communication. In this regard, we have invited Mr. Rong Gang, General Manager of Shanghai Lincomm Company and CEIBS MBA '96, to write the following article about his lessons from failure.

As the proverb goes, "Failure is the mother of success." So let us pay close attention to failure and avoid making similar mistakes by sharing with each other these useful lessons!

A group of ambitious entrepreneurs could be compared to a regular army taking a battle, in which there is clear-cut distinction among different levels of titles and layers of hierarchies. Armed with strong shields and keen-edged weapons, they are heading directly for their objectives. By contrast, a crowd of less aspiring entrepreneurs often start their businesses like several brigands and make a basic living by supporting each other before seeking development. Though I am not an old hand in operating a business on a large scale, I would like to share with you two stories concerning my entrepreneurship, hoping that they might sound an alarm for you.

I

Several pals of mine wanted to start a small business but could not find appropriate opportunities. At this very moment, an excellent chance arrived, prompting them to come up with ways to take action. However, these fellows were engaged in a hot dispute over how the rewards should be shared among themselves when everything was still just at the preparatory period. When they could not find a way to settle this debate, the opportunity flew away, and their lucrative project was lost! Absurd as it is, this is not uncommon, as I myself have had similar personal experiences.

It was several years back when NASDAQ indexes were explosively rising. Three friends (Mr. A, B and C) and I had successfully negotiated with a foreign venture capitalist on an investment project that was worth several million dollars. Unexpectedly, in less than half a month after we moved to the office supplied by the investor, Mr. A and B went up to him and put the office key onto the desk, saying, "If

they (i.e., me and Mr. C) are in the game, we will quit. You must choose either them or us." This brinkmanship really worked. The investor, astonished at first, was later overjoyed that he hadn't injected any funds into our company. I remember the investor gave me a call at around nine o'clock in the evening with only three words: "Something is wrong." At that time, Mr. C and I were still busy working overtime, and this fellow who returned from Canada consoled me in saying that there would probably be nothing serious. However, I couldn't help recalling the hard financing experience that we had undergone during the past five months. In the first month, we prepared our business plan; then in the second, we looked everywhere for investors. And the other three months were devoted to modifying the business plan and negotiating with investors. During the first four months, the four of us had always been getting along very well with each other as if we were in a harmonious family. However, when success was at hand in the last month, Mr. A suddenly suggested that the original way of equal distribution of stock-holding rights among us should be changed, claiming that he should be the one with the largest share. But he had to give up this idea when the other three of us refused his proposal after days of dispute. Our divergence did not end there. On the first day when we moved to the new office, Mr. A and Mr. C quarreled again over who was qualified to sit in the small independent office. I quickly recalled that Mr. A had been hooking in Mr. B these days. Now they were out calling on accounts and didn't even show up. All of these things popped into my head, leading me to the belief that something had indeed gone wrong. So I told Mr. C that we'd better quit because we were betrayed by the other two fellows. The only thing that we could do was to go out together for a

dinner as an occasion to say farewell to them. On the following day, the investor declared that he would withdraw all his investment and our business connections stopped right there.

This is really burlesque in retrospect, for it vividly embodies the meaning of "drawing water with a sieve." Luckily we were disintegrated before the investment was offered, otherwise we would have had to encounter even more difficulties with a dispiriting fellowship. I remembered that while I was studying at CEIBS, a professor had once taught us a classical theory, claiming that everyone has his or her price. This seemingly ridiculous statement was certainly met with disbelief. But he continued, "Would you sell out your friend at a price of ¥10,000?" Everyone shook their heads in contempt. "Then what about 100,000? One million? Ten million?" As he increased the sum, fewer people could resist the temptation of his higher offer. Finally, when the price "one hundred million" was given, almost all of us were as dumb as an oyster, too astounded to say a word. Now I am personally experiencing this "lucrative opportunity" that is worth tens of millions of yuan in real life. When I thought of this, my heart was no longer filled with dissatisfaction or resentment, since greediness could easily eat out one's moral disciplines.

II

There are times when less-ambitious entrepreneurs are left empty-handed after dedicating themselves to business that is beginning to make money. Our small group came to know the reason that caused our failure in the first project. The spirit of "sharing happiness and sadness together" was greatly advocated, and we were diligently

sharpening our skills and gradually aggrandizing our influence and powers. Everyone was loyal and faithful to the whole team and tried to carve out a way of our own. As our business became prosperous, however, the story of "handing in all your powers through a meal" was put on stage. One after another, members of the entrepreneurial team withdrew themselves out of the group, quite un-reconciled. In the end, it resembled the story of Water Margin, in which each of the 108 ambitious heroes finally turned out to be warlords in charge of separate villages. It was so unfortunate that I was again personally involved in a similar experience.

Two friends of mine, Mr. X and Mr. Y, jointly established a company that published telecom magazines. The company sent its magazines free of charge to customers, while gaining its earnings mainly through advertisement. At that time, there were altogether five people in their company, with less than one thousand magazines in print. Their journals do not have delicate designs and layout, and people could easily find misprints. Worse still, they were constrained by limited financing. Both Mr. X and Y were very enthusiastic in inviting me to join in their company. Sometimes they even came to my house in the evening to discuss the future development of their company. I was strongly touched by their enthusiasm and sincerity, and more importantly, stimulated by the company's seemingly prosperous future. So finally I decided to join them. In order to save costs, each one of us got only 2000 yuan to support our basic living, which was even spent in entertaining our clients occasionally. Mr. X held 34% of the total stocks, while Mr. Y and I held 36% and 30% respectively. However, due to many reasons, the unevenly distributed shares were not justified legally, and the 30% that I had possessed was only an oral agreement. We had hoped to get this issue settled when an appropriate occasion came. At that time, I was responsible for all daily operations including editing, and financial affairs were under the control of Mr. X's girlfriend, who reported to me just nominally. And Mr. X and Mr. Y were in charge of sales and marketing.

After the preliminary division of work was set down, we began our operation. First, we adjusted our business mode and relocated the interactive relationships among readers, writers and advertisers. Contents and layout of the magazine were both improved in order to better serve the advertisers and readers. In addition, management was put into place and a relative database was set up. After we re-

segmented the market, a new bi-monthly magazine was produced, aimed at a group of customers different from before. In order to check whether the magazine was well received by buyers, I went out to promote and advertise it myself. We were delighted to see that the business paid off after the initial issue was launched. Most of our competitors were publishing telecom journals that were partly supported by official institutions. These companies were usually rather rigid and few of them were sensitive to customer demand. What's more, most of their staff tended to be old in age and had little passion for work. By contrast, our employees were full of vigor and energy, and the company, with a more flexible system, could wholly devote itself to providing customized services for clients. As the story of Tian Ji's horse racing indicates, our advantages over theirs could easily be seen. Inspired by the fact that our company was quickly taking on a better look at the beginning of the next year, we decided to exploit new opportunities---acting as a product agent for one of our advertising clients. Since I was going to be in charge of the new business, a person with a master's degree was hired to take over for me in March after she got familiar with my previous responsibilities. Later, I took business trips to Beijing, Shenzhen and many other places to make market survey in April and May, and started promoting the new business in June. Since most of the time I was not in the office, it really shocked me when I was informed in early July by Mr. Y that a disbandment was desired because "there is little room for the future development of all three of us."

Finally, they were responsible for publishing and marketing the magazines. I was kicked out of the entrepreneurial team, but was still acting as the agent for the new business. The 30% of stocks in the company promised to me at the very beginning completely vanished. Although the company had made revenues up to several million yuan, I quit the idea of negotiating with them on profit sharing. The reason is simple: How can you bargain with them when you do not even hold a written agreement on hand? I was penniless upon leaving in July, and one year later, Mr. X and Mr. Y were also "divorced." Their relations were thus cut down, and they even became hostile to each other. As for me, I still keep in touch with both of them, giving them a call occasionally and remaining acquainted.

There have been a lot of opinions and discussions concerning this experience. Some say that there are no permanent friends but only permanent interests in business circles, as Churchill had declared.

Others say that all three entrepreneurs were too competent and ambitious, but the cohesion was weak. The replaceable nature of my job, according to some people, made my position quite unstable. Still others claim that my failure was inevitable because I was too ignorant not to seek legal protection, and that the company did not have formalized operations and systems. In this regard, I was behaving in a way that was totally below the level of an MBA. All of these critical remarks poked right at my weak points, which made me deeply ashamed. However, I was most impressed by what a veteran entrepreneur had imparted to me. According to him, the most crucial factor has nothing to do with a standardized stock-holding agreement. Instead, it is the resources under your control that ultimately determines the proportion of shares you can enjoy. With enough resources, one can easily quit from the team and start a brand-new business himself when members of the group disagree with each other. Someone might argue that this is immoral, while he held that a partnership is like a marriage, in which nobody is destined to be blamed when disagreement occurs. Moreover, problems concerning stock-holding rights cannot be fundamentally resolved simply through legal means, and hence it is stupid for you to stick to moral behavior when a vast majority of people do not. As the old proverb goes, "losers are always in the wrong." One will not be successful unless he is in control of larger resources and is more powerful. Faced with this ruthless fact, we are deeply saddened by the trend of demoralization at present. But we still hope that one might bring his talents into full play if he has a good conscience and is sheltered by appropriate legal protection, other than the resources that he already controls.

Most entrepreneurs abstain from even the mere mentioning of disbandment. In my view, this is unnecessary because it could be better if we face it openly. Different people often have different definitions of partnership. For those that are less experienced, it means "cooperating forever" even if there is no harmony among members of the group. For cynics, partnership serves as a springboard to make their own money, though they are prepared to "disband" the group at any moment. In fact, it is a bit of luck if a team of guys are partnering; but once they severely disagree with each other on whatever issue, disbandment is doomed, no matter how long it takes them to separate from each other or how bad their relations become. Partnering or disbanding, they are still friends, or so they can hope.

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心存感激——致中欧同仁

My Heartfelt Gratitude

-To all my peers in China Europe International Business School (CEIBS)

王伟斌 EMBA2001

Wang Weibin, EMBA2001

“学校”两个字是无法概括中欧的，这里有无涯无尽的书海、诲人不倦的师长、促膝交谈的友人；有一次次深刻的讲座、有一次次生动活跃的交流。我在不知不觉间溶到墨香里，不知不觉间感到一种由衷的快乐，这种快乐是学习的快乐，它不同于我在事业场拼搏的快乐，不同于在生意圈中征服的快乐，这是一种纯粹的快乐，一种可以让人进步的快乐，一种可以净化人灵魂的快乐。同时它让我更加坚强，更加自信。每当我结束一天学习的时候，我都会充满着一种喜悦，因为我感觉今天我进步了许多。

感谢中欧！我心存感激。这种感激，我要送给老师们，他们给我带来了最新的理论；这种感激，我要送给同窗们，在这里我感受到了浓浓的亲情与纯纯的友情。我也要吧这种感激留在每次中欧的活动里，每次中欧的聚会里。美好的总是短暂，当我听到毕业两个字的时候，有一种失落从心里涌向眼睛，告别总是让人伤心，因为回忆实在过于美好。我想为给过我很多东西的中欧做点什么、说点什么，但执手间猛然无语。也许这一切都会在明天自然出现吧，因为中欧的精神与理念已经深深地融化入伟斌的血液里，它体现在我的一言一行、一举一动中。

我是中欧的一员，我不但已经深深地理解了中欧，同时也把中欧的所学带到了我的公司，带给我所有能够接触到的人。我不是一个学者，但我想把我认为是优秀的知识告诉别人，告诉我的同事们、告诉我的双全公司。无论是今天还是明天，双全取得的每一丝成就里面，都有着中欧一份无法抹去的功绩。是的，王伟斌永远是中欧的一员，双全也永远是社会的一员，任何一份事业的存在都是得益于整个社会群体对它的需求，任何一项事业的成功都需要整个社会提供生存环境和成长支持。如果脱离了时代的土壤，双全无从谈起，王伟斌无从谈起；如果脱离了不断学习、不断创新信心与勇气，双全的成绩无从谈起，王伟斌的成绩也无从谈起。

在回想过去的时候，总有许多憾然，原来可以再多挤点时间看看书，再就一些问题向老师请教；但有一点我感觉欣幸，那就是我跨入到了中欧的大门，通过中欧的学习我更加理解了应有的责任，我的责任与理想就是要把一家中国的企业做好，让它将来

也能够作为经典案例写进 MBA 的课程中。写到此，想起几年前我作为优秀青年代表受到胡锦涛总书记接见时，总书记所讲的话：青年要承担起自己的社会责任，肩负起历史的使命，为中华民族的伟大复兴和祖国的繁荣富强做出自己应有的贡献。我深知，企业的发展来自于社会的需求，企业的价值在于对社会的贡献。我是一名企业人，把企业做好，为社会创造更多的就业机会，创造更多的财富，为公益等事业多奉献一些力量，我想这就是我和双全能够做、应该做的事情，我们也一直在为此而努力。

“心存感激”，我想只有这四个字能够代表我对于中欧的心情，同时这四个字也代表了双全、代表了伟斌对社会、对所有给予过我们帮助的朋友的心情，而我、双全能够做的就是不让你们失望，那么我也会让中欧因为拥有我而骄傲，就像我一直作为中欧的一员而自豪。

我爱中欧！！

Maybe the term "school" is not sufficient in defining CEIBS, where one can benefit from boundless books, indefatigable teachers, cordial and eloquent friends, penetrating lectures and vibrant and active communication. The joy I have felt here, so different from the battles and conquests of business life, was pure and inspiring. It strengthened my beliefs and added to my confidence. And as I began making greater progress each day, my satisfaction only grew.

Thank you CEIBS! First, I owe thanks to my professors, who offered me the latest theories and their abundant knowledge. I owe thanks to my friendly classmates, with whom I have fostered strong and close friendships. And last but not least, I owe thanks to CEIBS itself, for all of the creative and instructive activities and gatherings it offered.

Happiness is always transient. Now I am hearing the word "graduate", and I feel a sense of melancholy. It is really heartrending

to bid farewell to my beloved school. How I wish I could say something to CEIBS, which has given me such precious knowledge and such valuable experiences, but the words choke up in my throat. All my sentiments, I guess, will burst out naturally tomorrow, because the spirit and ideas of CEIBS have been deeply implanted in me, and will be reflected in my every word and deed.

As a member of CEIBS, I have not only acquired the essence of CEIBS, but also brought what I have learned here into practice in my company, Suntrans Group. Each accomplishment that my company has made and will make is, in part, due to CEIBS. Just as I am now part of CEIBS, Suntrans is part of society. It must be admitted that no undertakings can exist without the needs that the whole society exerts on it, and the success of an undertaking is dependent on a favorable atmosphere and strong support offered by the society as a whole.

In retrospect, my heart is heavy with regret. I should have found more time for reading books and consulting with professors. However, by taking courses at CEIBS, I've gained a deeper comprehension of the responsibilities that I am supposed to take: to develop Suntrans into an excellent business, one that, I hope, will be glorious enough to be included in MBA courses as a classic

case study.

At this moment, I am taken back to the time several years ago, when I, as a representative of outstanding youths, met Party General Secretary Hu Jintao. He expressed his earnest wish that young people should assume their social responsibilities, to shoulder historic missions, making due contributions to the glorious cause of revitalizing our nation and building a more prosperous China. I am fully aware that the impetus which drives an enterprise comes from social needs, and that the value of a company lies in its dedication to society. As an entrepreneur, I regard it as a necessity to energize my company to provide more job opportunities, to create more wealth, and to make more contributions to the common good. This, actually, is what we can do and what we should do.

Nothing but "heart-felt gratitude" can express my feelings towards CEIBS. It is also what Suntrans and I would like to extend to society, and to all the warm-hearted friends that have rendered their help to us. Suntrans will not let you down. We will try our best. I believe CEIBS will be proud of me one day, just as I will always be proud of being part of CEIBS.

I love CEIBS!!



王伟斌简介:

中欧国际工商学院EMBA2001北京班校友。现为双全集团董事局主席、北京双全天地科技发展有限公司董事长、总裁。2003年11月,获选第14届“中国十大杰出青年”,是获选者中最年轻的企业家。

王伟斌25岁时由10万元起步创立双全集团,经过8年艰苦创业,公司已经发展成为总资产20亿元,以软件科技、房地产开发为主要领域,拥有11家下属子公司的多元化集团。在创业的同时,王伟斌脚踏实地投身公益事业,1997年以来累计志

愿服务达500小时,先后为希望工程、抗洪救灾、抗击非典、青年志愿者行动等累计捐款人民币近800万元,捐赠“双全智能教育软件”价值2500万元。曾获第一届中国软件行业十大“杰出青年”称号和中国青年志愿者金奖奖章。

About the author:

Wang Weibin was a member of the EMBA 2001 Beijing Class. Mr. Wang is currently Chairman of China Beijing Suntrans Group Co. Ltd, and President and Chairman of Beijing Suntrans TianDi Technological Development Corporation. In Nov. 2003, he was recognized as one of the "Ten Most Outstanding Youths of China" as the youngest entrepreneur among the awardees.

At the age of 25, Wang Weibin set up Suntrans Group with an initial fund of RMB 100,000. After eight years of success, the company has become a diversified group dealing primarily in software and real estate development, with total assets of RMB 2 billion. Along with his entrepreneurial efforts, Mr. Wang has also been ardently engaged in community service. Since 1997, he has done over 500 hours of volunteer work, and has donated nearly RMB 8 million to such causes as Project Hope, flood and disaster prevention, and SARS relief. He has also contributed Suntrans Intelligent Educational Software worth RMB 25 million. Mr. Wang was recognized as one of the first "Ten Most Outstanding Youths in the Software Industry" and was awarded the golden medal for "Excellent Young Volunteers of China".



瑞士点滴

郑志伟 CEMI-4 深圳市欧王贸易有限公司

二月中下旬的深圳，春光明媚。

在同一季节的阿尔卑斯山区，则是另一番景象。凌晨醒来，从飞机舷窗下眺，才发现蒙蒙大地，被茫茫白雪封得严严实实，偶尔才能见到地面零星的灯火。

时间是2月18日晨8时，飞机终于掀开了跑道上的雪花，降落在雪毯覆盖的苏黎世机场。

名副其实的雪原

此时访问瑞士，实在不是一个好季节。没有青山、绿草、碧湖。据报道，这里的山区已经发生了上千次大小雪崩。

Avalanche 一时也成为这个国家出现频率最高的词汇。

对于雪，瑞士人有研究。如果雪粒很细，表明气温在零度或以上。如果是鹅毛大雪，气温肯定在零下了。从苏黎士驱车往东部康斯坦丁湖滨的住地，我们发现沿途的雪粒由细逐渐变大了。下车时，更是大雪纷飞。第一次见到雪的广东崽，兴奋极了，下车就躺到雪地上，要饱尝雪地的慈爱。

无数终年积雪的山峰，是瑞士的一笔旅游财富。游雪峰，自然是少不了的行程。这一天，山下没有下雪，地上的雪也化了。大家担心山上的雪也化了。领队的瑞士老

头讲，山上仍在下大雪，可能还要封山。车在盘山公路上行进，如进入了荒无人烟的深山丛林，茫茫雪原。汽车行至海拔1360米的山峰脚下停下来。再往上行，只有乘缆车至2502米的山峰。

雪仍在飘，虽势头有所减弱，由于雪花弥漫，看不到山顶。缆车已停开。上不了山顶，在雪山坡走走也成。大家就在数米深的雪上滚爬。天又开始下起鹅毛大雪，山风也骤紧。有人沿雪山向山上走了很远，领队的瑞士老头在停车场嗷嗷叫唤，招呼大家下山。原来雪山覆盖的下面有一条山谷，几天前，发生过一次雪崩，老头担心出事。雪下得更大，气温也显得更

冷。许多人的衣裤都被融雪湿透了。车场的车顶上也都堆满了厚厚的白雪。

视野里，只有雪山，雪雾中的山林，纷飞的大雪和我们这群顽皮的爬涉者。

名贵与考究的传统

苏黎世是欧洲最富有的城市。班霍夫大道更是寸土寸金。街道上的瑞士银行的地下，据说拥有世界上最大的金库。传闻一个瑞士百万富翁（1瑞士法郎=5.7元人民币）从街头走到街尾，这华贵和多彩的大街，让他一掷千金，回家时，手无分文。

便宜似乎不属于瑞士。这与他的手工业和传统工业发达有关。尽管瑞士也有ABB、CIBA之类的大工业，而瑞士人引以骄傲的仍是手表、巧克力、尖刀和奶酪等传统工业品。

瑞士的每一件消费品，似乎都与名贵、考究和精益求精相连。瑞士手表仅名贵品牌就有35种之多。如Rolex、Swatch、Rado、Omega、Piaget、Gucci、Tissot、Bovet、Cartier等等，个个都是好样的。瑞士巧克力，有上千个品种。有个广告对之是这样形容的“瑞士巧克力，只送给最亲爱的人”。挑剔的瑞士人还嫌不够，还要吃刚出炉的最新鲜的巧克力。再如瑞士尖刀，其实太普通了；而瑞士人却能给你讲尖刀的故事，如选什么料，如何制作，那些适合先生，那些适合小姐等等。等到你看价钱时就发现1-2英寸长的小刀从20瑞士法郎到贵不封顶，应有尽有。

有一家金属网生产企业，用普通的箭杆织机编织精细网。瑞士人向我们展示了生产线和用这种设备生产的300目以上的金属网。而且1平米网的平均厚度误差控制到了2微米以内。他们很自豪生产出了世界上最好的精细网，所以价格也是最贵的。

求精，求细，不求粗制滥造，成了瑞士人的传统。

小国与小国公民

瑞士是一个只有4万平方公里面积的小国，这里保留了26个拥有不同法律和特权的州、郡，和四种官方语言。在瑞士中部美丽的滑雪胜地INTERLAKEN市，处于两个湖泊之间，座落在9座雪峰之下。就是这座不足万人的小镇，却隶属三个不同的管理当局。据说是历史形成的，沿袭到现在。



在这个以旅游著称贸易立国的国家，尽管大多数人能说英文，却看不到英文图书和报纸，甚至找不到英文地图。宾馆里所有用品都用了三种官方语言（德、法、意），就是没有英文。就连上洗手间都要问男女，因为标识是德文。

由于我们的团队共有15人（包括司机、领队），其实就是两桌食客。在瑞士这么多人吃饭往往是个问题。对于大多数瑞士餐馆，虽然每次有预定，餐馆也有准备，可是每次我们到来，仍让他们手忙脚乱。首先是衣帽钩不够，15个人占了餐馆一半的座位。随后是每人的要求不同，饮食速度不一，确实给瑞士老板增添了不少难度。

中国人出门，一百两百公里是洒洒水的小事。对于瑞士人可了不得。当我说我的家乡离深圳有一千多公里远时，瑞士老头吓了一跳。“那就是说从波兰到伦敦，从丹麦到瑞士。”老头还鼓眼瞪了我一眼。当我提出要乘火车去200公里外的另一个城市拜访客户时，瑞士老头几次试图劝阻我，问我知不知到那地方有多远，可能还要在当地住一晚上。由于是约定了的，没得改了，瑞士老头一脸的无奈。

中国人的心中有数千公里的空间，56个民族是一个统一体。对于瑞士，英伦在英吉利海峡的那一边。在一个小镇，每个群落都要有他的独立性。我们存在文化的差异。

归去来兮

瑞士美吗？挺漂亮的。这里有LUCERNE瑞士最美丽的地方，有中世纪的建筑，伟大的音乐家在此创作的交响曲，森林湖，青山，雪峰和瑞士的富有汇集而成

这里有日内瓦国际俱乐部；有苏黎世遍地黄金；还有本人的开明。从一开始，本人就申明，凡想留下者，本人全力协助。最初，有几位俊男靓女，信誓旦旦，表示坚决留下来，大家也给以全力支持。回程时，我思归心切，早早等机。后来发现，同行的一个不漏全返回了。

异士毕竟是异士，仅有美丽和富有，怎留得下我们的俊男靓女？

不过，作为旅游之地，瑞士还是值得你去看一看。

zwzheng@szonline.net



(本文图片来源：瑞士旅游局)

刘吉、吴敬琏为振兴东北老工业基地献计献策 中欧联手吉林省召开《振兴东北老工业基地战略发展》专题报告会

2003年12月21日，吉林省人民政府与中欧国际工商学院在长春联合举办《振兴东北老工业基地战略发展》专题报告会，中欧国际工商学院组成了以执行院长刘吉，中欧宝钢经济学教席教授、著名经济学家吴敬琏，美国密歇根大学商学院工商管理学教授杨国安等一行专家报告组，就我国经济发展形势和振兴吉林老工业基地战略发展等问题作了专题报告。报告会后，刘吉院长、吴敬琏教授等专家与新闻媒体举行了记者见面会，就吉林老工业基地振兴问题与媒体面对

面进行了对话交流。

报告会上吉林省省长洪虎指出：“这次报告会对我省进一步解放思想，理清发展思路、坚定振兴老工业基地信心，创造性地做好明年工作将起到积极的促进作用”。

围绕振兴吉林老工业基地，吉林省还将与中欧国际工商学院在培养、引进高级工商管理人才、实施人才战略等方面进行长期的战略合作。



▲ 从左至右：吴敬琏、洪虎、刘吉

President Liu Ji and Prof. Wu Jinglian Propose Suggestions on Revitalizing the Old Industrial Base in Northeast China

On Dec. 21, 2003, the People's Government of Jilin Province and China Europe International Business School(CEIBS) jointly held a symposium on Promoting the Strategic Development of the Old Industrial Base in Northeast China. A group of experts headed by Liu Ji, the Executive President of CEIBS, renowned economist Wu Jinglian, Bao Steel Chair Professor of Economics at CEIBS, and Yang Guo'an, Professor of Management at Michigan Business School, made speeches on the status of China's economic development and the rejuvenation of the old industrial base in Jilin Province.

"This symposium will definitely play a positive role in further emancipating our minds and clarifying our thoughts on seeking growth. Thus, we are fully confident to rejuvenate our old industrial base and do a better job in a creative way next year," said Governor Hong.

Jilin Province officials also showed great interest in carrying out long-term strategic cooperation with CEIBS in the areas of introducing and cultivating senior management talents and implementing a talent-focused strategy.



▲ 张国华谈“三大协调”

张国华在“观察家年会”上谈“三大协调” President Zhang Talks about "The Three Coordinations" at the Observer Annual Conference

2003年12月21日，《经济观察报》在北京中国大饭店举办了盛大的“观察家年会”，中欧国际工商学院副院长张国华在闭幕会上做了“三大协调”的主题发言，引起了较大反响。

张国华教授说，中国20多年改革开放的发展，要处理好三大协调，即人与生态的协调、沿海与内地的协调、发展经济与发展幸福的协调。

张院长重点就“发展经济与发展幸福的协调”做了阐述，引起与会者的共鸣。他认为，发展经济是手段，不是目的，追求幸福才是根本；发展经济在贫穷时对幸福有积极作用，而随着社会财富积累到一定程度，经济的发展对幸福的影响越来越小。他还说，诸如GNP、GDP等各种衡量经济发展的经济指标，只是衡量一国强盛的众多指标之一，并非唯一指标。最后，张院长提出，应当以一种科学的方式研究经济发展和幸福的规律，并研究如何制定出能极大化全民幸福的

On December 21, 2003, The Economic Observer held its Observer Annual Conference at China World Hotel in Beijing. Professor Zhang Guohua, Vice President of China Europe International Business School, delivered an impressive keynote speech on "The Three Coordinations" at the closing ceremony.

According to President Zhang, the three coordinations have been critical to China's reform over the past two decades, and will continue to be of crucial importance. The coordinations include those between humans and the ecological environment, between coastal and inland areas, and between economic development and social welfare.

President Zhang particularly stressed this third coordination. In his view, economic development should be taken as a means instead of an end. To achieve social well-being is, he said, the fundamental goal. Economic development could have a positive incentive to well-being when people are still living in poverty.

政策。他还呼吁大家都来探讨发展经济与发展幸福的协调问题，从而既能够发展国家经济，又能够增长国民的幸福。

《经济观察报》是中国领先的商业报纸，此次主办的“观察家年会”，聚集了中国最顶尖的工商界领袖、专家学者和高级政府官员，就“崛起的中国与世界”主题进行长达2天的探讨。

However, as the accumulation of wealth reaches a certain level, the impact of economic development on social welfare is reduced. He also pointed out that economic measures like GNP and GDP are only part of many measures used to assess the strength of a nation, and they should not be treated as the only measures. President Zhang concluded by arguing that we should study the laws of economic development and social welfare in a scientific way, to learn how to make policy to maximize the happiness of the people. He proposed to explore the issues of coordination between economic development and social welfare so as to achieve economic growth, while promoting the prosperity of the people.

The Observer Annual Conference was sponsored by The Economic Observer, a leading business newspaper in China. The two-day conference brings together top business leaders, experts and senior government officials in China. This year's topic for discussion was A Rising China and the World.

为天下先 中欧打造CEO课程 重返校园 商界精英亦需充电

自2003年9月19日起，24名来自不同地域、不同行业、不同公司的领袖人物聚集中欧国际工商学院，参加为期6个月的CEO课程学习。

CEO课程的设计理念上可以说是一次前所未有的创新。这门课程的成功推出标志着中欧国际工商学院将中国工商管理教育推上了一个全新的高度。

完全个性化的设计过程贴合了成功企业CEO的实际学习需求。在洞察到这批特殊群体的特殊需求之时，学院迅速反应，在北京、上海、和深圳各举行了一次“CEO圆桌会议”，邀请当地商界名流出席研讨，广泛征求CEO们对教育内容的需求及建议，从而为最终打造包含5个专题模块的CEO课程积累了丰富的资料。

国际化的视角与中国实际情况并重。伴随着全球经济一体化的浪潮，中国企业越来越深入地参与到国际竞争之中。如何立足中国市场，与世界500强博弈，并进而走向世界？这样的问题越来越多地进入这些民族精英的脑海。中欧国际工商学院

的特殊定位使得课程轻易地兼顾了国际化和本土化。

回顾与思考，互动与行动的导向。CEO课程在传授更新的工商管理理念和分析工具之时，也注重引导学员回顾过去，反思公司发展的历程，承前启后，从而绘制企业和个人发展的蓝图。

“定向邀请”方式招生，结合面试甄选。CEO课程设置了一个有意思的标准，那就是“企业资产规模不低于10亿元人民币”。这样的标准设置使学员层面得到了有效的保证，维护了学员交流的有效性。基于该标准，学院有目标地定向邀请了成功大型民营企业 and 市场导向型的国有企业的董事长和CEO，并一一面试甄选。

在为期6个月的学习期间，CEO课程学员们完成了总计5个必修模块和1个选修模块的学习，由中欧的优秀教授和部分全球知名访问教授授课。在封闭式学习期间，学员们在充分学习之中也分享了各自的企业经营案例，受益匪浅。在

毕业之后，他们将加入中欧校友会，并享受中欧终生学习机会及校友联系等活动。

“如果说MBA的课程是为了学习专业知识，读EMBA是为了找到更好的管理方法，那么学习中欧CEO课程则是为了在面临更大决策时少犯错误。”奥康集团王振滔总裁感慨地说。

“非常感谢中欧搭建了一个与世界最前端的经济管理学者、教授和中国最优秀企业家之间的学习和沟通的平台，这种互动式的学习方法非常有效，它使得我们在学习过程中，既能学习到国际化的管理方法和经验，又能结合中国的实情和本企业的实际进行思考和交流，理论联系实际，受益匪浅。”山东海丰国际航运有限公司的董事长杨绍鹏如是说。

中欧的CEO课程还将按照既有的路线继续办下去。我们相信将会有更多知名企业领袖不断加入到这只火热的熔炉之中，锻造出更过硬的本领，带领他们的团队前仆后继，基业常青。

西班牙官员访问中欧

2003年11月13日，西班牙众议院议长路易莎·费尔南达·鲁迪女士对中欧国际工商学院进行了友好访问。

2004年1月13日西班牙教育、文化和体育部长皮拉尔·德·卡斯蒂略女士率团访问了中欧国际工商学院。

中欧为西安高新区培养管理人才

2003年11月25日，来自上海的中欧国际工商学院与西安高新技术产业开发区签订协议，在经济和企业管理培训领域为西安高新区提供智力支持。这是地方政府首次与中欧协作培养高级管理人才。



中欧管理论坛在西安成功举办

2003年11月27日中欧国际工商学院管理论坛在西安国家级高新技术产业开发区火炬大厦隆重举行。中欧国际工商学院管理学教授霍华德（Howard Ward）为来宾作了“创建成功组织”的精彩演讲。本次活动在西安受到热烈欢迎，与会者纷纷表示，希望中欧能够多组织管理论坛，扩大中欧在西北地区的影响，促进当地的经济的发展。

刘吉、吴敬琏为 CCTV年度经济人物颁奖

2003CCTV年度经济人物于12月28日晚在北京揭晓，并举行了盛大的颁奖典礼。中欧国际工商学院执行院长刘吉被邀请为2003CCTV年度经济人物得主之一东风汽车公司总经理苗圩颁奖。中欧国际工商学院宝钢经济学教席教授吴敬琏为另一得主中国经济体制改革研究会研究员温铁军颁奖。

中欧（北京）成功举办2004新年音乐会 暨中欧校友会北京分会成立

“2004年中欧之夜新年音乐会暨中欧校友会北京分会成立仪式”于2003年12月14日晚在北京中山音乐堂举行。中欧国际工商学院领导与支持中欧发展的各界嘉宾及中欧校友、学友近



900人一起，在华美典雅的音乐声中辞旧迎新。中央歌剧院交响乐团的艺术家们在我国著名指挥家高伟春先生的指挥下，奉献了一台精彩纷呈的音乐盛会。

当晚，来宾们还参加了“中欧校友会北京分会”的成立仪式。

中欧迎来2004年第一批海外交换学生

在送别2003年海外交换学生后不久，中欧国际工商学院又在一月初迎来了2004年的第一批海外交换学生。这一批交换学生来自10所中欧的交换学校，其中包括伦敦商学院、美国康奈尔大学约翰逊管理学院，他们将在中欧学习3个半月的时间。同时，中欧的约40名学生已经去了海外做交换学习，学校包括伦敦商学院、美国康奈尔大学约翰逊管理学院、美国加州大学洛杉矶分校、加拿大理查德毅伟商学院等。

中欧第一个海外校友分会成立

中欧国际工商学院第一个海外校友分会——加拿大多伦多分会于2004年新年成立，将近15位中欧校友参加了此次成立大会。自90年代末校友们相继移民加拿大，这些校友来到新环境后，经过自身的不懈努力和奋斗，都在事业上取得了一定的成就。时至今日，经济中心的多伦多已聚集了20位中欧校友，形成了在中国之外最大的中欧校友聚居地。

另外中欧国内的校友分会也如雨后春笋纷纷成立，到目前为止已成立了北京、广州、山东等九个校友分会。



爱尔兰政府向中欧文苑捐赠 5 万美元

2004 年 1 月 8 日，爱尔兰政府向中欧国际工商学院中欧文苑捐赠了 5 万美元。此次捐赠代表了爱尔兰政府对长期致力于促进中国与欧盟相互理解和文化交流的组织机构的大力支持。



▲ 在中欧环球资源信息中心里，爱尔兰驻上海总领事 Geoffery Keating 先生（左三）将捐赠款交给中欧文苑主任高大伟（David Gosset）（左二）先生。

中欧增加新的 MBA 交换学习合作学校

新年伊始，中欧国际工商学院与 4 所新的商学院达成 MBA 学生交换学习的初步协议。这四所学校包括：

- 美国杜克大学（Duke University）的 Fuqua 商学院。Fuqua 商学院是世界顶尖级商学院，在英国金融时报的全球商学院排名 2004 年为第 20 名。
- 加拿大多伦多大学的 Rotman 商学院，Rotman 商学院亦为世界顶尖级商学院，在英国金融时报的全球商学院排名 2004 年为第 21 名。
- 挪威的 The Norwegian School of Economics and Business Administration，该校是斯堪第那维亚地区顶尖的商学院，并且是世界性交换学院组织 PIM 的成员。
- 匈牙利的 The Budapest University of Economic Sciences and Public Administration。该学校是欧洲中部及东部广为认可的领先商学院，并且是 PIM 组织的成员。

新书出版：《21 世纪的营销管理》

Willem Burgers 教授与美国哥伦比亚大学两位教授：Noel Capon 及 James M. Hulbert 合著的中文版市场营销教材《21 世纪的营销管理》已由上海人民出版社出版发行。



贝卡尔特 - 中欧国际工商学院新的赞助伙伴

新年伊始，我们非常高兴地宣布贝卡尔特成为中欧发展基金赞助伙伴，承诺自 2004 年至 2007 年，为学院提供为期三年的财政支持。

贝卡尔特亚洲总裁赫曼·范达乐先生在提到与中欧的合作时说，“贝卡尔特目前正在持续扩大在中国的运作，我们同时也致力于为未来中国商业领袖的摇篮——工商管理教育做一份贡献。

因此，我们非常高兴和骄傲地加入全球众多杰出公司的行列，成为中欧国际工商学院的赞助伙伴。我们相信中欧以其高瞻的教学水准和办学信仰，一定会为企业界培养出大批我们急需的既有专业知识又富有使命感的高端人才。”

贝卡尔特和中欧国际工商学院近年来联系紧密，在 MBA 毕业生招聘、MBA 小组咨询项目和高层经理培训等领域进行了诸多卓有成效的合作。

贝卡尔特（www.bekaert.com）以其在世界范围内领先的金属变形和先进镀膜技术上的核心竞争力，不断拓展在全球的业务，以创造可持续的盈利的增长。通过其宽泛的产品，系统和服 务，贝卡尔特为其遍布全球的客户 提供高附加值的回报。贝卡尔特志在巩固其在全球一些特定细分市场 中同时作为市场领袖和技术领袖的主导地位。

刘吉院长参加达沃斯世界经济论坛

中欧国际工商学院执行院长刘吉教授于 1 月 24 日参加了世界经济论坛第 34 届年会。

在刘吉院长参加的讨论中，他与摩根斯坦利的首席经济学家斯提芬·罗奇、耶鲁大学耶鲁管理学院院长杰弗瑞·中国 银行总 经理朱民等专家学者进行了讨论，探讨如何“保持中国经济持续 平稳发展”。

论坛认为，中国是全球吸引外资最多、经济发展速度最快的国家，又是全球第 5 大贸易体，对世界经济发展的作用至关重要。

全球瞩目的世界经济论坛第 34 届年会 1 月 21 日至 25 日在瑞士东部格里松州的滑雪胜地达沃斯镇举行。今年年会的主题是“建立繁荣和安全的伙伴关系”。包括 30 多位国家元首、政府首脑和 200 多名各国高级别政界人士、1000 多名世界著名公司和企业的代表以及经济学家、科学家、记者、宗教界和非政府人士在内的 2200 余人聚集一堂，研究和探讨当今世界经济的现状和前景，促进国际经济技术的合作与交流。

许小年教授和许定波教授加盟中欧

2004 年中欧国际工商学院又迎来了两位新教授，金融学和经济 学教授许小年，以及会计学副教授许定波。

许小年教授拥有美国加州大学戴维斯分校经济学博士及中国人民大学产业经济学硕士学位。他的研究领域包括 宏观经济学、金融学、金融机构与金融市场，过渡经济以及中国经济改革。

许定波教授拥有明尼苏达大学会计学博士学位及武汉大学管理学硕士学位。他的研究主要集中在机制设计、会计信息披露对管理决策、绩效评估和激励的作用。

陈昭全教授、黎瑞生教授在中欧进行教学与研究

从 2004 年 1 月 1 日起，陈昭全教授和黎瑞生教授利用其学术假期在中欧国际工商学院进行为期半年的教学与研究。

陈教授是美国 Rutgers 商学院管理学教授和管理与全球商业系系主任。他的研究和教学领域是组织行为学和人力资源学。

黎教授是美国堪萨斯大学信息系统和会计学副教授。他的研究领域包括无形资产的 市场价值、信息技术和资本市场、信息技术的商业价值等。

Liu Ji and Wu Jinglian Awarding for 2003 CCTV Person of the Year in China Economy

On December 28, 2003, the "2003 CCTV Person of the Year in China Economy" was announced in Beijing at a grand awards ceremony. Liu Ji, executive president of China Europe International Business School (CEIBS) was invited to award the prize to Miao Wei, general manager of Dongfeng Automotive Corporation. In addition, Wu Jinglian, Bao Steel Chair Professor of Economics at CEIBS awarded a prize to Wen Tiejun, a research fellow at the China Society of Economic Reform.

2004 CEIBS New Year's Concert and the Founding of CEIBS' Alumni Association Beijing Chapter

China Europe International Business School's (CEIBS) New Year's Concert and the founding ceremony of CEIBS Alumni Association Beijing Chapter was held on December 14, 2003, at the Sun Yat-Sen Musical Hall in Beijing. Nearly 900 people attended the event, including CEIBS administration and staff, students, alumni, and distinguished guests from different industries. Attendees celebrated the new year with grand and elegant musical pieces. The Central Symphony Orchestra, conducted by famous Chinese conductor, Gao Wei Chun, performed.

Members of the first committee of the CEIBS Alumni Association Beijing Chapter also showed up at the ceremony.

Establishment of CEIBS Alumni Association, Toronto Chapter

As 2004 approaches, the first China Europe International Business School (CEIBS) Alumni Association overseas chapter was established in Toronto, Canada. About 15 alumni of CEIBS and CEMI attended the festive opening ceremony.

A representative from the Alumni Relations office read congratulation letters from Prof. Zhang. All participating alumni and their guests took a CEIBS "family picture" together. Many alumni expressed their appreciation for the establishment of a Toronto Chapter, calling it a home away from home. As being 'people-oriented' is one of CEIBS' key values, the school strives to care for its graduates no matter where they are.

Since the late 1990s, a growing number of CEIBS alumni have emigrated to Canada. Through their efforts and talents, almost all of them have established a solid foundation there and have

achieved great successes in both career and life. There are currently almost 20 CEIBS alumni living in Toronto, the economic capital of Canada.

Sponsorship by the Government of Ireland

On January 8, 2004, the Government of Ireland gave Academia Sinica Europaea a grant of 50,000 US dollars. Academia Sinica Europaea, created under the auspices of CEIBS, serves as an intellectual interface between Europe and China. With its donation, Ireland showed its strong support for a structure that aims to create better understanding between the two regions.

CEIBS' New Exchange Partners

In 2004, China Europe International Business School (CEIBS) MBA programme is pleased to announce new exchange programs with the following schools:

- The Fuqua School of Business at Duke University (USA), ranked 20th by the Financial Times (2004).
- The Rotman School of Business of the University of Toronto (Canada), ranked 21st by the Financial Times (2004).
- The Norwegian School of Economics and Business Administration (Bergen, Norway). NHH is among the leading business schools in Scandinavia and is a member of the PIM consortium of exchange programs.
- The Budapest University of Economic Sciences and Public Administration (Hungary). BUESPA is widely acknowledged as being a leader in Central and Eastern Europe and is also a member of the PIM network.

CEIBS Welcomes its 2004 Exchange Students

Shortly after bidding farewell to our 2003 exchange students, China Europe International Business School (CEIBS) in early January welcomed the first batch of 2004 exchange MBA students. Their studies at CEIBS began with an orientation programme that included various presentations, a visit to the Shanghai-GM facility, a tour of Shanghai, and some get-togethers with our full-time students.

The new exchange students come from ten different partner schools, including London Business School (LBS) and Johnson School of Management (Cornell University). They will spend up to three and half months at CEIBS while full-time CEIBS students take their places. About 40 CEIBS students have gone abroad

this year to such schools as LBS, Johnson, the Anderson School at UCLA and the Richard Ivey School of Business.

Spain's Minister of Education, Culture and Sports Visits CEIBS

Mrs Pilar Del Castillo, Spain's Minister of Education, Culture and Sports, paid a visit to China Europe International Business School (CEIBS) on January 13. Mrs Castillo and her delegation were greeted by CEIBS executives, professors and students, including Prof. Liu Ji, Executive President of CEIBS, and Dr. Bert Bennett, President of CEIBS. Prof. Liu and Dr. Bennett guided Mrs Castillo and the delegation on a tour of the campus and had a friendly free-form discussion.

New book published: Marketing Management in the 21st Century

Professor Willem Burgers has co-authored a Chinese marketing textbook: Marketing Management in the 21st Century with Columbia professors Noel Capon and James M. Hulbert. The book has been released by Shanghai People's Publishing.



Bekaert- New Sponsor Partnership at CEIBS

CEIBS is delighted to announce that Bekaert will become a Development Fund Sponsorship Partner with CEIBS, committing three years of financial support to the school, through 2007.

"As Bekaert is continuously expanding its presence in China, we also aim to contribute to the high level of education of the future Chinese business leaders. Therefore Bekaert is pleased and proud to belong to the elite group of companies around the world that have become sponsors of CEIBS. We believe that CEIBS, with its high standards and beliefs, delivers the motivated and professional trained students we need." said Mr. Herman Vandaele, President Bekaert Asia.

Bekaert and CEIBS have enjoyed a close association in recent years, primarily through the recruitment of MBA graduates and cooperation in group consultancy projects and executive education programmes.

Bekaert (www.bekaert.com) seeks sustainable and profitable growth based on its two core competences: advanced metal transformation and advanced materials and coatings. With its broad range of products, systems and services, Bekaert offers

high added value for its worldwide clientele. Bekaert aims to consolidate its position as both market leader and technology leader in selected market segments around the world.

Based in Europe with its headquarters in Belgium, Bekaert has a turnover of EUR 2.8 billion, selling its products in more than 120 countries.

Under the leadership of Mr. Herman Vandaele, President Bekaert Asia, Bekaert employs over 1250 employees in China and is continuing to expand. By the end of 2003, the company had invested CNY 1.3 billion in China and plans are underway to open a seventh new plant here.

Welcome Prof. Xu Xiaonian and Prof. Xu Dingbo on Board

Two new professors, Prof. Xu Xiaonian and Prof. Xu Dingbo have joined CEIBS thus far in 2004. Prof. Xu Xiaonian is Professor of Finance and Economy and Prof. Xu Dingbo is Associate Professor of Accounting.

Prof. Xu Xiaonian obtained a Ph. D. in Economics at the University of California, Davis and an MA in Industrial Economics at the People's University of China. His research interests include: Macroeconomics, Finance, Financial Institutions and Financial Markets, Transitional Economies and China's Economic Reform.

Prof. Xu Dingbo received his Ph.D. in Accounting from the University of Minnesota. He earned his master's degree in Management from Wuhan University, China. Prof. Xu's research focuses on mechanism design, the impact of accounting information disclosure on management decision-making, performance evaluation and incentives.

Prof. Chen Chao-Chuan and Prof. Vernon Richardson Spend Sabbaticals at CEIBS

Prof. Chen Chao-Chuan and Prof. Vernon Richardson are spending their half year sabbaticals at CEIBS, beginning January 1, 2004.

Prof. Chen is Professor and Chair of Management and Global Business at Rutgers Business School. His research and teaching area is Organizational Behavior and Human Resources.

Prof. Richardson is Associate Professor of Information Systems and Accounting at the University of Kansas. His research interests include Market Valuation of Intangible Assets, Information Technology and the Capital Markets, and the Business Value of Information Technology.

中欧医院管理文凭课程

Diploma in Hospital Management A Multi-Modular Programme

多模块制课程

专为院长、副院长等医院高层管理人员开设
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中欧医院管理教育顾问委员会成员

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陈洁	前世界卫生组织副总干事
冯鑫祥	广东省卫生厅副厅长
刘俊	上海市卫生局局长
邵明立	国家食品药品监督管理局副局长
宋瑞霖	国务院法制办教科文卫法制司副司长
宋晓梧	国家发展与改革委员会党组成员
王龙兴	上海市药品监督管理局局长
吴明江	卫生部医政司司长
周海洋	上海市医疗保险局局长
朱士俊	中华医院管理学会副会长、301 医院院长

(按姓氏音序为序)

课程目标

本课程有两大目标:

- 使学员掌握必要的新技能和竞争能力以迎接医院管理所遇到的挑战
- 开拓他们的思维, 培养新思路, 使他们更有效地管理医院

它的具体目标是帮助学员制定适当的战略以:

- 实施政府制定的医疗政策, 对地方医疗需求的变化及时作出反应;
- 设定医院使命和远景目标, 筹划和执行战略计划, 使医院更具竞争力;
- 建立有效的管理系统, 使医院领导及时监督并观察其关键业务、组织安排、人员管理和资源利用的进程;
- 如何积极进行改革, 提高医院管理绩效。

课程结构设置

课程分为三个部分, 时间跨度为 18 个月。

- 第一部分 - 十个模块。每个模块为期三天, 将着重讲述一个关键领域, 并涉及该关键领域内的一系列主题。
- 第二部分 - 嘉宾讲座、院际交流、药厂参观与研讨活动。通过这些活动, 使院与院之间加强了解, 增进合作与交流。
- 第三部分 - 2 份评分作业。学员只有参加所有模块的学习, 并完成所布置的两份作业后才能获得文凭。

内容

每个模块将举例说明全球医院管理中的最佳实践, 并将结合中国的实际环境。教学方法将侧重于:

- 有关主题的最新思考
- 建立理论框架
- 传播实用工具让学员能够在自己医院的工作实践中应用所学到的理论
- 拜访模范医院

课程的 10 个模块为:

模块 1	" 了解医疗卫生体系 "
模块 2	" 管理人力资源组织 "
模块 3	" 财务、管理会计和控制系统 "
模块 4	" 风险管理 "
模块 5	" 医院流程管理 "
模块 6	" 市场管理 "
模块 7	" 项目管理与 IT 管理 "
模块 8	" 战略制定 "
模块 9	" 客户服务管理 "
模块 10	" 变革管理 "

证书

学员在参加完所有模块的学习并按要求完成所布置的两份作业后, 将被授予中欧国际工商学院医院管理文凭, 否则将只获得结业证书。

教授

医院管理文凭课程的教授队伍由来自全球各著名商学院 (法国 INSEAD 商学院、西班牙 IESE 商学院) 的教授以及中欧国际工商学院的教授组成。他们在各自的相关研究领域是世界公认的专家; 他们在许多跨国公司开展了长期而广泛的研究咨询活动。此外, 他们在医院管理这一领域也有丰富的经验, 曾多次亲自参与国内医院进行调研, 分析, 并帮助医院指定相应的战略计划。

如何索取详细信息

如需了解有关医院管理文凭课程的具体信息, 请直接联系课程招生处。

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For Hospital Presidents, Vice Presidents and Senior Executives
Language: English with Chinese Interpretation

CEIBS Hospital Management Programme Advisory Committee

CAI Ren Hua	President, China Health Economics Institute / Former Director, Department of Policy and Legislation, Ministry of Health
CHEN Jie	Former Deputy Executive General, World Health Organisation
FENG Liu Xiang	Deputy Director, Guangdong Provincial Bureau of Health
LIU Jun	Director, Shanghai Health Bureau
SHAO Ming Li	Deputy Director, State Food and Drug Administration
SONG Rui Lin	Deputy Director, Department of Education, Science, Culture and Public Health, the Legislative Affairs Office of the State Council
SONG Xiao Wu	Member of Party Committee, National Development and Reform Commission / President, Macroeconomics Research Institute
WANG Long Xing	Director, Shanghai Drug Administration
WU Ming Jiang	Director, Healthcare Administration, Ministry of Health
ZHOU Hai Yang	Director, Shanghai Healthcare and Insurance Bureau
ZHU Shi Jun	Deputy Director, China Hospital Management Commission / President, No. 301 Hospital

(in alphabetical order of surnames)

CEIBS DIPLOMA IN HOSPITAL MANAGEMENT Objectives:

The programme has two major objectives:

- To equip participants with the latest skills and competencies they will require to face the challenges of hospital management in the new millennium
- To broaden their mindset and develop new ideas to manage hospitals effectively

Specifically, it aims to help participants develop appropriate strategies for:

- implementing government health policy while responding to the specific and changing demands of the local population
- establishing vision and mission - formulating and implementing strategic plans for hospitals to stay competitive
- creating effective management systems which allow hospital management to monitor and observe the performance of key hospital processes, organisational arrangements, people and resources
- understanding how to respond positively when performance is inadequate and change becomes necessary

Structure:

The programme lasts 18 months and consists of three parts.

- Part 1 - 10 modules -- Each three-day module will focus on one key area and cover a range of topics related to that area.
- Part 2 - Guest speakers, plant tours, hospital visits and discussions - to enhance mutual understanding and cooperation.
- Part 3 - Two graded assignments -- The Diploma will only be awarded to participants who have attended all the modules and completed two assignments - the first at the end of the 5th module and the second after the completion of the 9th module.

Programme Coverage:

Each module will illustrate best practice in hospital management worldwide and then relate that best practice to the Chinese environment. The teaching approach will focus on:

- Presentation of the latest thinking on the subject matter
- Establishment of a theoretical context
- Distribution of practical toolkits and instruments to enable participants to implement theories in their own hospitals
- Visits to benchmark hospitals

The ten modules to be covered are:

Module 1	"Understanding the Health System"
Module 2	"Managing the Human Organisation"
Module 3	"Finance, Management Accounting and Control Systems"
Module 4	"Managing Risk"
Module 5	"Managing Hospital Processes"
Module 6	"Managing the Market"
Module 7	"Managing Project & IT"
Module 8	"Developing a Strategy"
Module 9	"Managing Customers & Services"
Module 10	"Managing Change"

Programme Certification

Participants who successfully complete the entire programme and the two assignments are awarded the CEIBS Diploma in Hospital Management

The Faculty

The faculty of the CEIBS Diploma in Hospital Management consists of professors from prestigious business schools worldwide, such as INSEAD and IESE, as well as Chinese healthcare experts. They are world-recognised experts in their respective research areas, and have worked with multinationals by providing extensive research and consulting services. They have rich experience in the field of hospital management, and have been personally involved in many research projects with the Chinese Government. They have also helped numerous hospitals with strategic planning.

How to obtain further information

For more details about CEIBS Diploma in Hospital Management, please contact our Admissions Office.

Inquiries and requests for applications:

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中欧国际工商学院

CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

中欧国际工商学院是根据中国政府和欧洲联盟的协议，由上海市人民政府和欧洲联盟共同出资于 1994 年创办的一所非赢利性中外合作教育机构。

学院开设的 MBA、EMBA 和高层经理培训课程都由来自欧洲、北美和亚洲等地的著名教授执教。

CEIBS is a not-for-profit joint venture established in 1994 under an agreement between MOFTEC and the European Commission.

It offers a range of programmes including MBA, EMBA and Executive Education with a faculty drawn mainly from Europe, North America and Asia.

www.ceibs.edu