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中欧国际工商学院校友杂志 CEIBS Alumni Magazine

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聚焦:

- 在申博的日子里——记朱院长和他的同事们
- 2010世界杯的领导启示

PLUS:

- Bidding for the 2010 World Expo
- Leadership Lessons from the World Cup

CSR在中欧 CSR at CEIBS

目录 Contents

封面故事 COVER STORY

40

CSR在中欧
CSR at CEIBS



特别报道 FEATURE

22



在申博的日子里
——记朱院长和他的同事们
Bidding for the 2010 World Expo

在中欧 INSIDE CEIBS

98



2010年中欧艺术鉴赏周
Art Appreciation Week 2010

教务长致辞



欢迎入学和返校，
请为中欧呐喊

Welcome (Back) and
Please Speak Up

8月，新的学年开始了，中欧一片生机盎然。180名MBA新学员、72名交换生本月入学，73名09级MBA学员即将踏上交换之旅。

2010级MBA新生，欢迎来到中欧，有你们的加入，真好。

我很喜欢8月12日一个半小时的“下午茶”环节（尽管并不是真的在喝茶），我喜欢跟大家在大礼堂的欢聚。

这个月是大家一年半MBA学习生活的开端，我相信你们所有人都会经历一种个人转变。你们的前程充满挑战，相当复杂，需要有经验的人提供帮助。要记住，真正的转变只有在和其他人的交流、沟通中才有可能发生。也就是说，大家要多参加活动，做好准备工作，亲身参与，要向中欧这个大家庭敞开胸怀，拥抱这里的生活。我希望看到大家做出真诚的努力，在这个转变的过程中获得丰厚的回报。

2009级MBA学员，欢迎返校！不管大家将要参加海外交流项目，还是留在国内完成最后的“冲刺”，都希望大家能充分利用这个机会。你们中的很多人很快就会出国，到中欧的40家合作商学院去深造，留下来的同学将和今年秋季学期来到我们校园的国际交流学员共同学习。

在此我要呼吁：要清楚，你们就是中欧的品牌。你们所做的一切，都会给别人留下“中欧就是这样”的印象：中欧的价值观，中欧的行事风格，中欧的思维能力、教学水平，都在你们身上体现。作为中欧的品牌代表，你们要为中欧呐喊。不管是用行动还是用言语，都要让世界知道我们是谁。

大家就要踏上新的征程，在此我送上良好的祝愿，希望大家一切顺利，给在中欧的学习生涯画上完美的句点。

全体同学，最有效的学习过程是双向的。学校虽然有能力强提供最前沿的学术环境，但如果不能持续学习、改进、创新的话，就不能提供有效的教学。不向我们的学生学习，还要向谁学习？基于这一考虑，我来向大家介绍一下这样几项措施，其设计的目的，就是要促进师生间的交流与互动：

——中欧Blackboard教学平台上贴出的教学更新栏向大家提供当前学校管理方面的着力点；

——每月一次的“与教务长共进早餐”活动向大家提供了在非正式、面对面的场合下跟我、或者跟中方教务长张维炯教授沟通的机会；

——中欧的IT团队目前正在努力升级我们的中欧网上社区，很快就会向MBA、EMBA学员、校友开放，最终也会向校友开放。

期待听到你们的声音！

August is a lively month at CEIBS, it marks a new academic year, with the incoming class of 180 newly arrived MBA students, 72 incoming exchange students and 73 MBA-09s getting ready to fly off on exchange programmes overseas.

To MBA 2010 students: Welcome to CEIBS, great to have you here.

I enjoyed the 1.5-hour “Afternoon Tea” session with you in the auditorium on August 12, even though it was without the real tea.

This month marks the start of your 18-month MBA journey and I am sure that virtually almost all of you will experience a personal transformation of some kind, and go through a complex agenda that requires some pretty sophisticated help. Bear in mind that true transformation only arises in engagement with others. It means to be present, to be prepared, to participate, and to reach out to the community. I hope to see some serious effort on your part to make that transformation a rewarding one.

To MBA 2009 students: Welcome back! Make the best out of your exchange overseas or “Home stretch”. Many of you will soon be off to one of the 40 partner b-schools of CEIBS and those remaining in Shanghai will study with the exchange students coming to our campus this fall.

I would like to urge you: Recognize that you are the brand. Everything you do will make an impression about what CEIBS is: what we value, how we do things, the quality of our thinking and teaching, and so on. Part of being the brand for CEIBS involves speaking up for CEIBS. Through your actions and words, let the world know who we are.

I wish you well on a new journey that lies before you, and get ready for the final leg in the CEIBS journey.

To all: The most effective learning process is a two-way street. While CEIBS ensures a cutting edge academic environment, we cannot provide effective teaching if we ourselves are not constantly learning, improving, and innovating. Who better to learn from than our students?

With this in mind, let me highlight several initiatives designed to enhance interaction between the students and the deans:

- The Dean’s Updates posted on the CEIBS Blackboard provide students with a picture of the current priorities for the school management.
- The monthly “Breakfast with the Dean” events offer students the chance for an informal, face-to-face morning meeting with myself or CEIBS Co-Dean Prof Zhang Weijiong, and
- The IT team at CEIBS is now working to facilitate a stronger online CEIBS Community for the MBA and EMBA students, alumni, and eventually staff.

We look forward to hearing from you!



郭理默教授
副院长兼教务长
Prof. Dr. Rolf D. Cremer
Dean and Vice President



企业社会责任在中欧的成熟

每年的这个时间，本刊都会推出“企业社会责任在中欧”专刊。今年专刊着重报道的是深化了的责任领导力——本期杂志不但继续集中报道企业社会责任全球论坛（BGRC），而且对校友在企业社会责任方面所做的努力进行了更深刻、更广泛的报道。今年，我们关注的新焦点是企业社会责任产业，请看本期杂志对中欧校友李润锡（MBA 2005）创办的CSR企业银则（InnoCSR）的报道。

企业社会责任在中欧越来越深入人心，活动也层出不穷，如今本刊已经很难在单独一期杂志中容纳学院的诸多企业社会责任话题。比如，本刊秋季将刊登有关MBA责任领导力课程的报道，在未来一年中也会对中欧学员、校友杰出的社会关系网络活动加以深入报道。总而言之，企业社会责任已经不再是一个每年提起一次的话题，而已经是中欧师生员工和校友日常生活的一部分。

本期杂志的另一篇重头文章是本刊的一次独家采访，讲述了中欧执行院长朱晓明教授多年前在申办2010年上海世博会期间与他的同事们齐心协力、成功申博的故事。朱院长和他的团队成员带我们回顾了申博过程的许多幕后故事。这个勤奋踏实的团队在申博过程中忘我拼搏，与本

CSR Comes of Age at CEIBS

Every year at this time, the editors of *TheLINK* magazine print our annual “CSR at CEIBS” edition. The 2010 edition showcases a deepened commitment to responsible leadership – not only highlighting the BGRC, but also featuring the scope and scale of alumni efforts. This year, we feature a new focus on the business of CSR, as highlighted in our profile of InnoCSR, launched by Sam Lee (MBA 2005).

CSR has become so interwoven within the social fabric of CEIBS that we editors can no longer cover the school’s involvement in a single annual issue. For example, readers can look for upcoming coverage of the MBA programme’s “Responsible Leadership Programme” this fall, as well as further coverage of the outstanding social welfare work of students and alumni throughout the coming year. In sum: CSR is no longer a once-a-year story – it is a part of the daily life of the school, its students, faculty, employees and graduates.

This edition of *TheLINK* also features another important story: the role played by CEIBS Executive President Zhu Xiaoming as he worked with leading government officials to bring the World Expo to Shanghai. In an exclusive interview, President Zhu and his team members take us behind the scenes of the bidding process.

期杂志的企业社会责任话题正相契合，两者所说的都是团结起来，为集体利益而奋斗：申办世博，是为了上海和全国人民，是为了参展各国，也是为了如今已被世博宏大场面深深震撼的千千万万观博者。朱院长和他的同事们的申博故事在特别报道栏目中推出，涵盖了从最初的申博准备到最后的蒙特卡洛决战期间一件件感人事迹和趣闻轶事！

本期还刊登了管理学访问教授Shalom S. Saar探讨2010年世界杯上几支球队的教练管理水平的文章，对本届世界杯如火如荼的球迷们不妨从中学习一些有价值的东西。同时在MIT和中欧任教的Saar教授指出，认真考察一下世界杯上几位典型的主教练，就能得到有关团队领导力的重要启示。不论是在球场上，还是在商场上，这一启示都颇有教益。

如往常一样，本期杂志“在中欧”栏目对近期的中欧校园新闻进行了综述，包括2010创意中国MBA挑战赛和2010年艺术鉴赏周，并在“校友之声”栏目带来了校友生活的更新内容，如首尔、温哥华、云南校友分会的成立等。我们还为尚未加入这个大家庭的校友们提供了最新的中欧校友会各地分会的联络方式。

欢迎加入中欧校友会大家庭，我们希望听到您的声音！

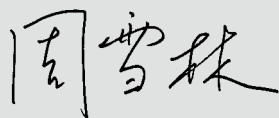
The selfless efforts of this hard-working group dovetails with this edition's CSR focus, as it captures the very essence of individuals working together for the greater good: in this case for the people of Shanghai, the international participants and the millions of Expo visitors who have been dazzled by the grandeur of the event.

President Zhu and his colleagues' story, presented in the **Feature** section, covers the preliminary stages of the bidding process right up to the exciting finale in Monte Carlo!

Also in this edition, football fans who were caught up in the frenzy of World Cup 2010 may find valuable lessons in **CEIBS Knowledge** where Visiting Professor of Management Shalom S. Saar explores examples of excellent – and not so excellent – coaching. Professor Saar, who teaches at both MIT and CEIBS, makes the point that a close look at the tournament's key coaches offers valuable lessons in leadership for any team – in the sports arena or in the business arena.

As always, this issue also includes a round-up of highlights from across the campus in **INSIDE CEIBS – INNOVATEChina** and Art Appreciation Week 2010 – as well as updates on alumni life in **Alumni Voice** such as the launch of the Seoul, Vancouver and Yunnan chapters. And for alumni not yet plugged into the network, we offer an up-to-date list of CEIBS Alumni Association Chapters.

Come join the network, we'd love to hear from you!



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目录 Contents



要闻 BRIEFING

- 10 全球商业领袖齐聚2010陆家嘴论坛；罗马诺·普罗迪出任“欧盟教席教授”；联合国教科文组织总干事博科娃女士造访中欧；上海市人大常委会主任刘云耕访问中欧；朱晓明院长出席对外投资与经济合作研讨会；南京市委书记朱善璐先生来访；中欧与西部续缘；欧洲议会金融、经济、社会危机特别委员会代表团造访中欧……

Global business leaders gather for Lujiazui Forum 2010; H.E Romano Prodi appointed as CEIBS' EU Chair of Sino-European Dialogue; and an impressive number of campus visits by high-level local and international officials including: UNESCO Director General Madame Bokova; Members of the European Parliament's Special Committee on the Financial, Economic and Social Crisis; Shanghai People's Congress Standing Committee Chairman Liu Yungeng; and much more...

特别报道 FEATURES

- 22 在申博的日子里—记朱院长和他的同事们
Bidding for the 2010 World Expo

封面故事 COVER STORY

- 40 CSR在中欧 CSR at CEIBS
CEO访谈：企业社会责任的商业应用
2010年企业社会责任全球论坛
宇航员梅·杰米森 (Mae C. Jemison) 博士谈时间、空间和选择
爱心联盟校友博客

- CEO Talk – The Business Side of CSR
- BGRC 2010
- Astronaut Dr Mae Jemison on ‘Time Space & Choices’
- In-the-Field Blogs from the Charity Union



管理前沿 CEIBS KNOWLEDGE

- 67 金融家沙龙 Finance Salon
罗平教授解析国际监管的改革措施
CASS' Prof Luo Pin on International Regulatory Reform Measures
- 68 教授成果 Faculty Achievements
弗沃德教授、范悦安教授、言培文教授和刘胜军博士的新书
New books from Professors Waldemar Pfoertsch, Juan Antonio Fernandez and Per V Jenster, and Dr Gary Liu
- 72 2010世界杯的领导启示
Leadership Lessons from the 2010 World Cup



职业发展 CAREER

- 76 合作伙伴 Corporate Partner News

在中欧 INSIDE CEIBS

- 85 重要任命 New Appointments
- 88 校园新闻 School Updates
“创意中国2010”国际MBA挑战赛; 2010年中欧艺术鉴赏周; 聚焦校园其他活动.....
InnovateCHINA 2010 winners, Art Appreciation Week 2010, plus a round-up of social events and awards...
- 102 媒体关注 CEIBS in the Media



校友之声 ALUMNI VOICE

- 104 彩云之南的新篇章
Q&A with President of the Yunnan Chapter
- 108 校友分会 Alumni Chapters
- 114 校友新闻 Alumni Events
- 122 班级通讯录 Linking In



全球商业领袖 齐聚2010 陆家嘴论坛

Global Business Leaders Gather for Lujiazui Forum 2010



2010年的世界潮流是怎样的？全球金融监管系统改革将走向何方？中国资本市场和工业转型取道何处？在后危机时代，上海应该将什么作为聚焦点，才能抓住机遇，形成自身全球金融中心的地位？2010年6月25日至26日，第三届陆家嘴论坛拉开帷幕，来自多个国家的800位全球金融机构高管、知名学者和政府高官齐聚美丽的黄浦江畔，聚焦“后危机时代的结构调整与金融改革”。

陆家嘴论坛由上海市政府、中国人民银行、中国银监会、中国证监会和中国保监会联合主办，由上海市金融服务办公室、中欧国际工商学院、浦东新区政府等联合承办。

陆家嘴论坛组委会副主任、中欧国际工商学院执行院长朱晓明教授参加了专题会场“战略新兴产业发展与金融服务创新”的专题发言和讨论。他认为，全球前五位的银行中国占了三席，中国金融机构在全球的地位已经不低了。前台大了，后台必定变大。未来，在岸金融外包的市场不可低估。目前，中国的离岸外包只占整个外包的22%，而在岸外包达到78%。为此，朱晓明院长建议，国家应该大力支持、积极培育在岸服务外包市场。其中，在对发包方的政策设计上，应该考虑到银行业对接包方的素质的担忧；银行将金融后台分离之后，应避免重复征税。对在岸外包接包方的政策设计上，所得税、营业税、培训费、资质认证等采用渐进式的方式，制定相应规范，逐步地向离岸外包政策靠拢。朱晓明院长还透露，国务院已经出台69号文件对这一行业进行扶持，银监会等有关机构将考虑银行金融机构外包风险管理的指导性意见，相信其实施细则将随后出台。

在“中小企业发展与金融服务”专题会场，佩德罗·雷诺院长发言时着重谈了创业企业融资问题。作为创业学教授，雷诺教授不仅为创业企业与潜在投资者搭建沟通平台，更亲自在西班牙和中国参与发起了多个创业基金，为包括中欧国际工商学院校友在内的创业者提供天使资本。

全国人大常委、财政经济委员会副主任委员、中欧陆家嘴国际金融研究院院长吴晓灵在演讲中指出，尽管金融业涉及到社会众多有风险的行业，但是在经济发展中，中国经济的各个区域之间有很大差别，在维护集中统一的同时，应调动地方政府的积极性，从而使我们的金融能够发展得更加平稳、更加有生气。她认为，中国地方政府债务的问题和欧洲债务问题，并不在一个层次上。不要对中国地方政府债务问题有过大的担忧。

许小年教授在发言中说，中国的资本市场改革相对滞后，不利于创新企业成长和企业融资。在这方面，上海还和香港存在很大差距。许小年估计，在今后很长一段时间里，香港不用担心被边缘化，因为上海金融市场的国际化、透明化和规范化短期内还不会得到很大提高，法律监管还与国际最好的实践存在很大差距。许小年强调，考察世界各国历史，一个金融中心的成长和确立靠的是软件，例如法律能不能有效保护股东权益、有没有透明高效的监管体系等，这些软环境决定了一个城市能否成为国际金融中心。要成为国际金融中心，各项制度安排都应和国际接轨，包括资本账户要开放。许小年建议，要把上海建设成国际金融中心，或许可以效法邓小平搞深圳特区的模式，先在陆家嘴建立一个“金融法律特区”。

What will be the future trends in China and the rest of the world for 2010? What direction will the global financial regulatory system reform take? What path should China follow for the development of its capital markets and industrial restructuring? What must Shanghai focus on to seize opportunities in the post-crisis era and exemplify its role as a world-leading financial centre? These were among the issues explored during the 3rd Lujiazui Forum co-organized by the China Europe International Business School. The June 25 – 26 event brought together more than 800 government officials, principals of financial institutions, business leaders, scholars and intellectuals from across the globe to discuss the topic “Structural Adjustment and Financial Reform after the Crisis”.

Co-hosted by Shanghai Municipal People’s Government, People’s Bank of China, China Banking Regulatory Commission, China Securities Regulatory Commission and China Insurance Regulatory Commission, the Lujiazui Forum was also supported by Shanghai Financial Service and Pudong New Area People’s Government. Here are some outtakes:

- **Prof Zhu Xiaoming**, Vice Chairman, the Shanghai Committee of the Chinese People’s Political Consultative Conference; Executive President of China Europe International Business School was among the panel that explored the topic of “Financial Innovation and the Development of Emerging Strategic Industries.” In his speech, President Zhu noted that three of the five top global banks were Chinese. This, he added, was an indication of China’s increasingly important position among global financial institutions. He cautioned that the onshore financial outsourcing markets should not be underestimated. China’s offshore outsourcing markets now account for only 22% of the sector, while onshore outsourcing markets account for 78%. According to President Zhu, the Chinese government is greatly supporting and actively providing training for the onshore outsourcing market. Areas that need to be addressed, he noted, include: quality of outsourcing services for the banking industry; avoiding double

taxation for banks which outsource back office operations; gradually aligning income tax, business tax, training fees, and quality accreditation between on-shore and offshore outsourcing businesses. He added that the State Council has issued File No.69 on supporting the industry. “China Banking Regulatory Commission will provide guidance to financial institutions on managing outsourcing risk,” said Prof. Zhu.

- CEIBS President **Pedro Nueno** spoke about the financing problem faced by entrepreneurs in a panel discussion on “Growth of Small and Medium Enterprises and Financial Services.” A professor who teaches entrepreneurship, Dr Nueno has not only established a platform of communication for enterprises and investors, but also founded several foundations in Spain and China.

- In her address, **Wu Xiaoling**, Member of the Standing Committee of the National People’s Congress, People’s Republic of China, pointed out that China’s economy differs greatly across

regions and, while maintaining reunification, China should also promote local government enthusiasm and autonomy in financial development. She stressed the difference between China’s local government debt issues and Europe’s. “Do not worry too much about China’s local government debt,” she advised.

- In his speech, CEIBS Professor of Economics and Finance Professor **Xu Xiaonian** noted that China’s capital market reform has lagged far behind the growth in innovative enterprises and corporate finance. In this regard, Shanghai is being outperformed by Hong Kong, he said. Prof. Xu estimated that, for years to come, Hong Kong has no reason to fear being marginalized since Shanghai offers no real threat. In the short term, he added, there is still a lot to be done in terms of Shanghai’s international financial markets, levels of transparency and standardization, and there is a significant gap between the city’s legal regulations and best international practices. He stressed that history illustrates that the growth of a financial centre depends on the supporting software: for example, whether the law can effectively protect legal interests; whether there

WHAT PATH SHOULD CHINA FOLLOW
FOR THE DEVELOPMENT OF ITS
CAPITAL MARKETS AND INDUSTRIAL
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CRISIS ERA AND EXEMPLIFY ITS ROLE AS
A WORLD-LEADING FINANCIAL CENTRE?



Stephen Roach



屠光绍
Tu Guangshao



吴晓灵
Wu Xiaoling



朱晓明
Zhu Xiaoming

重要演讲嘉宾 (部分):

- 俞正声——上海市委书记
- 刘明康——中国银监会主席
- 尚福林——中国证监会主席
- 吴定富——中国保监会主席
- 曼德尔森勋爵——前欧盟贸易代表、前英国第一国务大臣、商业创新及技能大臣
- 玛丽莎·拉戈——美国财政部助理部长
- 李小加——香港交易及结算有限公司集团行政总裁
- 梁锦松——百仕通集团大中华区主席
- 刘乐飞——中信产业投资基金管理有限公司董事长
- 熊晓鸽——IDG资本创始合伙人
- 谢国忠——玫瑰石顾问公司董事
- 李扬——中国社会科学院副院长
- 蔡洪平——瑞士银行投资银行亚洲区主席

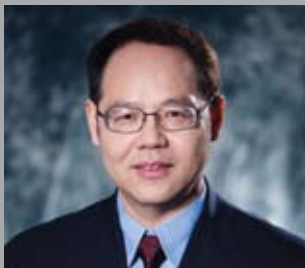
作为承办单位之一，中欧国际工商学院为论坛议程策划提供了全程智力支持

- 朱晓明——中欧国际工商学院执行院长
- 佩德罗·雷诺——中欧国际工商学院院长
- 张春——中欧国际工商学院金融学教授
- 许小年——中欧国际工商学院经济学与金融学教授
- 吴晓灵——全国人大常委、财政经济委员会副主任委员，中欧陆家嘴国际金融研究院院长
- 谭作钧——EMBA2003，中国船舶集团总经理

部分中欧国际工商学院兼职教授也在论坛中担任发言嘉宾和主持人

- 屠光绍——上海市副市长
- 王华庆——中国银监会纪委书记
- 李剑阁——中国国际金融有限公司董事长
- 方星海——上海市金融办主任
- 罗奇——摩根斯坦利亚洲区主席
- 肖耿——清华-布鲁金斯公共政策研究中心主任

请访问<http://www.lujiazuiforum.org>获取详情



张春
Chang Chun



方星海
Fang Xinghai



李剑阁
Li Jiange



佩德罗·雷诺
Pedro Nueno

is a transparent and efficient regulatory system, and similar factors that determine how well a city performs as an international financial centre. An international financial centre, he stressed, has to have institutional arrangements that are on par with international standards, including a capital account that is open, he

said. Endorsing the proposal to transform Shanghai into an international financial centre, Prof. Xu suggested that the pattern for accomplishing this goal may be Deng Xiaoping's Shenzhen Special Economic Zone. "We can begin by building a "financial SAR with independent legal system," he suggested.

Some of the important speakers included:

- Yu Zhengsheng, CPC Shanghai Committee Secretary
- LIU Mingkang, Chairman, China Banking Regulatory Commission
- SHANG Fulin, Chairman, China Securities Regulatory Commission Chair
- WU Dingfu, Chairman, China Insurance Regulatory Commission
- Lord Peter MANDELSON, Former EU Commissioner for Trade; Former First Secretary of State and Secretary of State for Business, Innovation & Skills, United Kingdom
- Marisa LAGO, Assistant Secretary for International Markets and Development, Department of the Treasury, United States
- Charles LI, Chief Executive, Hong Kong Exchanges and Clearing Ltd
- Antony LEUNG, Chairman, Greater China, Blackstone Group
- LIU Lefei, Chairman and CEO, CITIC Private Equity Funds Management Co. Ltd
- Hugo SHONG, Founding General Partner, IDG Capital Partners
- Andy XIE, Director, Rosetta Stone Capital Ltd
- LI Yang, Vice President, Chinese Academy of Social Sciences
- Henry CAI, Chairman, Investment Banking - Asia, UBS.

As a supporting institution, CEIBS was a source of highly-regarded participants for the event. CEIBS participants – either as guest speakers or moderators – included:

- Prof Zhu Xiaoming, Vice Chairman, the Shanghai Committee of the Chinese People's Political Consultative Conference; Executive President of China Europe International Business School
- Prof Pedro Nueno, President of CEIBS
- Chang Chun, Professor of Finance, CEIBS
- Xu Xiaonian, Professor of Economics and Finance, CEIBS
- Wu Xiaoling, Member, The Standing Committee, The National People's Congress, People's Republic of China; Vice Chairman, The Financial and Economic Committee, The National People's Congress, People's Republic of China; Director, CEIBS Lujiazui International Finance Research Centre
- Tan Zuojun, (EMBA 2003), President, China State Shipbuilding Corporation.

A number of CEIBS Adjunct Professors also delivered speeches at the forum. They are:

- TU Guangshao, Vice Mayor, Shanghai Municipal Government
- WANG Huaqing, Disciplinary Commissioner, China Banking Regulatory Commission
- LI Jiange, Chairman, China International Capital Corporation Limited
- FANG Xinghai, Director-General, Financial Services Office, Shanghai Municipal Government
- Stephen ROACH, Chairman, Morgan Stanley Asia
- XIAO Geng, Founding Director, The Brookings-Tsinghua Centre for Public Policy.

For more information, please see: <http://www.lujiazuiforum.org>

罗马诺·普罗迪演说“21世纪主要地缘政治动态”

His Excellency Romano Prodi Lectures on
“Geopolitical Dynamics”



7月3日，罗马诺·普罗迪教授在北京校区向中欧校友、学员和媒体发表了题为“21世纪主要地缘政治动态”的演说。郭理默教授宣布论坛开幕，并介绍将在中欧国际工商学院建立欧中国际与工商关系研究院，并由中欧文苑高大伟主任主持。罗马诺·普罗迪（Romano Prodi）先生在2010年7月被中欧国际工商学院宣布任命为“欧盟教席教授”，任期至2012年，此前他曾担任欧盟委员会前主席、并两次出任意大利总理。

一场热烈的辩论在颇具影响力的战略专家和政府顾问小组间进行，活动进入了高潮，高大伟主任主持了这次辩论。参加辩论的有普罗迪教授和原中国人民解放军副总参谋长熊光楷将军，原中国驻德国大使、中国人民外交学会原会长卢秋田等。在分析了全球地缘政治动态的演进和现状后，参与讨论的专家一致认为当今世界已经从单极向多极态势转化。这种转化与欧盟对国家与主权观念的不断变化和亚洲越来越重要的战略地位相结合，决定了21世纪将是一个影响深远、全球动态合作的时期。

On July 3, EU Chair of Sino-European Dialogue at CEIBS, His Excellency Romano Prodi, delivered a lecture on “21st Century Main Geopolitical Dynamics” to CEIBS alumni, students, and media at the school’s Beijing campus. Prof Prodi is former EU Commission President and two-time former Prime Minister of Italy.

The forum was opened by Dean Cremer, who introduced the new initiative of establishing the Euro-China Institute for International and Business Relations at CEIBS under the directorship of David Gosset, who is also Director of Academia Sinica Europaea.

The highlight of the event was a lively debate among a panel of influential strategists and government advisors from Europe and China. Director Gosset moderated the animated discussion between Prof Prodi and General Xiong Guangkai, former Deputy Chief of General Staff, PLA; and Lu Qiutian, former PRC Ambassador to Germany and former President of the Chinese People’s Institute of Foreign Affairs. After analyzing the evolution and the current state of the global geopolitical dynamics, panellist agreed that the world has shifted from being mono-polar to multi-polar. This transformation, coupled with the EU’s changing concepts of nationality and sovereignty and Asia’s increasing strategic position, ensures that the 21st century must be a period of far-reaching and dynamic global cooperation.

联合国教科文组织 总干事博科娃女士 造访中欧

UNESCO Director
General Madame
Bokova Leads
Roundtable at CEIBS



5月21日上午，联合国教科文组织总干事伊琳娜·博科娃（Irina Bokova）女士造访中欧国际工商学院，并在题为“全球化时代的新人文主义”的讨论会上做主题发言，受到热烈欢迎。26名来自政府、学界、商界和社会各界的重要人士参与了本次讨论会。

讨论会伊始，中欧文苑高大伟主任致欢迎词，对参加本次圆桌讨论会的尊贵嘉宾作了介绍。中欧董事、名誉院长刘吉教授表示，博科娃女士的来访对学院和上海市都是“荣幸之至”，并支持总干事关于“新人文主义”的主题发言。在演说的一开始，博科娃女士感谢中欧国际工商学院在2009年以来给她提供了两次访问的机会，她赞扬中欧有着“国际发展规划和抱负”。作为演说的重点，她强调说，之所以需要提倡“新人文主义”，是因为尽管全球化不断发展，全球范围内的联系不断紧密，但还存在着诸多国家、文化、宗教、民族之间的矛盾。她呼吁政府、工商界和学界领袖“重新思考”，提出新的解决之道。博科娃说：“全球化的影响极大，上百万人因此脱离贫困，但这一进程却并未使当今世界的安全形势有所改观。我们看到的是，许多国家分崩离析，宗教、种族争端四起。全球化并未带来完全的全球稳定，这又是为什么？”博科娃指出，解决之道说起来容易，做起来难：“需要的是我们的社会更多地沟

通、更大地包容。”博科娃接着详细解释了联合国教科文组织在传播和发展新人文主义方面所起到的作用。谈到具体项目，博科娃简明扼要地阐述了联合国教科文组织努力创建指标体系，用以衡量文化多样性的工作，以及在性别平等和气候变化这两个至关重要的议题上所做的特别努力。

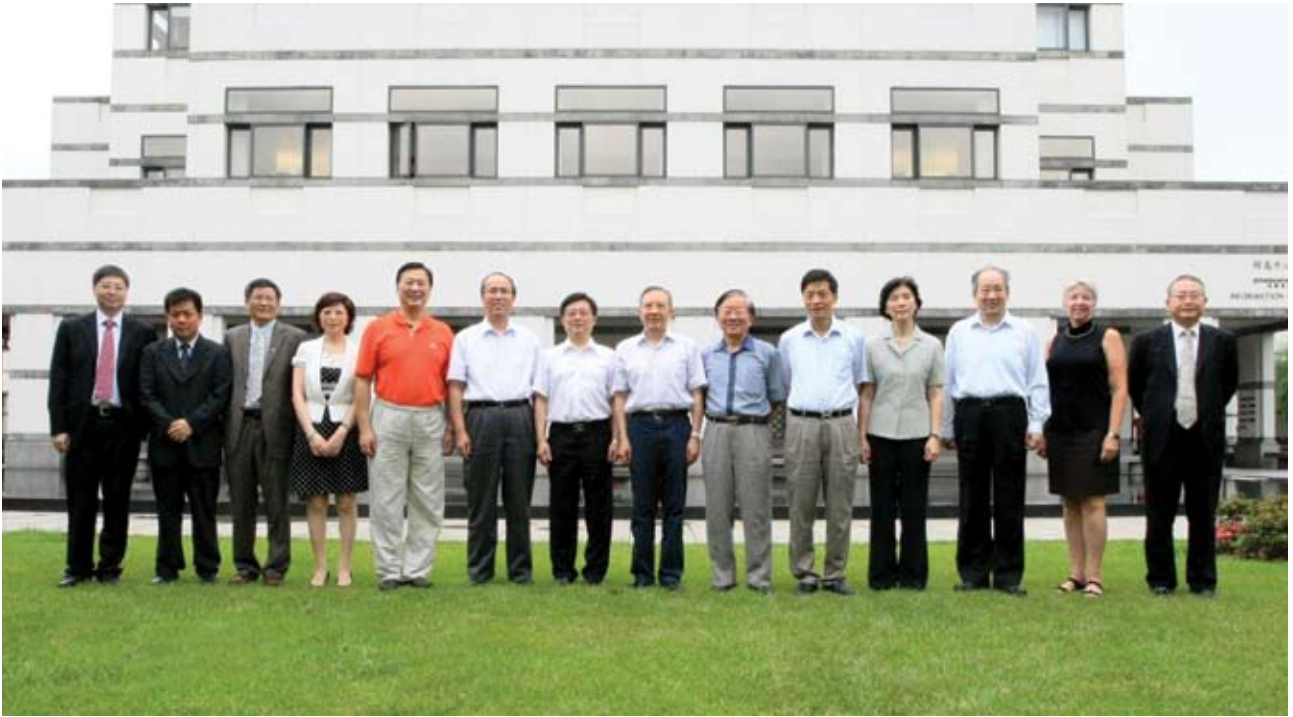
CEIBS hosted UNESCO Director General Madame Irina Bokova as keynote speaker at a Roundtable Discussion entitled “Striving for a New Humanism in a Globalizing World” on May 21.

The discussion featured input from 26 VIP guests including government, academic, business and social leaders.

The event began with a welcome from CEIBS Director of Academia Sinica Europaea Dr David Gosset, who introduced the prestigious roundtable participants. CEIBS Honorary President Liu Ji then stated that it is a “great honour” for CEIBS and the city of Shanghai to host Madame Bokova, and voiced support for the Director General’s speech theme of ‘new humanism’.

Madame Bokova emphasized that the need for ‘new humanism’ has

emerged because although the world has grown more globalized and interconnected, the problem of conflict between nations, cultures, religions, and ethnicities has not been resolved. Thus she called upon government, business and academic leaders to “rethink” their approach toward these problems. “Globalization has had an extremely big impact, taking millions of people out of poverty, but this work has not necessarily made our world safer...,” she said. “We are seeing fragmentation in countries and conflict between religions and ethnicity. Why is it that globalization did not entirely bring global stability?” The solution, she added, is easy to express but difficult to achieve: “What is needed is more dialogue and more tolerance in our societies.” She next detailed UNESCO’s role in promoting a mandate of new humanism, while supporting the organization’s mission to promote education, science and culture. Turning to specific projects, she outlined UNESCO’s work to create “indicators” measuring cultural diversity, as well as a special emphasis on two critical issues: gender equality and climate change.



上海市人大常委会主任刘云耕访问中欧：6月25日，上海市人民代表大会常务委员会主任刘云耕（左八）与部分人大常委会领导视察了中欧国际工商学院上海校区，听取了学院工作汇报，并作指示。

RECOGNITION – Shanghai People’s Congress Standing Committee Chairman Liu Yungeng (centre) and a delegation of the city’s government officials during their visit to CEIBS Shanghai campus for a June 25 roundtable discussion.

朱晓明院长出席对外投资与经济合作研讨会：6月18日，中国对外投资与经济合作研讨会暨《中国对外投资和经济合作发展报告2010》编写工作交流会在南京召开，中欧国际工商学院执行院长朱晓明出席会议并发表题为“商学院的新视点——对外投资和经济合作”的主题演讲，朱院长在深入分析全球对外投资趋势、跨国公司和中国企业的海外投资经验的基础上建议加强“海外投资”的学术研究，以促进中国企业更好地投资海外市场。他指出：“亚洲国家从世界加工厂开始走向世界市场，未来，中国企业走出去的目光别忘了投向价值链的高端。”为了推进对外投资的研究，商务部成立了《中国对外投资与经济合作发展报告2010》编写小组，由朱晓明院长担任组长。

FOREIGN INVESTMENT – CEIBS Executive President Professor Zhu Xiaoming analyzed global trends in foreign investment and overseas investment from MNCs and Chinese enterprises during a June 18 speech at the China Foreign Investment and Economic Cooperation Seminar.





南京市委书记朱善璐先生来访：6月3日傍晚，南京市委书记朱善璐先生（右三）到访中欧国际工商学院，他在执行院长朱晓明教授和副院长兼中方教务长张维炯教授的陪同下，参观了夕阳辉映下的上海校园。朱善璐书记与中欧结缘甚早。在他任职北京期间，中欧在北京的办学和校园建设都曾得到他的大力支持和帮助。朱晓明院长向朱书记介绍了学院的办学情况，朱书记希望与中欧能有更深入的合作。

NANJING TIES – Secretary of the CPC Nanjing Committee Zhu Shanlu (3rd right), known for his long history with CEIBS and his active support during the construction of the newly opened Beijing campus, visited the Shanghai campus on June 3. During the visit, CEIBS President Zhu Xiaoming (centre) briefed him on the school's latest developments.

中欧与西部情缘：5月30日上午，在贵州省委宣传部副部长周晓云（左五）的陪同下，贵州省副省长谢庆生（右六）到访中欧国际工商学院，受到了中欧国际工商学院执行院长朱晓明、副院长兼中方教务长张维炯教授等学院领导的热烈欢迎。谢副省长此行是为答谢中欧MBA同学支持贵州抗旱救灾、支持贵州贫困地区教育事业而来，并希望促进中欧和贵州省的进一步合作。

WEST CHINA FRIENDSHIP – During a May 30 visit to CEIBS, Deputy Director of Guizhou Provincial Party Committee's Publicity Department Zhou Xiaoyun (5th left) and Vice Governor of Guizhou Province Xie Qingsheng (6th right) thanked CEIBS alumni for supporting drought relief work and education outreach in underdeveloped regions.



佩德罗·雷诺院长在港演讲

President Pedro Nueno Speaks at Hong Kong Conference

7月8日，中欧国际工商学院院长、创业学教授佩德罗·雷诺（Pedro Nueno）在香港外国记者早餐会议上发表演讲，与听众们分享了自己对于“巴塞罗那为亚洲公司全球化充当平台”的观点。

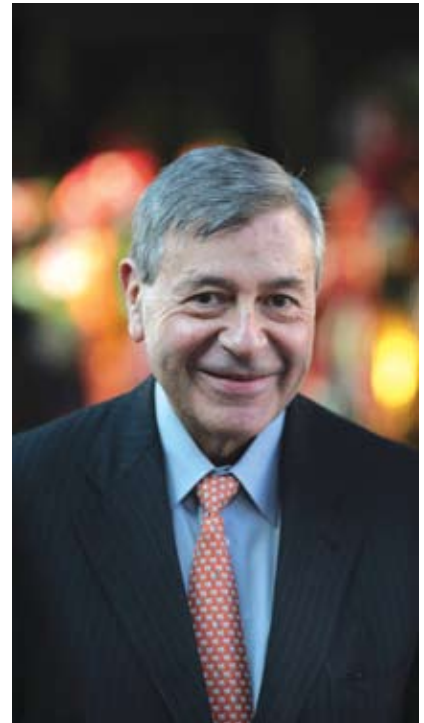
这项活动的合作主办方为《金融时报》，协办方为巴塞罗那市政府，并受到西班牙IESE商学院的支持。活动探讨了一个更为广泛的主题——“巴塞罗那：朝欧洲领先的创新与后勤中心迈进”。

演讲嘉宾除雷诺教授以外，还有巴塞罗那副市长Jordi William Carnes先生、西班牙中国顾问公司总裁Juan Dedeu先生、顾博律师事务所上海分部的主理合伙人Omar Puertas先生。讨论的主题是如何让亚洲企业的高层管理者、董事会成员和总裁们获知在欧洲特别是巴塞罗那存在的投资机会。

CEIBS President and Professor of Entrepreneurship Pedro Nueno shared his thoughts on “Barcelona as a Platform for Asian Companies Going Global” during a breakfast meeting at The Foreign Correspondents’ Club in Hong Kong on July 8.

The event, co-organized by the Financial Times in association with Ajuntament de Barcelona and supported by IESE, explored the broader topic of “Barcelona: Making the Move to Europe’s Leading Innovation and Logistics Hub.”

Prof Nueno was among a prestigious list of speakers which also included Deputy Mayor of Barcelona Jordi William Carnes, President of China Consulting Juan Dedeu, and



Managing Partner at the Shanghai Office of Cuatrecasas, Gonçalves Pereira, Omar Puertas. The forum focused on informing senior executives, board members and directors of Asian firms of investment opportunities in Europe, and particularly in Barcelona.



上海世博会欧盟馆庆祝中欧日：6月20日，欧洲管理发展基金会（EFMD）质量服务主任Julio Urgel在上海世博会欧盟馆中欧国际工商学院日宣布EQUIS认证论坛开幕。

CEIBS DAY – European Foundation for Management Development (EFMD) Director of Quality Services Julio Urgel opening the EQUIS Accreditation Seminar during the June 20 staging of CEIBS Day at the Shanghai Expo’s EU Pavilion.



欧洲议会金融、经济、社会危机特别委员会代表团造访中欧：5月28日，欧洲议会金融、经济、社会危机特别委员会（CRIS）部分成员组成的代表团在正式访华期间进行了对中欧上海校区的访问。

CRISIS COMMITTEE – Members of the European Parliament's Special Committee on the Financial, Economic and Social Crisis (CRIS) held talks with a panel of CEIBS professors during a May 28 stop at the Shanghai campus as part of an official visit to China.

朱晓明院长会见加州大学戴维斯分校商学院院长：6月19日，加州大学戴维斯分校商学院院长、管理学教授斯蒂文·库拉尔（Steven Currall）（中）和中欧国际工商学院执行院长朱晓明（右二）会谈，探讨了两校未来合作的潜力。

MEETING OF THE MINDS – Dean and Professor of Management in the Graduate School of Management at the University of California, Davis Steven Currall (centre) and CEIBS Executive President Zhu Xiaoming (second right) explored the potential for future collaboration between the two schools during a June 19 meeting at the Shanghai campus.



中欧国际工商学院 合作开展“亚洲四强商学院”推广活动

CEIBS Collaborates on “Asia’s Top 4 B-schools” Promotion

中欧国际工商学院开始与亚洲另外3所顶尖商学院合作，在一次开创性的推广活动中致力提升学院在全球商学院市场上的形象，以吸引欧洲和北美的高素质生源。这项活动应日益高涨的求学亚洲的兴趣于2010年7月启动。

中欧国际工商学院的伙伴是香港科技大学（HKUST）、印度商学院（ISB）和新加坡南洋商学院。四校MBA课程均名列今年《金融时报》全球30强。

这四家商学院均坐落于增长的经济体中生机勃勃的重点城市，对于提供优秀的亚洲商业教育具有同样的热情，并且都以培养深刻理解亚洲地区的领导者为目标。每家商学院的院长都在一份推进合作的谅解备忘录上签字，代表着各校对于本次活动的承诺。

中欧国际工商学院副院长兼教务长郭理默教授说：“每年从西方转移到东方的企业越多，带来的财富也就更多。如今，在世界500强中，有139家公司扎根亚洲，2008至2009年间增长了10%。尽管受到全球金融危机的影响，亚洲的增长比率仍令人瞩目。”

亚洲四强商学院将联合参加今年秋天的全球MBA巡展。它们将面向欧洲和北美的才华出众的年轻职业经理人召开专门的信息发布会，会上将详细说明在亚洲就读MBA的好处。日程中还包括9月份在北美四地和10月份在欧洲的巡展。

In a groundbreaking promotional initiative aimed at raising its profile among key business school markets worldwide, CEIBS began collaborating with three other Top Asia B-schools to recruit high-calibre students in Europe and North America. The move, launched in July 2010, is a response to the growing interest in studying in the region.

CEIBS teamed up with the Hong Kong University of Science & Technology (HKUST), Indian School of Business (ISB), and NTU Nanyang Business School in Singapore. All are ranked within the Top 30 in this year's *Financial Times* rankings.

Located in the most dynamic and influential cities in growing economies, these four b-schools share the same passion for excellence in business education in Asia and aim to develop leaders with a deep understanding of the region. As a sign of the schools' commitment to the initiative, one Dean from each institution signed a Memorandum of Understanding to facilitate the coalition.

Said CEIBS Dean and Vice President Professor Rolf D. Cremer, “More business, and consequently more wealth, is moving from West to East each year. Some 139 of the global Fortune 500 are now based in Asia, a 10 percent increase from 2008 to 2009. Despite the global financial crisis, Asia is growing at an astonishing rate.”

Teams from the Top 4 Asia B-schools will attend QS MBA fairs this fall as a group. They will hold special information sessions with talented young professionals in Europe and North America where they will provide details about the benefits of studying for an MBA in Asia. The schedule includes four stops in North America in September, followed by a tour of Europe in October.

中欧参加2010年欧洲商务峰会

CEIBS Participates in 2010 European Business Summit



2010年欧洲商务峰会（EBS）是一次至关重要的论坛活动，欧洲众多高级决策者和商务人士齐聚一堂，两天的会议发言日程涵盖的议题论及诸多至关重要的问题：经济复苏，金融监管，促进贸易、寻求经济增长，欧洲在世界体系中的位置，为新的就业机会获取新技能，气候变化与能源，创新，清洁科技，欧洲的数字化进程，以及欧盟社会经济模式的未来等。

峰会于6月30日和7月1日在布鲁塞尔举行，吸引了2500名与会者，包括国家元首、企业高管、欧盟委员、媒体人士等。中欧全球策略总监Annette Nijs在峰会上发表了题为“驱动全球经济复苏：欧洲能从亚洲学到什么？”的演说。

As the key forum bringing together high-level decision-makers and business people in Europe, the 2010 European Business Summit (EBS), delivered two days' worth of high-calibre speakers covering a range of critical issues. Topics under discussion included: economic recovery, financial regulation, trade for growth, the place of Europe in the world, new skills for new jobs, climate change and energy, innovation, clean-tech, Europe's digital agenda, and the future of the EU's socio-economic model.

Held in Brussels on June 30 and July 1, the event attracted 2,500 participants including heads of state, top executives, European Commissioners, and members of the media.

The roster of expert speakers included CEIBS Executive Director Global Initiative Annette Nijs, who spoke on “Driving Global Recovery: What Can Europe Learn from Asia?”

中欧与欧洲管理发展基金会共同主办第三届欧盟-中国双年论坛

CEIBS, EFMD Host 3rd EU-China Forum

6月21、22日，来自全球各大商学院的院长及教授，以及深受商学院毕业生青睐的大企业的高管，齐聚中欧国际工商学院（CEIBS），参加第三届欧盟-中国双年论坛，对工商管理教育进行了坦诚的审视。

论坛由中欧和欧洲管理发展基金会（EFMD）共同主办，探讨了“走向全球化的管理发展与教育”这一主题。

论坛期间的演示与小组讨论探讨的话题包括：“工商管理教育的发展趋势”、“国际学生——是福气还是负担”、“市场是否看好国际化模式培养的毕业生？”讨论期间，大家还坦诚地表示对任何地区来说，想依靠“海归”实现长期发展都是不可持续的，因而有必要培养本地员工，提高其技能，使他们早日胜任管理岗位。小组讨论中还谈及赔偿这一应景的话题，以及向海归、本地接受教育员工、接受过国际教育的当地人和在当地受教育的中国人所支付的报酬不同等问题。会议还引发了一场热烈的讨论，探究有无必要重新思考、有无可能重组高等教育机构等。

Deans and professors from business schools across the globe and the business leaders who hire their graduates gathered at the China Europe International Business School (CEIBS) to take a frank look at business management education during the 3rd EU-China Forum on June 21-22. The event, jointly hosted by CEIBS and the EFMD, explored the theme of “Globalizing Management Development – Moving Forward.”

Presentations and panel discussions explored issues such as: “Future Trends in Business Education,” “International Students – Burden or Blessing?” and “Does the Market Value Internationally Educated Students?” Issues touched upon during the frank discussions included the recognition that relying on expat talents for the long haul is unsustainable for any location, thus the need to hone local employees and prepare them for management positions. Panellists also spoke about the timely topic of compensation, and the differences in packages offered to expats, locally educated foreigners, internationally educated locals and locally educated Chinese. The conference also triggered a lively debate about the need to rethink and possibly restructure higher education institutions.

For a complete report on all stories in this section, see www.ceibs.edu



在东方网上与网民交流，宣传世博，左起：袁鸣、汪均益、朱晓明和焦扬
Promoting the World Expo to netizens on Eastday.com. From left: Yuan Ming, Wang Junyi, Zhu Xiaoming, and Jiao Yang.



徐匡迪市长和申博代表团在巴黎
Mayor Xu Kuangdi and the Expo bid delegation in Paris.



朱晓明（右）、吴建民（左）参加国展局 130 次会议
Zhu Xiaoming (right) and Wu Jianmin (left) present at the 130th BIE Conference.

在申博的日子里 记朱院长和他的同事们

文 / 周杨

本刊记者采访人物

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戴馨： 原上海市外经贸委外事处处长、上海市申博领导小组办公室对外联络部部长、中欧国际工商学院院长办公室主任



徐市长在下榻宾馆会见国展局官员
Mayor Xu greeting BIE officials at the hotel.



申博成功当晚上海代表团在巴黎合影，左六为蒋以任、左五为朱晓明
Jiang Yiren (sixth left), Zhu Xiaoming (fifth left), and other members of the Shanghai delegation in Paris on the night of the successful bid.



时任国展局主席和秘书长与陈志兴及戴馨在申博办公室留念
Chen Zhixing and Dai Xin together with the then Chairman and Secretary General of the BIE at the World Expo Bid Office.



吴仪与国展局考察团成员和参加申博演出的小演员合影
Wu Yi, the BIE inspection team and the young actors from the Expo bid cultural performance.



FEATURE

徐匡迪对国展局官员侃侃而谈
Xu Kuangdi in discussion with officials from the BIE.

Bidding for the 2010 World Expo

— President Zhu and His Colleagues

By Echo Zhou



朱晓明用电脑向徐匡迪介绍申博会议情况
Zhu Xiaoming briefing Xu Kuangdi on the Expo bid meeting.



徐匡迪、朱晓明等市领导在申博演出成功后与主要演员合影
Xu Kuangdi, Zhu Xiaoming, and other city leaders together with main actors after the successful Expo bid performance.



庆祝申博成功答谢宴会上市政府副秘书长们合影
Officials at the celebration banquet for the World Expo bid.



朱晓明率团到汉诺威世博会现场考察
Zhu Xiaoming and his team on a field inspection tour to the Hannover World Expo.

第一篇：缘起

申博序幕的拉开

上海的夏天，骄阳似火，热浪袭人。与此同时，于2010年5月1日正式开园的上上海世博会也在不断升温，入园参观人数不断刷新记录。就在2010上海世博会如火如荼之际，《TheLINK》杂志推出世博专刊，独家采访了时任上海市政府副秘书长兼外经贸委主任、上海市申博工作领导小组秘书长的中欧国际工商学院执行院长朱晓明教授。朱院长提出，最好是采访他和他的申博同事们。

采访前，记者查找了大量文献资料并走访了几位当年的申博工作者。记者发现，作为当时的上海市政府副秘书长和申博工作领导小组秘书长，朱晓明院长全程参与了申博的前期调研、中期游说，和最后的蒙特卡罗决战。在申博的日子里，他和他的同事们团结一心，忘我工作，执着追求，其故事今天听来仍然十分感人。

一般人只知道中国申博工作是在1999年初正式启动的，但是上海申办世博会的想法却是从汪道涵老市长就开始了。1984年，汪道涵在谋划浦东开发时就提出了上海申办世博会的设想，而随着浦东新区的成立，上海的经济社会发展，以及城市面貌的不断改善，上海申办世博会的条件日臻成熟。1998年，上海的申博之旅终于启航。这一年的10月，在考虑各种因素后，上海市人民政府决定将申办世博会的前期调研工作交给上海市外经贸委。时任外经贸委主任的朱晓明在市委市府的领导下，在第一时间组织了外经贸委一批干部着手此项工作。1999年2月，在朱主任的领导下，调研小组充分利用了外经贸委长期从事涉外经济的经验，完成了第一份调研报告：《世界各城市申办2010年世界综合性博览会的情况》，呈报给市府，市府再报国务院，这是中国申博的第一份可行性报告。中共中央政治局委员、上海市委书记黄菊在报告上批示：“争取承办2010年世博会”，标志着申博的开始。同年5月31日，时任上海市市长徐匡迪代表市政府决定成立世博会申办工作领导小组及办公室，徐市长担任领导小组组长。正是这份报告，坚定了中央和上海市决心申办世博的决心。



1999年6月，上海首次组团拜会国际展览局菲力普森主席（左三），左二为朱晓明Chairman Ole Philipson (third from left), and Zhu Xiaoming (second from left) during the Shanghai team's June 1999 visit to the BIE.

朱院长与申博的亲密接触

1999年6月，朱晓明主任带领市外办副主任陈仁凤以及上海雕塑委员会专家等一行人员来到了德国汉诺威世博会的筹办现场，与国际展览局（BIE）主席菲力普森会面，商量汉诺威世博会上海馆建设及上海申办2010世博会事宜。这是上海自决定申办2010年世博会以来首次组团拜访国际展览局。

对于世博会的申办，国人有一个从初步初浅了解到全面深入理解的过程。当时外经贸委和申博办负责申博外联工作的戴馨是最早接触国际展览局官员的人员之一。她回忆道：“当时外经贸委外事处接到这个任务之后，便千方百计收集资料，了解世博会。我记得很清楚我们99年专程去昆明花博会，不是去看花卉展，而是去邀请当时的国际展览局负责人——秘书长洛塞泰斯和主席菲力普森访问上海。这两个人是非常关键的，因为申办世博会必须得到他们两人的支持。99年11月份他们应邀访问上海，我和我的同事向他们咨询了很多问题。他们对上海举办世博会的想法非常支持。其实，当时的国际展览局也面临着巨大的挑战。以美国为首的一些国家认为，在信息产业如此发达的今天，不一定再需要搞实体的世博会，而建议搞成虚拟的博览会。国际展览局很希望这一局面有所突破，中国上海这样一个具有代表性的城市有申办意向，他们当然热情支持。”

随着条件的日益成熟，提出正式申博的时机到了，但是促使中国向国际展览局正式提出申博的原

The players

- Zhu Xiaoming:** Vice Chairman of Chinese People's Political Consultative Conference, Shanghai Committee; Executive President of China Europe International Business School; Former Vice Secretary General of Shanghai Municipal Government and Director of the then Shanghai Foreign Economic Relations and Trade Commission; Secretary General of the Lead Team for Shanghai's Bid for the 2010 World Expo
- Wang Junyi:** Former Member of the Standing Committee of Chinese People's Political Consultative Conference, Shanghai Committee; Vice Director of the Bureau of Shanghai World Expo Coordination; Former Vice Director of the then Shanghai Foreign Economic Relations and Trade Commission; Director of the Lead Team for Shanghai's Bid for the 2010 World Expo Office
- Jiao Yang:** Member of Chinese People's Political Consultative Conference, Shanghai Committee; Director of Shanghai Press and Publication Bureau; Director of Shanghai Copyright Bureau; Former Vice Director of Information Office of Shanghai Municipality; Vice Director of the Lead Team for Shanghai's Bid for the 2010 World Expo Office
- Chen Zhixing:** Member of Chinese People's Political Consultative Conference, Shanghai Committee; Vice Director of the Education, Science, Culture and Public Health Committee of the CPPCC Shanghai Committee; Former Vice Director of the Lead Team for Shanghai's Bid for the 2010 World Expo Office
- Jing Ying:** Vice Governor of Putuo District; Former Vice Secretary General of the then Shanghai Foreign Economic Relations and Trade Commission
- Dai Xin:** Former Head, Department of Foreign Affairs of the then Shanghai Foreign Economic Relations and Trade Commission; Head of Liaison Department for the Lead Team for Shanghai's Bid for the 2010 World Expo Office; Director of Management Committee's Office, China Europe International Business School

CHAPTER 1: THE BEGINNING

Visitors impressed by the breathtaking grandeur of Shanghai Expo 2010 often pause to think about the sheer amount of work it must have taken to organize and execute such a large-scale event. Now, in an exclusive interview which offers an insider's view of the all-important bidding process, CEIBS Executive President Zhu Xiaoming and his hard-working colleagues take us behind the scenes. As the then former Vice Secretary General of Shanghai Municipal Government and Director of Shanghai Foreign Economic Relations and Trade Commission, Secretary General of the Lead Team for Shanghai's Bid for the 2010 World Expo, President Zhu had a ringside seat.

He was a key player throughout the entire bidding process: from the preliminary research,

lobbying, and the final battle in Monte Carlo. President Zhu and his colleagues, united by their common goal, worked tirelessly to overcome all the hurdles and get the job done: Shanghai would host Expo 2010!

It is widely known that China's bidding process began in early 1999; but what many people do not know is that the idea of hosting a World Expo in Shanghai began in the days of Former Mayor Wang Daohan. From as far back as 1984 when he was planning Pudong's development, Wang Daohan proposed that Shanghai should host the World Expo. In 1998, Shanghai's bidding 'journey' officially began. In October 1998, after considering various aspects of the idea, the Shanghai municipal government decided to entrust the preliminary research for the bid to the Shanghai Foreign Economic Relations and Trade Commission. President Zhu, then Director of the Commission,

因也是相当戏剧化的。陈志兴回忆道：“朱晓明秘书长是第一个代表上海市政府走进国际展览局的人。1999年12月8日国际展览局召开第126次大会。为了体现上海市政府对这次会议的重视，朱晓明受市长委托以市府副秘书长的身份带领外经贸委胡仲华、景莹等有关人员以观察员身份前去参加。12月6日，在大会召开前夕，他拜访了国际展览局。我印象中，这应该是中国政府官员中最早的一个。当时国际展览局觉得上海一决定申博就派政府官员参会，这说明上海做事情很认真。”

景莹回忆道：“当时我们还不能宣布申博，因为中央政府还没有批准。刘福贵代表说，如果我们不能在国际展览局第126次大会上宣布的话，其他国家就要抢先了。为此，朱主任带着我们下午直奔驻法大使馆面见吴建民大使。经研究决定，由使馆通过外交部请示国务院，立刻报告朱镕基总理办公室，希望国内领导24小时内给我们答复，否则就赶不上第二天宣布了。另一方面，我们还得马上向上海方面汇报。这天晚上，我们一直焦急地等到深夜。凌晨一点，朱晓明主任又通过电话向黄菊书记和徐匡迪市

长作了汇报。拂晓5点，终于等到了中央的答复。第二天，经外交部请示国务院，授权刘福贵在大会上代表中国政府宣布申办2010年世博会。本次会议上，中国是世界各国中第一个宣布申博的国家。”

第二篇：申博办和申博报告

就在上海正式向全世界宣布申办世博之时，各项准备工作也就紧锣密鼓地开始了。2000年3月17日，国务院批准成立“2010年中国上海世博会申办委员会”，吴仪国务委员担任主任委员。同年6月，上海市政府成立上海市申博领导小组及办公室，由徐匡迪市长担任申博领导小组组长，朱晓明副秘书长担任领导小组秘书长，汪均益担任申博办公室主任，陈志兴、黄耀诚、焦杨等担任副主任，办公地点设在上海市外经贸委办公楼内，景莹和戴馨均为其中重要成员。上海市政府发展研究中心承担了课题研究，广泛征求国内外专家的意见，初步确定以“城市”为本届世博会的主题；上海市科委、规划局编



朱晓明拜访时任国展局主席菲力普森并赠送礼品
Zhu Xiaoming presenting a gift to BIE Chairman Ole Philipson.



景莹与申博同事在巴黎国展局126次会议会场外合影
Jing Ying and Expo bid colleagues outside the conference site during the 126th BIE Conference in Paris.

organized a strong team of researchers for the job.

In February 1999, the team presented its first report: *Cities Bidding for the 2010 World Expo*. They relied heavily on the Commission's wealth of experience, under President Zhu's leadership, in its economic relations with foreign countries. The report was submitted to the municipal government, and then to the State Council. This was the first feasibility report on the bid for a World Expo in China.

Member of the Political Bureau of the CPC Central Committee, Party Secretary of CPC Shanghai Committee Huang Ju's official comment, "Work hard for the opportunity to host the 2010 World Expo", was seen as the beginning of the bidding process. On May 31, 1999 Shanghai Mayor Xu Kuangdi decided, on behalf of the municipal government, on the need to establish a Lead Team and Office for Shanghai's bid for the 2010 World Expo. He was group leader. It was the Commission's report that helped the municipal and central governments take the vital decision to bid.

LOBBYING EFFORTS BEGIN

In June 1999, President Zhu, Vice Director of Shanghai Municipal Foreign Affairs Office Chen Renfeng, and specialists from Shanghai Sculpture Committee travelled to the Hannover World Expo's preparation site to meet Chairman of the International Exhibitions Bureau (BIE) Ole Philipson. The reason: to discuss the construction of the Shanghai Pavilion for the Hannover Expo – and Shanghai's bid for the 2010 event! This was the first time that a delegation from Shanghai was visiting the BIE since the city had taken the decision to bid for the 2010 World Expo.

Shanghai's lobbying efforts even included a special trip to the Kunming Flowers Exhibition in 1999. As explained by Dai Xin, who was the

liaison between the Commission, the Office and BIE, the visit had nothing to do with flowers. "We went there to invite the two top officials of the BIE – Secretary General Vicente Gonzalez Loscertales and Chairman Ole Philipson – to visit Shanghai. These two were crucially important, since their opinions would be decisive in choosing the host city of the World Expo," she explains. The Kunming trip was a success. The BIE officials accepted the invitation and visited Shanghai in November 1999. "They expressed strong support for Shanghai's interest to bid, even though the BIE was then facing serious challenges from some wealthy nations who thought that a 'physical' Expo was no longer necessary, and a 'virtual' one would be adequate," Dai recalls. Choosing Shanghai – seen as an exotic yet international destination – as the venue presented the BIE with the perfect solution.

With the groundwork laid, it was time for China to reveal its intention to bid – a very dramatic affair. As Chen Zhixing recalls, "On December 6, right before the opening of the conference (the BIE's 126th), Vice Secretary General Zhu Xiaoming visited the BIE. As I remember, this was the first time ever a Chinese government official went there." To show the importance it attached to its Expo bid, the Shanghai government had sent an entire delegation of observers to attend the conference.

"In his capacity as Vice Secretary General of Shanghai Municipal Government, Zhu Xiaoming attended the meeting with Hu Zhonghua and Jing Ying, among others from various departments in the Shanghai municipal government," explains Chen Zhixing.

However there was one problem: the Chinese team could not officially reveal its intention to bid because the central government had not yet given them the go-ahead to make the announcement at the 126th session. Worried that this delay may give other bidders an advantage, President Zhu and his team acted quickly.



制了以浦东黄楼为主、松江为辅的场地方案；与此同时，上海申博办组团考察了有关国家，收集了大量信息，并与国际展览局建立了良好的关系，为申博工作打下了良好基础。

朱晓明院长在回顾这段历史时说：“上海这座国际化大都市让申博具有底气。在申博之前，上海市市长国际企业家咨询会已经举办了11次了，每次都很有成功，这是上海最大的国际活动。1997年ICC大会、1999年“财富”500强论坛、2001年的APEC会议，以及2003年的福布斯论坛，都是在上海市政府领导下，由上海市外办和上海市外经贸委全程筹办的，积累了许多经验。”

汪均益说：“朱主任是我们当时上海申办2010年世博会领导小组的秘书长，一直干到底，从一开始一直到申办成功，我们申博办称他为大管家。”陈志兴说：“最早参与申博工作的几乎全是外经贸委的人员，如办公室主任是汪均益，他也是外经贸委副主任，以及景莹、戴馨等，我们称他们为申博最早的班底。他们都是朱主任抽调过来的。除了人员外，外经贸委还提供了办公场所。我们也没搬过其他地方，从申博第一个班底到申博最终成功就一直都在外经贸委大楼里。”

除了第一个以口头形式正式提出申办2010年世博会外，中国还是第一个向国际展览局递交申请书和申办报告的国家。2001年5月2日，中国驻法国大使吴建民代表中国政府正式向国际展览局秘书长洛塞泰斯先生递交由外交部长唐家璇签署的申请书。2002年1月30日，吴建民再次代表中国政府向洛塞泰斯先生递交中国上海申办报告。第一册正文前是江泽民主席和朱镕基总理的支持信，第二册是场馆设计报告，第三册是对报告正文的详细阐述，三册共830页、15万字、400多张图片，凝聚了中央和上海市有关部门、院校学者200多人历时8个多月的努力和心血。汪均益主任和复旦大学陆谷孙教授作为主审殚精竭虑，对报告进行了全面的审校。国际展览局对报告的评价是：计划可行、质量卓越，无愧于一届伟大的世博会。

第三篇：展示中国魅力

申办陈述

为了决定世博会举办权，国际展览局召开过



陈志兴（左）与汪均益（中）、徐兆春（右）一起出席 BIE128 次成员国代表大会。
Chen Zhixing(left), Wang Junyi(center) and Xu Zhaochun(right) present at the 128th BIE Conference on December 15.

4次代表大会，每次大会，上海市申办工作领导小组都作了精心安排，分别由中央和上海领导带队亲赴大会演讲，充分展示中国对举办世博会的认真和诚意。如在2001年6月6日举行的第129次大会上，中国代表在陈述中表达了13亿中国人民渴望世博会的愿望，阐述了中国的竞争优势，而由网民投票选出的申博市民代表袁鸣在大会上也通过自己的发言，反映市民的心声。中国代表在陈述中指出，“俄罗斯、韩国和中国都是友好的申博竞争国，我们都是为了推动和发展国际展览事业”，充分展示了一个大国的风范和气度。会上放映了八分钟的申博宣传片，这个短片是张艺谋导演摄制的。朱晓明、汪均益、焦扬等曾在上海电视台大楼邀请过张导共进午餐，具体商讨摄片事宜。

2001年11月30日，朱晓明陪同徐匡迪市长出席国际展览局第130次代表大会。徐匡迪市长在大会上再次表达了中国政府对办好世博会的决心和承诺。上海市荣誉市民、瑞士罗氏制药（中国）有限公司总裁威廉·凯乐也在会上发言，他说上海总能给人们带来惊喜，是一座完全可以信赖的城市。国际展览局主席诺盖斯会后说：“你们的陈述极为出色，你们排在最后发言，可是你们冲到了气氛的最高峰。”



It took a meeting with China's Ambassador to France Wu Jianmin at the Chinese Embassy in Paris, the involvement of the Foreign Ministry and State Council to get the report directly delivered to Premier Zhu Rongji's office. As Jing Ying recalls, "We asked Beijing for a reply in 24 hours, or we would not be able to make the announcement the next day. And we had to report all this to Shanghai. We waited all night and at one o'clock the next morning, Director Zhu gave a report, by telephone, to Party Secretary Huang Ju and Mayor Xu Kuangdi. At 5 o'clock in the morning, we received approval from the central government."

China was the first country to announce its intention to bid.

CHAPTER 2: THE EXPO OFFICE AND THE EXPO REPORT

With the official announcement that Shanghai would bid for the 2010 World Expo, preparations for the bid began in earnest

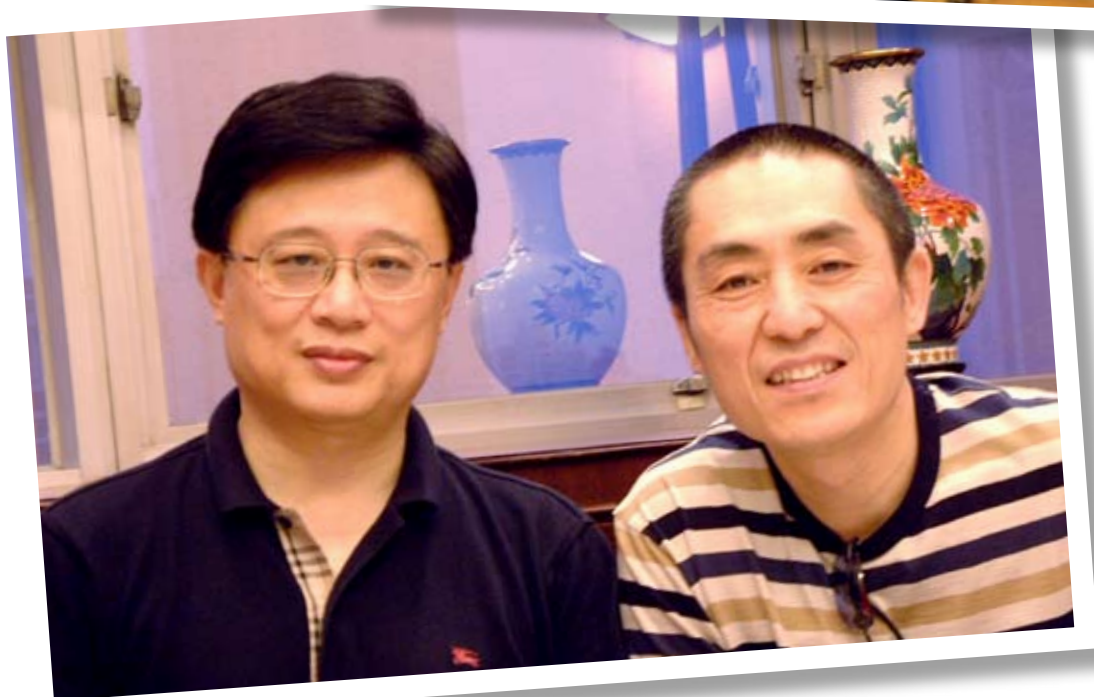
back in China. On March 17, 2000, the State Council approved the establishment of the 2010 Shanghai World Expo (China) Bidding Committee. State Councilor Wu Yi was appointed the Director. In June, Shanghai Municipal Government officially established the Lead Team for Shanghai's Bid for the 2010 World Expo and its Office, with Mayor Xu Kuangdi as Team Leader, Zhu Xiaoming as the Team's Secretary General, Wang Junyi as the Office's Director, and Chen Zhixing, Huang Yaocheng, and Jiao Yang as the Office's Vice Directors. The Office was located in the Shanghai Foreign Economic Relations and Trade Commission building, with Jing Ying and Dai Xin playing key roles. The Shanghai Municipal Government's Development Research Centre spearheaded the research, and after soliciting opinions from domestic and foreign specialists, decided on the theme of the World Expo: "City". Shanghai Science and Technology Commission and Shanghai Planning Bureau made the site plan for the Expo. In the meantime, Shanghai World Expo



中国是第一个递交申办2001年世博会申请书的国家(2001年5月2日)
左起: 戴馨、洛塞泰斯、吴建民和李福顺

China was the first country to submit an application for the 2010 World Expo (May 2, 2001). From left: Dai Xin, Loscertales, Wu Jianmin, and Li Fushun

徐匡迪接受《费加罗报》采访
Xu Kuangdi being interviewed by *Le Figaro*.



朱晓明与张艺谋共商申博宣传片摄制事宜
Zhu Xiaoming in discussion with renowned film director Zhang Yimou about the making of the promotional film for the World Expo bid.

朱晓明院长告诉记者：“徐市长无论是外事会谈还是接受媒体采访，都极具风采。这张照片就是我用数码相机拍摄的徐市长接受法国费加罗报采访的情景。采访共进行了一个多小时。不过，其中有个小细节很值得一提。就在采访进行到一半时，我把前几天我为徐市长在巴黎拍的照片，加上他正在接受采访的照片，导入电脑，用自动放映模式，不断播放。徐市长看了会心地笑了起来。”

2002年7月2日，国际展览局召开第131次代表大会。在阿根廷宣布退出申办后，中、俄、韩、波、墨5个申办国正式集体亮相，接受国际展览局的考核。本次大会后许多成员国将启动投票决策过程，因此这是一次非常关键的大会。吴仪国务委员

亲自率团出席，在大会上作了申博陈述，表达了中国政府全力支持申博的态度和决心，唐家璇外长阐述了我国申博的具体承诺内容。中国贸促会会长俞晓松代表工商界发言，全力支持中国政府申办世博。来自上海复旦大学法语专业的两位女生用娴熟的法语表达中国青年申博的心愿，她们的真挚心语感动了全场。为介绍中国，文艺工作者在巴黎演出了大型服饰歌舞剧《金舞银饰》，赢得了各国代表和各界人士的高度评价。

而在这完满的表演背后是许多精彩的花絮，朱院长和陈志兴不无后怕地讲起了正式陈述前发生的一幕：“那次大会五个申办城市都要做一个陈述。我们陈述中用的三维动画是请法国人制作的。谁也没

Bidding Office sent delegations to various countries to collect huge amounts of data needed for the planning and execution of such an event, and established excellent relations with the BIE. These steps laid a solid foundation for the success of Shanghai's bid.

Reliving memories from that period, President Zhu Xiaoming says, "It was the internationalism of metropolitan Shanghai that made us so confident in our bid. Prior to the Expo bid, Shanghai has hosted 11 meetings of the International Business Leaders' Advisory Councils for the Mayor of Shanghai – each was hugely successful. Those were the largest-scale international events for Shanghai at the time. The 1997 ICC Conference, 1999 Fortune 500 Forum, 2001 APEC meeting, and 2003 Forbes Forum, were all undertaken by Shanghai Foreign Affairs Office and the Shanghai Foreign Economic Relations and Trade Commission under the leadership of Shanghai municipal government. All these events helped us accumulate a lot of experience."

Team members credit President Zhu with a great deal of the bid project's success. As Wang Junyi recalls, in those days they fondly gave him the moniker "Manager". Chen Zhixing tells of the role that President Zhu played in expertly leading an excellent team of committed workers: "The earliest workers for the bidding task were mostly staff from the Commission, like Wang Junyi, who was Vice Director, Jing Ying, and Dai Xin, among others. We called them the 'foundation' team of the Expo bid. Director Zhu got them all together." The team's cohesiveness was enhanced by its location, throughout the duration of the bidding process, in the same office which the Commission assigned them within the Expo Bidding office.

Retaining the momentum it had gained by being the first to announce its intention to bid for the 2010 World Expo, China was also the first country to submit its application and

bid report. On May 2, 2001, acting on behalf of the Chinese Government, China's Ambassador to France Wu Jianmin officially handed the bid letter – signed by China's Foreign Minister Tang Jiaxuan – to BIE Secretary General Vicente Gonzalez Loscertales. On January 30, Wu Jianmin officially submitted Shanghai, China's bid report to Loscertales.

There were 830 pages, 150,000 characters, and more than 400 images in the three volumes. The documents were the culmination of the efforts of over 200 specialists and scholars from the central and municipal governments, academies and universities. The BIE's comments: feasible plan, excellent quality, a great World Expo scenario.

CHAPTER 3: CHINA'S UNDENIABLE CHARM

THE BID STATEMENT

In order to decide on the winning bid, the BIE convened four general assemblies. China Bidding Committee's Lead Team made elaborate presentation plans for each session where senior officials from the municipal and central governments delivered impassioned speeches that captured the county's commitment to hosting Expo 2010. During the bid statement delivered at the 129th BIE General Assembly on June 6, 2001, the Chinese people's desire to host the event was eloquently expressed by Yuan Ming who had been elected online to represent the people of Shanghai.

On November 30, 2001, President Zhu accompanied Shanghai Mayor Xu Kuangdi to the BIE's 130th session, during which Xu restated the government's confidence and commitment to hosting the Expo. William Keller, an honorary citizen of Shanghai and CEO of Roche China Limited, presented Shanghai's bid by saying, "I have witnessed Shanghai making the im-

朱晓明向徐匡迪汇报申博会议情况、用电脑展示数码摄影资料
Zhu Xiaoming briefing Xu Kuangdi on the Expo bid meeting.



想到在正式陈述前一天的彩排时，突然音频出了故障，不响了。吴仪说：‘晓明，你是秘书长，请你负责解决故障。’我和我的团队马上召开现场会，连夜加班，也说动了负责设备现场的法国人，一起加班。好几小时后，终于解决了故障。这是我们团队在排除故障之后拍的集体照。

第二天正式做申办陈述的时候，K国陈述中碰到问题了。他们的音频没有了，变成“哑巴”了。但是主持的那位小姐，英文非常好，很灵活。音频“失声”，她及时配音，音频、视频衔接得天衣无缝，展示了他们的应变能力。接下来是R国的陈述，突然视频没有了，有声音，没有图像。在紧张的修复过程中，他们马上就把刚获“世界小姐”的该团的申博小姐推出来亮相争取时间，可是她英文不好。当聚光灯投向她的时候，形象很可爱，可就是没词。这说明，申办中会有突发事件。最好要有预案，也要有应变能力。毋庸置疑，我们陈述最出色，获得了通过。申博团队上下松了一口气。”

中国也是第一个接受国际展览局考察的国家。2002年3月，国际展览局来华进行了考察，江泽民主席、朱镕基总理在北京分别会见了考察团全体成员，充分表达了中央政府对上海世博会的支持。江泽民主席说：“我们是从国家利益出发，以政府名义申博，支持在上海举办世博会”，朱镕基总理说：“世博会重点放在不同文明、宗教和不同文化的交流、融合上，如果这次世博会能在上海举行，中国将向

参展国家展示中国的文化、东方的文化，促进世界各国人民之间的了解。”在吴仪国务委员主持的汇报工作会上，考察团还听取了中央政府有关部门的陈述，以及上海市领导和10余名各方专家的介绍。随后，考察团还对上海周边城市杭州进行了考察。考察团对这次考察非常满意，认为这是他们听到各申办团中准备最充分、效果最好的陈述报告。他们意识到，中国和上海已具有相当不错的专业水平，上海的组织工作也日趋“完美无缺”，真切地感受到了政府和民众对申博的“无与伦比的巨大支持”。

公关活动

在外交游说的同时，申博办也通过宣传部门和媒体进行多形式、多渠道的宣传，在国外使各成员国的企业和民众增加对中国申博的好感，在国内使各地民众和企业关心、支持和参与。三年中，申博相关部门通过中央、上海和海外媒体共发播了11000多条新闻报道，为配合宣传和参加国际展览局各次会议，共制作了各种宣传品51种、22万多册。此外，申博办在国内组织了申博徽标、海报、口号的征集、评选和公布，在网上推出了“世博会网上主题征集活动”，举行世博会知识巡回展。国家申博委成立不久，在北京举办多次新闻发布会，使国际社会在第一时间了解中国申博信息。

尤其在海外媒体宣传方面，申博办在《国际先

possible possible... Shanghai has never failed to surprise, with changes taking place every day.” BIE President Gilles Noghes commented after the assembly, “Your presentations were excellent. You were the last to present, but you had the warmest presence.”

On July 2, 2002, BIE convened its 131st session. Argentina had withdrawn its bid and China was among five candidate countries left. The others were Russia, South Korea, Poland and Mexico. Many BIE member countries would begin the voting process after this very crucial assembly. A team of government leaders, representatives of the business world and the typical Shanghai resident explained why the city was the best venue: State Councillor Wu Yi presented China’s bid, promising the Chinese government’s full support during Shanghai’s hosting of the event; Minister of Foreign Affairs Tang Jiaxuan outlined details of what that support would include; and CCPIT Chairman Yu Xiaosong pledged the complete support of China’s industrial and commercial sectors. Then, two female students majoring in French at

Fudan University used fluent French to express the wishes of China’s youth; and a taste of Chinese culture was offered through a piece called “The Golden Dance with Silver Costume”.

To onlookers, China’s performance seemed flawless, but President Zhu still vividly recalls the various “heart attack” moments that occurred behind the scenes. “At that time, each of the five candidate cities needed to do a presentation. The 3D cartoon in our presentation was produced by the French. Unexpectedly, just one day before the presentation, the audio became faulty during rehearsal – there was no sound! Wu Yi said, ‘Xiaoming, as General Secretary, you are responsible to sort it out’. I immediately got my team together and we worked overnight to find a solution. We also persuaded the French staff, which was dealing with the equipment, to work together with us. After many long hours of work, the problem was solved.”

In March 2002, BIE officials visited China, making it the first of the five candidate countries to welcome the group’s inspection. In a



申博陈述音响设备故障排除后朱晓明和上海代表团成员合影
Zhu Xiaoming and the Shanghai delegation after having the audio equipment fixed at World Expo bid statement.



吴仪、诺盖斯、洛塞泰斯在申博招待会上
Wu Yi, Noghes and Loscertales at the World Expo bid reception.

驱论坛报》、《金融时报》、《华尔街日报》和 CNN 电视台等具有全球影响力的媒体进行报道，还邀请法国电视台来华拍摄反映上海城市面貌和市民生活的专题片，组织英国《泰晤士报》、西班牙《世界报》、法国《费加罗报》、香港凤凰卫视、星空卫视和欧洲天空电视台等媒体来上海采访。

时任新闻办副主任、申博办副主任的焦扬对宣传有着更加具体的讲述：“国际展览局对世博会的公众支持率和知晓率都有要求，而且聘请国际第三方权威调查机构进行调查。在申博重要性尚未被公众充分认识、媒体宣传的积极性远不像现在这么高的情况下，我们新闻宣传部的同志主动策划了 20 多次群众性的支持申博宣传活动，如 2002 年 2 月，在南京、常州、无锡、苏州、杭州、宁波、绍兴七个城市，举行“帕萨特申博之旅”巡回宣传活动，所到之处受到各地民众的欢迎，为国际展览局的考察在周边地区营造了气氛。策划开展“考生与专家共商世博会主题”系列活动；在东方网和世博网上举行申博市民代表评选和世博知识网络电视竞赛活动等。2000 年 4 月，申博办向全社会征集上海世博会的申办徽标，从 165 个申博徽标方案中，通过专家评选和领导审核，产生了申办徽标；我们还开展了申博宣传口号、海报征集活动，共征集了 6000 多条

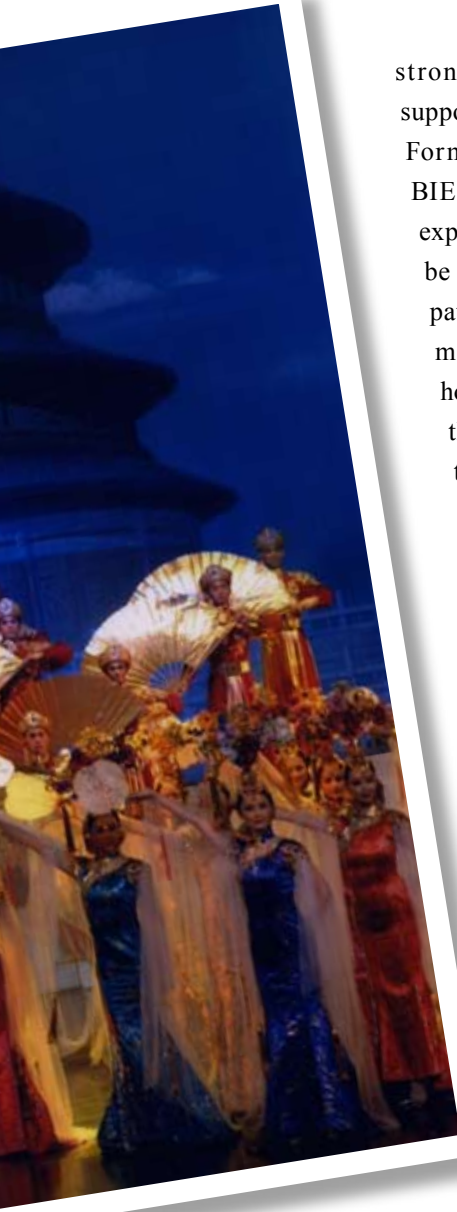
申博宣传口号、400 多幅申博海报。2001 年 2 月 24 日，我们在南京路步行街开展征集日活动，一天内就征集到口号 2000 余条。从 2001 年 11 月至 2002 年 3 月，我们分别在上海主要大学和十个主要社区举行世博会知识巡回展。

这些活动通过新闻媒体的传播，对提高上海民众及周边省市乃至全国人民的知晓度和支持率方面起了重要的作用，据国际展览局委托的盖洛普民意调查显示，中国民众对世博会的知晓率超过 90%，即使在港澳地区，知晓率也超过 60%。

要争取国际上对你的认可，最好的办法是让国外媒体说上海是合适的城市。我们把国际主流社会的记者请来，让他们来采访，让他们自己写。因为每次投票和陈述都在法国，所以我们对欧洲国家做的工作比较多。比如说法国，我们请法国电视一台（法国最大的电视台）来，让他们在上海大街小巷采访、拍摄，做了一个 50 分钟的关于上海的纪录片。然后又请法国第六电视台来上海采访，做一个专门给青年人看的纪录片。还请了很多媒体，包括《费加罗报》、《解放报》等法国主流报纸。同时用国际公关认可的办法，就是做广告，在《金融时报》、《国际先驱论坛报》做了几个很有创意的广告，摆放在外交官下榻最多的宾馆里。《国际先驱论坛报》是两个跨页整版上



申博演出——“金舞银饰”
The Expo bid performance –
“The Golden Dance with Silver
Costume”.



strong show of the central government's support, Former President Jiang Zeming and Former Premier Zhu Rongji met with the BIE delegation in Beijing. President Jiang explained at the time, "We consider this to be in the national interest and are participating in the bid on behalf of the government; we support Shanghai's efforts to host the Expo." Premier Zhu also stressed the advantages of having Shanghai host the event, "The focus of the World Expo would be the interaction and integration of different civilizations, religions and cultures. If Shanghai were selected as the host city, China would exhibit our unique culture to the participating countries, thus enhancing understanding between people around the world." After listening to presentations from various government departments and 10+ experts from various fields, the delegation travelled to neighbouring

Hangzhou. The local team's hard work paid off: the BIE delegation was impressed by the support for the project from both the government and grassroots levels.

PR BLITZ

While the China Bidding Committee was promoting China's bid overseas, the local team began a public relations campaign to drum up support for China among individuals and enterprises in BIE member countries. Over a three-year period, the team worked with local and international media to broadcast 11,000 pieces of news, produce 51 programmes, 220,000 brochures, plus numerous logos, posters and slogans. They also organized the "Expo Online Theme Collection" and an exhibition tour to promote general knowledge of the World Expo. In addition, in order to provide the international community with first-hand information about China's bid, numerous press conferences were



朱晓明、汪均益、焦杨在申博情况介绍会上
Zhu Xiaoming, Wang Junyi and Jiao Yang at the World Expo bid briefing session.



朱晓明为申博徽标设计中选的两位女大学生颁奖
Zhu Xiaoming presenting awards to two university students for their winning Expo bid logo design.

海广告，拍得特别漂亮。《金融时报》做了6期专栏，每一期讲述一个故事，从不同的角度反映中国普通老百姓的生活。另外还邀请CNN拍宣传广告片，在投票的前三天开始播放。最绝的是我们在法国最重要的电视一台拿了两档节目，一个是决策者栏目，类似我们中央电视台的焦点访谈，这栏目我们拿下来，请吴建民大使和当时的上海市领导一起进直播间，和所有的电视观众对话，吴建民说，‘这个节目你们能拿到，这是法国的金融界、外交界和政治家梦寐以求的地方，我在法国这么多年没有上这种节目，居然被上海拿了下来’。那时候正好赶上法国世界杯，我们通过努力，让电视台在决赛开始前半小时的新闻节目，也就是收视率最高的这段时间播出他们对上海的采访。还有一件令人叫绝的事情是，我们把“金舞银饰”这台文艺演出搬到法国香榭里舍大剧院演出，说服了法国电视台进行全程播出，这是过去从未有过的事。我们的电视导播人员甚至跳上法国人的直播车，教他们怎么直播，结果直播效果非常好，使以前只做过新闻直播的法国同行目瞪口呆。法国家乐福的财务总监对我讲，‘我昨天看了你们的节目，美轮美奂，让人惊叹不已’。实际上这就是一种国际公关。通过类似的活动，使外国公众对中国的申博有了更好的了解。公众是可以影响政府的。京剧《霸王别姬》和综艺节目《今夜星光灿烂》也在巴黎香榭丽舍大剧院上演过好几次。法

国电视台两次实况转播了我们的申博演出。到最后，连我们的竞争对手俄罗斯和韩国都特别认可上海的宣传而自叹不如。”

申博徽标

2010年上海世博会的会标可谓家喻户晓，国人皆知。但是鲜有人知当初申办2010年上海世博会的时候也有一个令人印象深刻的徽标。朱晓明院长为此特意将其珍藏多年的照片找出来与大家分享。这个徽标是由紫和绿两种颜色为主，呈相互交融的水滴状。它以人类共有的拇指指纹为底，一个高举双臂向外飞奔的人物造型隐现于指纹中心，构成徽标的主体。整个徽标充满动感，给人以无限遐想。朱院长回忆说，当时向全国征集申博徽标，短短一个月内即收到165幅作品。经过专家评选后提交了5幅报上海市领导审阅，上海市领导选出其中3幅报请国家申博委审定，最后由吴仪国务委员批准了照片所示的中选作品。值得一提的是这幅中选作品的设计者是中国美术学院上海分院两位名不见经传的女学生。

第四篇：决胜蒙特卡罗

2002年12月3日，国际展览局在摩纳哥蒙特



在沪投资的法国企业后援团配合中国申博在巴黎大作宣传
French enterprises invested in Shanghai's publicity efforts at China's Expo bid in Paris

held in Beijing soon after the China Bidding Committee was established.

The media blitz also played a key role in introducing the World Expo to Shanghai citizens, people living in the provinces around Shanghai and wider China. The campaign was successful. According to a Gallup Poll authorised by BIE, more than 90% of mainland Chinese nationals knew about the Expo, while the recognition levels in Hong Kong and Macao were over 60%.

THE BID LOGO

By now, most people can identify the 2010 Shanghai Expo Logo, but few know about the bid logo, which is equally impressive. “When we made a country-wide call for submissions for the bid logo, we received 165 designs within a month,” President Zhu explains. “After an assessment by a team

of experts, five of them were handed in to the municipal leaders. The leaders selected three and forwarded them to China Bidding Committee. The final winning logo was approved by State Councillor Wu Yi. What’s worth mentioning is that the designers of this logo were studying at the China Fine Arts (Shanghai Branch) and were not famous at all at that time.”

CHAPTER 4: MONTE CARLO

On December 3, 2002, BIE held the 132nd general assembly in Monte Carlo, Monaco. It was the fourth and last presentation opportunity. Before the assembly, the Chinese Delegation held a grand welcome ceremony to meet delegations from the various countries. The then Vice Premier Li Lanqing and State Councillor Wu Yi were among the VIPs in attendance. Executive Vice Mayor of Shanghai Jiang Yiren (who also worked as Deputy Head of the Shanghai Municipal Bidding Team), and Vice Secretary General of the Shanghai Municipal Government and Director of Shanghai Foreign Economic Relations and Trade Commission Zhu Xiaoming (who also worked as General Secretary of Shanghai Municipal Bidding Team), accompanied the Chinese leaders to the final assembly. Lots were drawn to determine the presentation order: China would be the final team.

The competition was intense! In the square outside the Conference Centre, Koreans, dressed in their traditional costumes, welcomed their guests. Outside the Prince Pierre Hall, the candidate countries’ themed exhibitions competed for attention. The Chinese exhibition relied on the physics of light to create a moving image of breathtaking night scenes from the Shanghai Bund across



申博决战前夕在国际展览局 132 次会议所在地设置的中国展台前合影
The Chinese booth at the site of the 132nd BIE Conference on the eve of the World Expo bid finale.

卡罗举行第 132 次代表大会，这是第四次也是最后一次陈述的机会。大会前，中国代表团举行大型招待会，在巴黎举行大型文艺表演《今夜星光灿烂》，招待各国代表，为大会作了很好的气氛烘托。国务院副总理李岚清、国务委员吴仪亲自带队率团出席大会。上海市常务副市长蒋以任作为上海市申博领导小组副组长，上海市政府副秘书长兼外经贸委主任朱晓明作为申博领导小组秘书长，陪同中国领导人进入最后的决战场。幸运的是，中国代表团抽到了各申办国中最后一个作陈述的签，这也为形成高潮创造了条件。

各申办国的竞争到了冲刺的最后一刻。在格林马迪会议中心外的广场上，身着民族服装的韩国人盛装迎客。位于二楼的皮埃尔王子厅外，各申办国的主题展台争奇斗艳。中国展台被布置成一个镜框的形状，背景是利用光学原理制作的动感影像——浦江两岸的上海夜景。展台一侧是上海光机所研制的激光琴，申博市民代表、东方卫视著名主持人袁鸣拨弄着绿色的激光琴弦，中国民歌《茉莉花》的旋律从指间流淌而出。

上午的程序是 5 个申办国进行最后一次陈述。在规定的 30 分钟里，几乎每一个国家的陈述都有部长以上的国家领导人助阵。第一个出场的是墨西哥克雷塔罗市，尽管被认为胜出的机率不大，但墨西哥人把文章做在了联合国教科文组织认定的人类文化遗产的地位上，他们所展示的古代文明和

现代气息交融的宣传片制作得非常精美。韩国人则以大胆的世博会场馆设想打动听众，其中的许多片断让人不禁想起了好莱坞的科幻大片。陈述中最标新立异的当数俄罗斯代表团，不但通过卫星连线采访了国际象棋特级大师卡斯帕罗夫，前苏联总统戈尔巴乔夫更是亲临现场，为莫斯科摇旗呐喊。

中国代表团最后一个出场陈述，国务院副总理李岚清、国务委员吴仪用流利的英语向全世界清楚地表明了中国的决心。由著名导演张艺谋执导的以《茉莉花》为主旋律的宣传片，通过各个视角展现了上海这座国际性大都市古今交融、中西合璧的独特气质。

参加投票的代表用的是遥控投票器，上面有 6 个按钮，分别代表 5 个申办国或者弃权。在电子计时器走完 60 秒之前必须按键投票，超时就作为放弃。因此，在这短短的 60 秒内，各国得票的多少和统计数字就会显示在大屏幕上。现场的气氛非常紧张。在首轮投票中居然有 3 个国家没有在规定的 60 秒内按键，这 3 票因此成了废票。

经过四轮投票，激烈角逐，中国一路领先，脱颖而出，第四轮最终以 54 票：34 票的大比数赢得 2010 世博会主办权。在胜利之后，大家欢呼庆祝，陪同中国领导人和上海市领导人在投票现场的市申博领导小组有关领导朱晓明、汪均益和焦扬等首先将信息传达给了场外申博广场的工作人员，他们又在第一时间将获得世博会举办权的喜讯发给了申博网，这个喜讯也



在蒙特卡罗庆祝中国赢得 2010 年世博会举办权
Celebrating China's win in Monte Carlo.

the Huangpu River. On another side of the table was a laser harp produced by the Shanghai Institute of Optics and Fine Mechanics. Shanghai's people's representative and well-known reporter at Oriental Satellite TV Yuan Ming played the green laser harp strings. The traditional Chinese melody "Jasmine Flower" flowed beautifully with the movement of her fingers.

Then it was time for the final presentations. Each country has 30 minutes. The first team up was Queretaro, Mexico. Although it had only a slim chance of winning, Mexico focused on the country's importance to Global Cultural Heritage with a beautiful audiovisual presentation on the integration of ancient civilization and modern life. The Koreans tried to win over the audience by showcasing their exciting plans for the Expo pavilions. Many of the video clips evoked memories of Hollywood sci-fi films. The most creative presentation was given by the Russian delegation. They not only interviewed the Chess Master Kasparov via a satellite connection, but also invited the President of the Soviet Union Mikhail Gorbachev into the spotlight to present for Moscow.

Then it was time for the Chinese delegation to take centre stage: the then Vice Premier Li Lanqing and State Councillor Wu Yi used fluent English throughout, yet another indication of the importance that China had attached to winning the bid. The team's presentation, titled "Jasmine Flower", was directed by the famous Zhang Yi Mou. It expertly portrayed Shanghai's unique characteristics as an international metropolis, a blend of classic and modern, East and West.

Now it was all in the hands of the voters. On each of the wireless voting devices used by the representatives were six buttons, one each for the five candidate countries and another for the abstention vote. Representatives had 60 seconds to vote. The room was tense, and all eyes were fixed on the electronic counter. The voters appeared nervous as well: on the first attempt three countries failed to vote on time and their ballots were invalid.

After four rounds of voting, China was leading throughout. The room erupted with the loud cheers of the Chinese team as the final tally was announced – 54:34 in favour of China hosting Expo 2010! **TheLINK**



CSR在中欧

CSR at CEIBS

“CSR 存在于我们的基因之中”，这句自豪的宣言，在每年春天举办的年度企业社会责任全球论坛上，在每年秋天为新入学的 MBA 学生举行的责任领导力项目启动时，当 MBA 学生从毕业班手中接过大旗主办绿色校园行动时，都会在中欧国际工商学院响起。除了以上立场鲜明的活动以外，本院还致力于将责任领导力渗透于各种课程、特殊项目、校内竞赛、行业论坛、年度研讨、小组咨询项目与实习、高规格的嘉宾演讲，以及学生俱乐部和校友会活动中。

对新到中欧的人来说，为 CSR 切实奉献似乎是学院品格的一个天然组成部分。但在中欧待的时间更长的人知道，仅仅在几年前，“CSR”这个缩写词对于本院来说还是一个有点陌生的概念。即使是在 2006 年，一群 MBA 学生发起亚洲首届由商学院学生主办、面向商学院学生的 CSR 论坛（即年度企业社会责任全球论坛）时，“企业社会责任”这个短语对许多学生来说尚嫌陌生——这一概念相当遥远，仅包含在几项以往的课程或案例研究中而已。

为什么在过去的四年里，社会责任的概念在中欧成长得如此迅速？答案是：中欧有一群热心的学生和校友。中欧致力于 CSR 的另一个里程碑树立于 2008 年——就在汶川地震之后，全国乃至全世界的校友们都同心协力，为灾后重建工作捐赠资金、奉献时间。其后两年来，中欧校友们投入到更多的社会责任行动中去，在四川，还有更远的远方。

为了让读者们能够对中国 CSR 有全面的了解，本期 TheLINK 的封面故事，择要概述了学生和校友们的杰出成果：

决心： MBA05 班的李润锡（Sam Lee）是如何创办银则（InnoCSR）的

创造： 来自 2010 年企业社会责任全球论坛的新创意

启示： 宇航员梅·杰米森（Mae Jemison）博士谈时间、空间和选择

贡献： 爱心联盟的实践博客

“CSR is in our DNA.” This statement is now proudly and regularly made at CEIBS – during the annual Being Globally Responsible Conference (BGRC) each spring, the launch of the Responsible Leadership Projects for incoming MBA Classes each fall, and the turnover of the student-led Green Campus Initiative as the outgoing MBA class prepares to graduate. In addition to these high-profile events, the school’s commitment to responsible leadership permeates through the curriculum, special projects, inter-school competitions, industry forums, annual seminars, group consulting projects and internships, high-profile guest speakers as well as student clubs and alumni chapters.

For newcomers to CEIBS, a tangible commitment to CSR seems a natural part of the school’s personality. But long-timers know that just a few years back, the term “CSR” was a new acronym at the school. Even in 2006, the year a group of MBA students launched Asia’s first-ever CSR conference run by and for b-school students (the annual BGRC), the phrase “Corporate Social Responsibility” was alien to many students – a rather distant concept covered in only a precious few courses or case studies.

Why has the concept of social responsibility grown so rapidly at CEIBS during the past 4 years? The answer is: passionate students and alumni. Another landmark for CEIBS’ commitment to CSR came in 2008 – following the Sichuan earthquake, alumni across China and worldwide joined forces to donate funds and volunteer time to the recovery effort. In the two years since, CEIBS alumni have vastly expanded their dedication to social responsibility activities, both in Sichuan and far beyond.

To give readers a view into the full range of CSR at CEIBS, this month’s cover story for *TheLINK* outlines highlights from both student and alumni efforts:

PERSEVERANCE: How MBA05 Sam Lee Grew InnoCSR
INNOVATION: Fresh Ideas from the 2010 Being Globally Responsible Conference

INSPIRATION: Astronaut Dr Mae Jemison on Time Space & Choices

DEDICATION: In-the-Field Blogs from the CEIBS Alumni Charity Union

企业社会责任的商业应用

The Business Side of CSR

“为善亦有利”，秉持着这种理念，现任银则企业管理咨询公司首席执行官的李润锡(MBA 2005)靠着对企业社会责任(企业社会责任, corporate social responsibility)的真正理解创建了这家成功的咨询公司,在企业社会责任这个方兴未艾的领域开展业务。李润锡说,真正理解企业社会责任的公司,都明白“企业社会责任不是指导我们如何花钱,而是指导我们如何挣钱”。

‘Doing well while doing good’ is the mantra that has driven InnoCSR CEO Sam Lee (MBA 2005) to build a successful consulting company within a still-evolving field. Companies that truly understand corporate social responsibility, Lee says, know that “CSR is not about how you spend your money; it’s about how you *earn* your money.”

文/CHARMAINE N. CLARKE



即便是在中国这样蓬勃发展的经济体，企业社会责任对于许多企业高管来说也是一种很难理解的东西，他们把企业社会责任错误地看成是一种消耗公司资源的黑洞。银则草创不到三周，现代社会最大规模的金融危机就袭来了，四处寻求庇护的企业纷纷撤销订单项目。想要维持咨询公司的生存，其中的艰难可想而知。而这正是2008年秋天李润锡所要面对的问题。

李润锡对企业社会责任有热情，他在联合国教科文组织学习过相关技能，在中欧国际工商学院就读MBA期间，他就以核心组织者的身份组织了亚洲第一次、也是最大的一次由商学院学生发起的企业社会责任大会，他毕业后在咨询行业工作的过程中也积累了相当多的人脉。因此，李润锡进入该行业的时候信心满满，相信自己必定成功。

这位韩国人的普通话无可挑剔，他坚信他所提供的服

务是市场需要的。李润锡说：“公共部门和私营企业有着极大的不同：话语体系不同，思维方式不同，业务模式不同，而如果有人能通晓两方面的话语体系，在中间作为桥梁加以沟通，将产生很大的价值。我看到了机遇就蕴藏在这巨大的鸿沟之中。我对这个行业非常感兴趣，想以这种方式对社会做出自己的贡献。”

李润锡对自己的商业眼光很有信心，他制定了耗资不菲的宏大计划，准备大干一场：他在浦西的繁华地段租了140平米的办公场所，招募了七个人的全职团队，有海外聘请来的专家，也有本地的咨询师。但是接下来，一切都严重走形了：李润锡的公司开业仅仅三周，雷曼兄弟就破产了。“雷曼兄弟破产之后三、四个星期，客户们就传来了诸如‘我们的预算削减了’、‘项目暂停了’、‘目前我无法让你继续做这些项目了’之类的话。结果公司运营的前六个月，我们两手空空，一无所获。”



Even in a booming economy, corporate social responsibility (CSR) is a hard sell to many business executives who mistakenly view it as a drain on company resources. So imagine facing the daunting task of keeping afloat a three-week old CSR consulting company while you watch promised projects disappear as companies run for cover in the onslaught of the biggest global financial crisis of modern times. That was the challenge faced by InnoCSR CEO Sam Lee (MBA 2005) in August 2008.

Lee had gone into business confident that he would succeed, based on his passion for CSR and the skills learned from a successful stint at UNICEF, plus his lead role in organizing Asia's first and largest student-run CSR conference while doing his MBA at CEIBS, and the networks he had established as a consultant after graduating. The Korean national, who speaks flawless Mandarin, was convinced that there was a need for the services he could provide. "There's a very big gap between the public and private sectors. The spoken language is very different, the way of thinking is very different, the way they do business is very different, and somebody who knows the language of both sides could be a valuable bridge," he explains. "I saw the opportunity, I saw the gap; I was interested in the business and I wanted to contribute to society."

Confident in his business vision, Lee planned an ambitious – and expensive – launch: he rented a 140sqm office space in bustling downtown Puxi, and hired a full-time team of seven, including specialists from overseas plus local consultants. But then it all went horribly wrong;

Lee had launched his business just three weeks before Lehman Brothers collapsed.

"About three to four weeks after Lehman Brothers happened, I started hearing things like our budget just got cut, or the project is on hold, or it looks like I can't give you the projects at the moment. So for the first six months, we had nada, we had nothing," Lee recalls.

Suddenly, Lee had to change his game plan in order to survive. Instead of relying on big projects, he shifted the focus to speaking engagements and company-specific training courses. The company moved to a smaller office and made staff cuts, and somehow InnoCSR managed to survive when firms with much longer histories and fatter bank accounts folded.

Two years later, InnoCSR has again signed on big name clients including Bayer, Siemens, PepsiCo, Tencent and the Shanghai Pudong and Shangri-La governments. In addition, the company is benefiting from the increasing global recognition for the value that CSR and sustainability can bring to the public and private sectors. With the crisis period safely behind it, the company is looking to double its employee base and revenues by next year. After an injection of capital from an angel investor in 2009, Lee and his team took a long hard look at the company's strengths, then crafted a clearly defined focus. In contrast to the early days of subsisting on a hodge podge of services, InnoCSR's ongoing projects fall within three core areas: social entrepreneurship (SE), a Supplier Development Programme (SDP), and 'green' rankings.

Lee and his team pride themselves on providing business

value to clients. Successful projects include managing Tencent's Social Entrepreneurship Business Competition (SEBC), set up to encourage participants to actually produce projects that could become viable enterprises (see box). CEIBS is the competition's Academic Partner.

Meanwhile, through its SDP, InnoCSR shows suppliers how 'doing good' can boost revenue and cut costs, as well as how to comply with buyers' standards without ballooning production costs. "The methodology we use is from UNIDO (United Nations Industrial Development Organization), one of the UN organizations that concentrate on developing SMEs. We look at issues such as lean management, energy efficiency, human rights and labour standards, as well as anti-corruption. We are the only UNIDO-certified consultancy in China," Lee explains.

Another initiative – InnoCSR's Green Rankings – advises companies, industries and countries seeking to shrink their environmental footprint. One survey, now being developed with *CEIBS Business Review* for release in November, will rank the Top 100

I SAW THE OPPORTUNITY,
I SAW THE GAP; I WAS
INTERESTED IN THE
BUSINESS AND I WANTED TO
CONTRIBUTE TO SOCIETY



李润锡小档案 Sam Lee Fast Facts:

2003年：来到中国，领导青岛啤酒的美国零售团队

2004年：开始在联合国教科文组织私营部门筹款团队工作

2005年：就读中欧国际工商学院MBA课程，努力建立人脉关系网络，为毕业后在企业社会责任领域开展工作积累资源

2006年6月：领导发起了亚洲第一次、也是最大的一次由商学院学生发起并组织的企业社会责任论坛——中欧企业社会责任全球论坛，如今该活动已经成为中欧每年定期举办的重大活动之一。

2007年——加入美国咨询公司Trilogy

2008年8月——创建银则

2003 – Arrives in China to lead Qingdao's US retail sales team

2004 – Begins working at UNICEF as part of its private sector fund-raising team

2005 – Enrols in CEIBS MBA programme and seeks to build the networks needed to work in CSR after graduation

June 2006 – Leads the launch of Asia's first and largest b-school-student-led CSR event, Being Globally Responsible Conference (BGRC), which has now become an annual fixture on the CEIBS calendar

2007 – Joins US-run consulting firm Trilogy

Aug 2008 – Launches InnoCSR

突然之间，李润锡要为自己的生存而奋斗了，他不得不调整了自己的计划：他不再指望大型项目，而是把业务的焦点转向了发表企业社会责任相关的演说，为公司客户提供度身定制的培训课程。公司换了个小办公室，进行了相应的裁员，设法度过了难关，而那些历史更悠久、资金规模大得多的大公司却一败涂地，一蹶不振了。

两年后的今天，银则拥有了包括拜耳制药、西门子、百事、腾讯以及上海浦东和香格里拉政府等大客户。在安全度过了危机期后，公司计划到2011年实现人员和业绩双翻番。2009年，公司获得了一家投资公司的注资，李润锡和他的团队也借此机会仔细审视了公司的优势所在，并清晰地定义了企业的业务重点。和公司初创期五花八门的业务相比，如今的银则承接的主要是三个核心领域的项目：社会企业（SE）、供应商开发计划（SDP）、绿色排名（Green Ranking）。

让李润锡和他的团队感到自豪的是，他们向客户提供的是真正有商业价值的东西。成功的项目有腾讯的社会企业商业计划大赛（SEBC），旨在鼓励参赛者脚踏实地，拿出日后能

够真正成为事业的项目来（参见“小档案”），大赛由中欧国际工商学院提供学术支持。

与此同时，通过其供应商开发计划（SDP）项目，银则向供应商们展示了“为善”在推进业务、削减开支等方面的效用，以及如何在按照采购商的标准供货时避免生产成本飙升。李润锡解释说：“我们使用的方法是从联合国工业发展组织（UNIDO）学来的，该组织致力于推动中小企业的发展。我们处理的业务有精益管理、能源效率、人权和劳动标准等，也包括反腐败。我们是中国唯一一家拥有UNIDO认证的咨询企业。”

银则的另一项业务——绿色排名旨在向有意向的公司、行业、国家提供建议，帮助他们尽可能减小对环境的影响。银则正在和《中欧商业评论》合作开发一项调查，将于11月推出，对在中国开展业务的跨国公司和与中国公司进行绿色指标的前100排名。李润锡强调说：“我们并不是对公司排名感兴趣。我们是要研究这一数据对公司商业运作的意义。比如，要是有人想在中国推出一种绿色产品，那么有哪些事情是必须要做的？想留住员

工，那么公司的‘绿色指数’应该达到怎样的水平？我们要弄明白绿色指标在商务世界中的确切意义是怎样的。”

TheLINK: 2007年你从中欧毕业，第一步是到一家咨询公司任职，一年之后才创立了自己的事业。你是怎么知道是该自己创业的时候了？

李润锡: 2008年发生的汶川大地震引发了一些公司之间赈灾的竞争，因为它们看到了加大赈灾承诺力度、款项数额的商业价值。他们开始觉得，有必要设定自己的战略，应对社会事件。此外，政府对环境、企业社会责任、可持续发展等的政策都在快速完善。然而在上海的这个市场上我却没有发现重量级企业在做相关的业务。我在这里有自己的人脉资源，就读的就是位于上海的商学院，我认识上海这里的企业社会责任人士，所以我决定开办自己的事业。

TheLINK: 银则和竞争对手有什么不同呢？

李润锡: 不同之处在于我们强调商业价值并试图从公司的角度看问题。我们从社会和环境问题的角度出发，为



Green MNCs in China and the Top 100 Green Chinese Companies. “We’re not just interested in ranking companies. We’re interested in using this data to look at the practical implications for business,” Lee stresses. “For instance, if someone wants to launch a green product in China, what things *must* they do? If they want to retain employees, what level of ‘greenness’ should the company achieve? That’s what we’re trying to figure out – the exact implications for the business world.” Implications that allow Lee to follow his motto of doing business by doing good.

TheLINK: When you graduated from CEIBS in 2007, you first joined a consulting firm then one year later launched your own business. How did you know it was the right time to strike out on your own?

Sam Lee: In 2008, the earthquake hit in Wenchuan and a lot of issues arose from that: there was competition among some companies who saw the value of increasing their

pledges and funding. And companies began thinking that they need a strategy to deal with social issues. Also, the government’s policies on the environment, CSR, sustainability, it was all catching on very, very fast. Yet, I saw no major players in the Shanghai market. I had a lot of networks here, I had my school here, and I knew the CSR guys here, so I decided to open up my own business.

TheLINK: What makes InnoCSR different from its competitors?

Lee: Business value. We try to look at it from the company’s point of view. We try to see what would be the optimal solution for different hurdles and different risks our clients have in terms of social and environmental problems. We consult on sustainability or CSR issues and in doing so we look at both the business value and the social values.

TheLINK: How do you respond to critics who say InnoCSR is just cloaking an ambition to make money in ‘CSR’ garb?

Lee: People who have that opinion are only seeing a very small part of CSR. They think of it as philanthropy and that’s the biggest misperception. Yes, you’re not supposed to make money out of philanthropy – but philanthropy is not CSR. CSR is not about how you spend your money; it’s about how you *earn* your money!

If you can do your business and, by doing this business, society benefits, there’s no reason why you shouldn’t do it. One of the biggest problems is companies’ short-sightedness because of the difficulty in measuring the social and environmental benefits of their investment. But if they can quantify how much they benefit, and how much society benefits, then the company will not cut its CSR budget in hard times. They know they stand to make a lot more by continuing their CSR efforts.

Traditional businesses calculate their investment and their ROI. They need to do the same for CSR activities: quantify the resources they invest, the benefits for the company,



李润锡(前排右一)与BGR 2006团队

PIONEERS – Sam Lee (front row far right) with the rest of the BGR 2006 team.

客户找出克服各种障碍、降低各种风险的最佳解决方案。我们提供可持续发展、企业社会责任方面的咨询业务，由此我们既解决商业价值的问题，也解决社会价值的问题。

TheLINK: 有人批评说银则是借企业社会责任之名，行赚钱之实，对此你有什么看法？

李润锡：持这种观点的人对企业社会责任的理解是有限的。他们认为企业社会责任就是一种施舍，最大的误解就在这里。没错，施舍一般是不会带来利润的——但是企业社会责任可不是施舍。企业社会责任不是指导我们如何花钱，而是指导我们如何挣钱！

如果你能开展业务，并在此过程中令社会受益，那就没有理由不做下去。最大的问题之一就是公司的短视行为，因为社会和环境效益的衡量是非常困难的，往往和他们的短期投资不成正比。但是如果他们能够对自己的相关收益进行量化，并对社会受益的程度也有所了解，那么就算是不景气的时候，公司也不会削减预算。他们知道，持续努力，投资企业社会责任，他们的获益会大得多。

传统企业计算的是投资回报率。对于企业社会责任的投资，他们同样需要进行计算，对他们投入的资源、给公司带来的收益、为社会带来的好处等进行量化，然后他们就要做出决策，确定这种投资是好还是不好。银则提供的就是这样一种量化计算的服务。

TheLINK: 企业社会责任领域目前最好的机遇是怎样的？做好事的同时还要获得经济上的良好回报，怎样才能做到这一点？

如果你能开展业务，并在此过程中令社会受益，那就没有理由不做下去。最大的问题之一就是公司的短视行为，因为社会和环境效益的衡量是非常困难的，往往和他们的短期投资不成正比。

李润锡：在美国，有一家社会企业名叫“世界更美好”图书公司，他们从事的业务是从校园里回购二手书，然后在网上出售。他们把自己利润中的很大一部分拿出来用于消除文盲现象，而在回购旧书、重新出售的过程中，他们也对环境保护做出了贡献。据我所知，他们去年的收入大约有4000万美元。

银则的香格里拉项目也是基于社会企业概念的，我们在香格里拉创建了一个社会企业分部。去年香格里拉当地政府邀请我们去对一些社会问题进行调查。我发现当地对于充裕的自然资源没有进行充分利用。另外，大量的商业利润被外国人或外地人所攫取。当地的农民并没有受益，二十年来一直如此。

香格里拉政府非常急切地想要吸引各地的投资者。我建议他们进行差异化发展，把自己和其他招商者区别开来，具体做法是寻求技术方面的投资，把他们自然资源方面的优势最大化。我帮他们引入了韩国的相关技术（这也是我最容易进入的市场），现在他们拥有了发达国家的相关标准、方法和技术，而这一切的目的都是要促进香格里拉当地经济的发展。

我们也在开发一个公平贸易项目，帮助当地的出口商绕过掮客的盘剥，把商品直接出售给国外的零售商或最终用户。我们开发的第一种商品是松茸，消费者的购买成本降低了，大家都从中获益，只有掮客例外。但是如果掮客是香格里拉当地人，我们也在考虑重新雇用他们，让他们培训、教育当地农民，掌握新的农业科技。

TheLINK: 当前在中国要找一份企业社

会责任方面的工作，难度如何？

李润锡：我毕业的时候，市场上还没有这种工作。现在是有是有了，但职位仍然有限，也不是那么容易找到。企业社会责任还不是一种经确证有效的商业策略，所以面临的困难还很多。然而，我还是要鼓励在读的MBA学员，要尝试着把这个领域当成一项事业来看待，严肃认真地对待企业社会责任，因为未来他们开展业务的时候，肯定会大量接触到企业社会责任的相关事务。中欧也能够通过确保开设的企业社会责任课程切实有效来扮演相应的角色。

我2007年从中欧毕业，去了很多跨国公司面试，我的结论是：这些公司不想聘用MBA，尤其是外籍MBA来处理公司的企业社会责任业务。因为当时企业社会责任还没有被看作是什么策略性的东西，仍然给人们留下捐助、慈善、或者是施舍的印象。如今情况则大不相同；大公司都在聘用战略人才，来填补这些职位的空缺。这些人才需要同时理解商业和社会两个方面，这等于是双倍的工作量。

TheLINK: 您的公司度过了全球金融危机，在很大程度上是因为您有能力改变产品结构、削减开支、调整业务计划。这些都有回报吗？银则有没有盈利？

李润锡：第一年结束的时候我们的运营是亏损的，当时业务基本上触底了。之后我们的新投资项目就开始实施，如今我们不赚不赔，年业务量在三四百万。明年我们计划收入翻番，并收回创办时的资本投资额。

TheLINK: 您的公司接下来五年的发展目标是怎样的？如何保持创新、获得盈利？

李润锡：盈利是自然的，我们不会承接任何导致亏损的项目。我们是一家营利企业。我们当前所做的是播下未来三到五年能够发展的种子。谁知道呢，五年后也许我们会专注于企业排名，当然，规模会比现在大得多；或者我们会专注于香格里拉的业务，到那里去设立专门的办公室。商场风云，变幻莫测！



and the benefits for society. Then they need to decide if their investment was good or bad. This quantification is one service that InnoCSR offers.

TheLINK: What are the best opportunities available now in CSR? How does one do well financially while doing good deeds?

Lee: In the US, there is a social enterprise called Better World Books that buys used books from campuses, then sells them online. They contribute a large percentage of their profits to fighting illiteracy, and by collecting and reselling the books this contributes to environmental protection. I believe their revenues were about USD40 million last year.

InnoCSR's Shangri-La project is also based on social entrepreneurship. We're creating a social enterprise subsidiary in Shangri-La – we were invited there last year by the Shangri-La government to look at the social issues. What I saw was an underutilisation of abundant natural resources. Also, a lot of business profits were going to foreigners or Chinese from outside the area. The local farmers were not getting the benefits, and it has been that way for 20 years.

The Shangri-La government was very anxious to attract different investors. I advised them to differentiate from other investment seekers by asking for the technological investment needed to maximize their abundant natural resources. I helped them source this technology from Korea (the easiest market for me to enter). So now they have access to the standards, the methods, the technology from developed countries and this is aimed at boosting economic development in Shangri-La.

We're also doing a fair trade project to help exporters there to eliminate middlemen and sell directly to retailers or end consumers in foreign countries. The first item we are promoting is pine mushroom. The consumers pay less, so everybody's happy except the middleman. But if they're from Shangri-La, we're thinking of rehiring them to become trainers and educators for the new farming technology.

TheLINK: How easy is it to find a CSR-related job in China now?

Lee: When I was graduating, there was nothing. Now there is something, but that doesn't mean that it's easy. Positions are still limited. CSR has not been proven as a business strategy so there are still a lot of difficulties. However, I would like to encourage the current MBA



students to really look into this area as a career, and to take CSR very seriously because they will run into CSR-related issues a lot when they're doing business. CEIBS also has a role to play in ensuring that its CSR-related courses are practical.

After I graduated from CEIBS in 2007, I interviewed with a couple of multinationals and my conclusion was: they're not going to hire an MBA, especially a foreigner, to take care of their CSR needs. Because at that time, CSR was not seen as something strategic, it was regarded as something linked to donations or charity, or philanthropy. Now, it's different; they're hiring strategy guys for those positions. These guys need to know both the business and the society; this is double the work.

TheLINK: Your company survived the global financial crisis largely because of your ability to change product offerings, slash costs and rethink your business plan. Has that paid off: is InnoCSR profitable?

Lee: For about a year after we began, we were operating at a loss and we nearly hit the bottom. And then our new investment came in and now we're at the break even point, with revenue of about RMB3 – 4 million a year. Next year I think we'll double our revenues and break even on the initial capital investment.

TheLINK: What are your company's goals for the next five years? How will you stay innovative and profitable?

Lee: Profitability is natural because we don't take on any projects that are loss makers. We're a for-profit company... What we're doing now is planting the seeds for the next 3 to 5 years. Who knows, after 5 years maybe we'll only be doing the ranking, but on a much bigger scale; or maybe we'll only have an office in Shangri-La. Who knows? Business evolves!

社会企业商业计划大赛

银则是腾讯公益慈善基金会主办的社会企业商业计划大赛（SEBC）的承办单位。该项大赛的发起是为了鼓励创业者创造性地思考营利企业的解决方案。SEBC邀请来自中国大陆各地的商学院学员团队参赛，拿出商业创意或解决方案，创立有创新性的社会企业。首届竞赛于2010年1月4日至5月28日举行，总冠军是来自中欧的项目——必帮网。

竞赛规则：

大赛第一轮，全国各地的MBA学员提交商务解决方案，提出创新的社会企业创意。由评审委员会提供反馈并在线投票后，选出40个团队进入第2轮。这一轮竞赛包括在中欧举办的、为期四天的社会企业家培训。培训结束后各团队提交商业计划，评审委员会选出10支团队进入下一轮。

大赛第三轮，各团队就自己的最终版商业计划进行演示、说明。前10名的团队各显神通，争夺终极大奖，而由竞赛评委和投资商组成的评审委员会决定最终的名次。

评委：

来自韩国、香港、台湾、北京和上海共20家风投公司的代表参加了本届大赛的决赛评审工作。评委来自风投、私募基金、慈善事业、天使投资和基金领域。参赛团队要回答评委的问题，与他们面对面互动，听取他们对商业计划的意见和建议。参赛团队获得了宝贵的亲身体验，体会了吸引资金、走上社会企业创业之路的艰辛。

获胜团队的决出：

四支获胜团队是在经历了一整天的评审之后决出的，评审内容包括社会影响、核心能力、市场可行性、管理团队、融资可行性、表现分析和演示推广等。

2010年SEBC获胜团队：

第1名： 中欧国际工商学院的必帮网(奖金30000元)

第2名： 清华大学的兰萱关爱计划(奖金20000元)

第3名： 长江商学院的健康快送(奖金10000元)

云南特设奖： 中国科技大学、东华大学和云南大学合作的高原生态农业产品(奖金30000元)

2011年SEBC大赛10月即将开始，欲知详情，请登录 <http://sebc.qq.com>



Social Entrepreneurship Business Competition Fact File

InnoCSR is the Managing Partner for Tencent Public Welfare & Charity Foundation's Social Entrepreneurship Business Competition (SEBC), launched to encourage entrepreneurs to think creatively about for-profit business solutions. SEBC invites teams of MBA students from across mainland China to submit their business ideas or solutions on innovative social enterprise.

The inaugural competition ran from January 4 - May 28, 2010. CEIBS team – BiBang Online – emerged as the overall winner.

RULES OF THE GAME:

In Round 1 of the competition, MBA students from across China submit business solutions on an innovative social enterprise. After a jury panel supplies feedback and votes online, 40 teams advance to Round 2, which includes four days of intensive entrepreneurship training at CEIBS. Teams then submit business plans, and a jury panel selects 10 teams to advance.

In Round 3, teams present their final business plans. The Top 10 teams face-off for the top prize, and a panel, made up of contest judges and investors, determines the winning teams.

THE JUDGES:

Representatives from 20 VC companies from Korea, Hong Kong, Taiwan, Beijing and Shanghai participated in the final round this year. Judges included risk investors, PE funds, philanthropic venture capitalists, angel investors and foundations. Competing teams answered investors' questions, interacted with them face-to-face and sought advice on business plans. Teams experienced first-hand the struggle to attract funding and embark on the road of social entrepreneurship.

WINNER SELECTION:

The four winning teams were chosen after a full-day assessment of social impact, core competence, market feasibility, management team, financing feasibility, performance analysis and presentation.

2010 SEBC WINNERS:

- 1st:** CEIBS' BiBang Online (RMB30,000 cash prize)
- 2nd:** Tsinghua University's Orchid & Day-lily Love Plan (RMB20,000)
- 3rd:** CKGSB's Green Express (RMB10,000)
- Yunnan Special Category Award:** Highland Ecological Agricultural Products whose members came from China Science and Technology University, Donghua University, and Yunnan University (RMB30,000)

2011 SEBC will begin this October. For more information, please go to <http://sebc.qq.com>



中欧第五届企业社会责任全球论坛 关注“激发、创新、实践”

文/安若丽 熊晨光 (MBA 2009)
BY LAURIE UNDERWOOD & AMINTA XIONG (MBA 2009)

企业社会责任全球论坛 (BGRC) 是中欧国际工商学院时间跨度最长、规模最大、影响力最广的企业社会责任活动之一，它的主办方和参加对象都是 MBA 学员。2005 年中欧 MBA 学员筹办首届 BGRC，使这一论坛成为首个由商学院学生主办的与企业社会责任有关的论坛。如今它已迎来第五个年头，2010 年 BGRC 论坛于 5 月 29-30 日在上海校区举办，吸引了亚洲各国学校的 300 多名学生，以及教授、校友、赞助企业及媒体人士等。

本届论坛所关注的主题是“激发、创新、实践”，应邀演讲的 28 位专家分别来自政府部门、非政府组织和企业——每一位专家都就环境保护和可持续发展的问题发表了看法（见侧栏）。

在两天里的小组讨论、新闻发布会和研讨会上，各方观点和创意急速碰撞，嘉宾的发言主题涵盖了低碳经济、锂电池汽车、零污染生产、绿色市场、中国太阳能、清洁交通等。请阅读本刊对五篇最激动人心、最有创意的发言的摘要。

樊纲 (经济学家，国民经济研究所所长)

低碳经济发展、全球变暖和哥本哈根会议

“**现**在不做（环境保护）的话可能会产生很严重的后果，但是做的话至少有可能解决目前或者未来产生的问题。对于能源，对于能源的使用我们只要努力按照低碳的方式去做，其实不光能够应对气候变化，同时也能够给我们带来好

处。我们就可以通过降低碳的排放取得环境更好的持续性，对于公司，对于所有国家来说我们首先要确定哪些行为是我们做了以后不会后悔的，我觉得中国在这方面有巨大的潜力。因为现在在能源效率方面，中国做得不是很好，我们有很大



左起：
佩德罗·雷诺教授
俞大海
樊纲

From left:
Prof. Pedro Nueno
Yu Dahai
Fan Gang





CEIBS' 5th Annual Being Globally Responsible Conference – “Inspire, Innovate, Implement”

One of CEIBS' longest running, largest and most influential social responsibility initiatives is the annual Being Globally Responsible Conference (BGRC), which is organized by and primarily for MBA students. Launched by CEIBS MBA 2005 students, BGRC is the first CSR-related conference in the region to be organized by b-school students. Now in its 5th year, the 2010 conference, held May 29-30 at the Shanghai campus, attracted 300 students from schools across Asia as well as professors, alumni, corporate supporters and members of the media. Focusing on a theme of “Inspire,

Innovate, Implement,” this year's event attracted 28 expert speakers from government, NGOs, and corporations – each presenting on environmental protection and sustainability (see side bar).

Amid the flurry of ideas and innovations shared in panels, press conferences and workshops over the two days, speakers touched a range of topics from low-carbon development, lithium battery powered cars, and zero landfill manufacturing, to green marketing, solar energy in China, and clean transportation. Read on for highlights from five of the most inspiring and innovative speakers.

Fan Gang (Economist, National Economic Research Institute) on: Low Carbon Development, Global Warming & the Copenhagen Convention

“If we do nothing to protect the environment, the consequences may well be serious. But if we take action now, we can respond to current problems – and even future problems.

As to energy use, a low-carbon lifestyle not only helps tackle climate change, but also brings other benefits. We can achieve a sustainable environment through reducing carbon emissions. China has huge potential in this matter. Since the nation has not yet improved energy efficiency, we have lots of room for progress. If we improve energy efficiency, in addition to controlling and limiting weather change, we can also enhance economic development and competitiveness. This would benefit China and the rest of the world. We must focus on low-carbon development.

People continuously seek to consume more products. The crux of the problem is their



左起：
喻捷
冯仑和易中天
车建新

From left:
Yu Jie
Feng Lun and
Yi Zhongtian,
and Che Jianxin



的提升空间，如果我们改善了能源效率，可以控制气候变化，一方面也可以提升我们国家的经济发展，提升我们的竞争力。这样的话对于中国，对于整个世界和星球都是有利的，这个是我们号召的低碳发展，这个就是低碳发展的一个含义了。

人们总是希望消费更多的产品，消费是无止境的，这个问题所在。消费无限制地增长，需

求无限制地增长，这些增长才是全球气候变化的罪魁祸首，我们必须在全球气候变化问题上考虑这一点：需求以及消费。

这里需要全球、国际社会的合作，需要国际社会集体采取行动。所以如果我们想要理解哥本哈根的话，从根本上来说，它其实是关于利益的，我们到底能够做出多大承诺，我们到底能够在多大程度上削减我们自己的消费，我们到底能够给予多大的预算进行减排，而我们这个国家又能够做出多大的牺牲。每一个国家要想清楚下定决心，我们要推动中国政府下定决心，至少你们要完成你们自己的责任，要实现一个目标，就要做出相应的牺牲。

如果我们通过市场机制能解决问题，那太棒了，所有的东西都有一个价格，我们可以支付这个价格。但是全球气候变化是一个公共问题，我们制造污染，即使是当地的污染也是一个公共的灾害，而在这方面的市场它是不能够发挥有效作用的，我们在这里谈的是全球的公共物资，公共财产，那就需要一个非市场化的行动。我们需要公共机构，需要政府来采取行动，我们需要条约，我们需要协议，所以我们需要哥本哈根大会，我们需要全球的机制，我们需要政府间的机制。”



熊晨光
Aminta Xiong

冯仑(万通地产CEO)

绿色交通和立体城市

“如果每一栋建筑都做到了节能环保，再加上交通和其他系统的配合，我们的居住空间就会成为一个绿色城市。

我们现在需要改变城市无限蔓延的状态。通过打造‘立体城市’，我们可以改变这种糟糕的状态。……我们要探讨城市发展模式的变化，这是万通现在做的工作之一，用立体城市方法重

新规划建设我们在地球上安置人的方法，就是重新建设未来的城市。

追求理想顺便谈金钱这是比较负责的，从制度上结构上要处理好，把社会责任纳入公司整个的经营战略当中，这样的话以后就可以保证资源、能源、包括项目都会将社会责任考虑进去。”



insatiable need to consume. Unlimited consumption and unlimited demand are to blame for a worsening environment.

To stop global warming, we need cooperation between countries. Therefore, the Copenhagen Convention concerns all of us. The fundamental issues are: how great a commitment we can make, how much we can reduce our own consumption, what budget we can

Feng Lun (CEO of Vantone Real Estate) on:

Green Transportation & Three-Dimensional Cities

“If every building were energy-saving and environmentally-friendly, coupled with green transportation and other supporting systems, our cities would become greener.

We now need to stop the city from



offer to reduce carbon emissions, and what sacrifices can our country make. Each country considers these questions carefully before making a determination. We must push the Chinese government to make its determination and fulfil its responsibility.

If we could solve global warming through market mechanisms, that would be ideal. The market mechanism gives everything a price tag, and all we have to do is to pay the price. But this does not solve climate change because the problem is on a worldwide scale. The pollution we create in our country causes a disaster for other countries. Therefore, we must look beyond market mechanisms to find a solution. We need public institutions, governments' actions, treaties, and multilateral agreements. We need the Copenhagen Convention. We need an inter-governmental, global mechanism.”

expanding without any reasonable plan. This can be achieved through creating a ‘three-dimensional’ city... We need to explore the changing patterns of urban development, which is one of Vantone's current priorities. A three-dimensional city can change the way we house people around the world, which will also represent a new way to construct future cities.

It is more ethical for entrepreneurs to combine their responsibility to society with economic returns, rather than focusing exclusively on making money. They need to come up with a better institutional structure in which social responsibility can be incorporated into a company's business strategies. In this way, their business strategies will take into account not only the projects they deal with but also resources and energy.”

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(中国, China)

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国际媒体新闻总监:
Peter Delis (美国, USA)



谢远建(朗诗地产副总裁)

城市化、消费和平衡

Xie Yuanjian (Vice President of Land Sea Real Estate) on:
Urbanization, Consumption & Balance

“中国目前正处于城市化飞速发展的阶段，然而城市化的过程不仅让我，也让很多人困惑，它伴随着人口，交通，贫富分化，环境污染，能源消耗等问题。

我们关注微观结构——城市里的细胞，包括每一个小区，每一幢楼。绿色建筑是在追求建筑全生命周期的资源和能源消耗的最小化，以及满足人们不断提高的居住需求之间取得的一种平衡。这种平衡会随着时间、地域，以及能源稀缺水平等因素不断变化，实现动态平衡。”

“China is in the economic development stage of rapid urbanization, but the urbanization process baffles many people, including myself. Urbanization breeds many problems, such as over-population, traffic, wealth polarization, environmental pollution, and energy consumption.

We, as a real estate company, focus on the micro-structure of a city – or the cells of a city, which is every community, and every building.

Green buildings aim to strike a balance between minimizing resources and energy consumption and satisfying people's ever-increasing housing needs... This kind of balance is a dynamic one, changing continuously based on time, region, and different levels of energy scarcity.”



吴志强(上海世博会总规划师)

高科技城市

Wu Zhiqiang (Expo Chief Planner) on:
High Tech Cities

“假如一件物质寄存在上面，不断地膨胀，不断地把毒素排到周边去，大家知道这是什么呢？这是癌症。所以过去的城市、160年以来的工业城市是地球的皮肤癌，不知道自我控制。

我们提供一个新的视角，我们要知道为人类集聚体提供一个能够共存的智慧的城市和绿色的城市。一边在阳台上晒太阳，一边品茶。茶几上的开水壶不用接通电源，品饮之间，水就开了。”

“If there is a thing that constantly expands and constantly discharges toxins, then do you know what it is? It is cancer. Over the past 160 years, industrial cities have had absolutely no idea of how to control their development, they are like the skin cancer of our earth.

Therefore, we are here to provide a new perspective, in which we need to know how to make a high-tech city which is also a green city at the same time... For example, imagine that we are drinking tea while leisurely basking in the sun on the balcony. In a high-tech city, without the need for electricity, the kettle on the table will boil.”



BGRC演讲嘉宾 Speakers

公司 Company	头衔 Title	姓名 Full Name
红星美凯龙 Red Star	首席执行官 CEO	车建新 Che Jianxin
芝华仕 Cheers Sofa	首席执行官 CEO	李建宏 Li Jianhong
中欧国际工商学院 CEIBS	市场营销学教授 Professor of Marketing	蒋炯文 Chiang Jeongwen
经济学家 Economist	中国经济体制改革研究会秘书长China Reform Foundation Director	樊纲 Fan Gang
青云创投 Tsing Capital	创始人, 总裁 Founder and MD	叶东 Ye Dong
中欧国际工商学院 CEIBS	院长 President	佩德罗·雷诺教授 Pedro Nueno
罗兰贝格 Roland Berger	汽车行业合伙人 Partner, Automotive Industry	沈军 John Shen
同济大学 Tongji University	交通规划室主任 Head of Transportation Department	潘海啸 Pan Haixiao
尚德太阳能 SunTech	全球产品战略总监 Production Management Director	朱成 Alex Zhu
尚德太阳能 SunTech	市场总监 Marketing Director	吴红燕 Holly Wu
朗诗地产 Landsea	副总裁 VP	谢远建 Xie Yuanjian
霍尼韦尔 Honeywell	北亚区节能业务总监 Director, Energy Solutions, North Asia	罗兆雄 Jason Lo
中欧国际工商学院 CEIBS	经济学教授 Professor of Economics	王建柳 Wang Jianmao
世界自然基金会中国代表处 WWF	副总监 Deputy Conservation Director	王利民 Wang Limin
中美民间清洁能源合作组织“聚思” JUCCEE	主席 Chairperson	刘佩琪 Peggy Liu
气候集团 Climate Group	政策与研究总监 Policy and Research Programme Director	喻捷 Yu Jie
牵手中国公益机构 Hands On China	执行总监 Executive Director	Richard Brubaker
银则企业管理咨询 InnoCSR	首席执行官 CEO	李润锡 Sam Lee
普华永道 PwC	合伙人 Partner	陈伟权 Gary Chan
商务社会责任国际协会 BSR	亚洲总监 Asia Director	Jeremy Prepiscius
TNS亚洲 TNS Asia	执行经理 Executive Manager	Cyrille Jegu
海沃氏 Haworth	大中华区董事总经理 Managing Director, China	Miguel Garat
阿特拉斯·科普柯 Atlas Copco	副总裁 VP Marketing Oil-free Air Division	Anil Hingorani
豪西盟 Holcim	环境与可持续发展负责人 Head Environmental Business & Sustainable Development	Alexander Winterling
中欧国际工商学院 CEIBS	全球责任领导力特聘教授 Distinguished Professor of Global Responsible Leadership	翟博思 Henri-Claude de Bettignies
赢创工业集团 Evonik	大中华区总裁 China Head	俞大海 Yu Dahai
赢创工业集团 Evonik	锂离子技术总监 Lithium Technology Director for Greater China	徐航 Xu Hang
万通地产 Wantong	首席执行官 CEO	冯仑 Feng Lun
上海世博会 EXPO	总规划师 Chief Planner	吴志强 Wu Zhiqiang
阿拉善基金会 SSE	秘书长 General Secretary	杨鹏 Yang Peng
厦门大学 Xiamen University	教授, 学者 Professor, Scholar	易中天 Yi Zhongtian
GE	风能技术部高级经理	周宇 Zhou Yu
Gamesa	企业社会责任负责人 Gamesa China CSR	Miguel Rodriguez
中欧国际工商学院 CEIBS	经济学教授 Professor of Economics	芮博澜 Bala Ramasamy
SGTH	总监 Director	Van der Meulen Mario
H+ Branding	首席执行官 CEO	许宗汉 Richard Hsu

时间、空间与选择

Time, Space and Choices

文/CHARMAINE N. CLARKE

梅·杰米森 (Mae C. Jemison) 博士, 是第一位进入太空的黑人女性, 这位前宇航员日前以企业家兼教育家的身份造访上海, 并于5月31日在中欧国际工商学院上海校区发表演讲, 就我们的责任及个人、企业和国家的选择对地球和人类所造成的影响等问题与大家分享了她自己的观点, 演讲厅内座无虚席。以下为演讲摘要。

当 我身处太空, 从月球附近眺望地球和星星那一刻, 我被眼前那永恒之美惊呆了, 感到难以置信!

我俯视地球, 有一层薄薄的蓝光闪烁闪烁 — 那是我们的大气层。当我浮在太空中回望地球, 也瞥见了月球和星星, 所有这一切都确定了我一直持有的信念: “拯救地球” 不是个正确的表述, 地球将长存于斯。实际上, 这个绝妙的行星既给予我们温暖, 又让我们平静, 为我们提供一切必需品, 用各种奇特的风光、声音、气味和景色使我们感到愉悦。拯救地球? 不。事实上, 我们只需确保对待它的方式不会

导致大气不堪重负即可。大家都明白, 必须谨慎地回答什么是我们心目中宇宙的中心 — 它不是我们人类。地球将长存于斯 — 但它只是可能不再供养得起人类了。

地球的潜能是无限的, 但地球上的资源是有限的。这就是为什么我们必须检点自身的行为。当人们用“发展”这个词的时候, 想到的是第三世界, 是发展中国家, 但人类发展对我们大家都至关重要。发展应当优化人们使用和组织自然资源的进程, 可持续发展是在不破坏我们赖以生息的大气的前提下提高地球上的生活质量。

朱晓明(左)、王庆江(右)
与杰米森(中)亲切交谈
Zhu Xiaoming, Mae C. Jemison
and Wang Qingjiang





During her recent visit to Shanghai, Dr Mae C. Jemison, the first woman of colour to go into space, shared her views on our responsibilities and the impact of our choices – as individuals, corporations and nations – on the planet Earth and on humankind. Read on for excerpts from the astronaut-turned-entrepreneur and educator during her May 31 speech to a packed lecture hall at CEIBS Shanghai campus.

While I was in space, I looked at the Earth and the stars, at the moon. And I was struck by the incredible beauty and the permanence that I saw there. I looked down at the Earth and there was this thin shimmering layer of blue light – that’s our atmosphere. And as I was up there, in space, looking back at the Earth, looking at the moon and the stars, all of this affirmed something that I’ve always believed. You know when folks say: ‘Save the Earth’? They’re mistaken. The Earth will be here. In fact, this wonderful planet that warms and cools us, that envelops us with all we need, that delights us with wondrous varieties of sights, sounds, smells and vistas? It will be here. Save the Earth? No. Actually, we must just treat it in such a way that it doesn’t develop an atmosphere that doesn’t support our life form. You see we have to be careful of where we think the centre of the universe lies – it doesn’t lie with us. The Earth will be here – it’s just that it may no longer sustain us.

The Earth has unlimited potential but it does have limited resources. And that’s the reason why we have to pay attention to what we’re doing. When people use the term ‘development,’ they think about the Third World, they think about developing countries; but human development is significant to all of us. Development should enhance the process through which people use and organize their natural resources, and sustainable development has to allow us to improve the quality of life around the planet without destroying the atmosphere that sustains us. Development should improve quality of life.

Technology will save us?

People always talk about technologies as having the ability to save us. They often say

technologies are going to swoop in and make everything better. But that’s not necessarily true. Our technological advances sometimes have been breathtaking, yet our ability and our moral concepts... lag pitifully behind. When we think of technology design, we have to understand that technology will not save everyone; it won’t necessarily make everything ok.

Scientific and technological advances don’t come fully formed; they’re not just waiting there in the sky for us to find them. What science we research, what technologies we develop, depends on the people we are; it depends on our society... For example, do we use a certain combination of minerals to create a beautiful fireworks display, or to propel a bullet? We get to make that decision. These are similar kinds of technologies but different kinds of applications of science; and that’s really the choice we have right now. What is it that we want to do? We define where we’re going in this world by who participates in making those decisions, and where they end up taking it.

Common space

There is something called ‘the tragedy of the commons’ and... it’s the idea that if we have a common space, a common set of resources that everybody can use in a community, people have a tendency not to take such good care of it.... The tragedy of this common space is that people feel that it doesn’t have a direct impact on them. But we know that it does. The Gulf of Mexico [where an April explosion on a British Petroleum drilling rig led to the worst oil spill in US history] is a common space. It doesn’t belong to BP, it doesn’t belong to the

技术救得了我们吗？

人们总说技术是人类的救星。他们会说，技术会突飞猛进，让一切更美好。但事实不一定如此。人类的技术进步有时候的确激动人心，但令人遗憾的是，我们的能力和我们的道德观念却是滞后的。当我们思考科技、设计时，我们必须懂得，技术救不了所有的人，它不一定能解决一切问题。

科学技术的进步并未完全成形，科技也并非一直待在那儿只等我们去发现。我们研究什么学科、开发哪些技术，取决于我们是什么样的人；而这又取决于我们的社会……例如，我们是用矿石化合物来表演一场美丽的焰火，还是用它来让子弹前进？我们面临选择。它们是相类似的技术，却是科学的不同应用，这的确是我们必须即刻作出的选择。我们想做的是什么呢？我们在这世界上何去何从取决于哪些人参与这些决策，以及他们什么时候结束行动。

共有的空间

有种东西叫做“共有物的悲剧”……也就是说，如果我们有一个共有的空间，有一套某个团体中人人皆可享用的共同的资源，人们就会产生一种不那么爱护它的倾向……共有空间的悲剧在于，人们感到它对自己没有直接的影响。但我们知道，它对我们是有影响的。墨西哥湾（今年四月份英国石油公司设在那里的一座石油钻井爆炸，导致美国历史上最严重的石油泄漏事故）就是一个共有的空间。它不属于英国石油公司，也不属于美国，它是一种地球资源。大气也是一个共有的空间，它不属于任何一个国家、任何一个人，它是人类共有的空间。因此，我们必须将目光投向共有的空间，检视共有空间的商业责任是什么、政府责任是什么。

全球化问题

我们必须停下来看一看全球化意味着什么，因为它对于我们正在创造的未来，特别是商业方面的前景至关重要。全球化可能是“所有市场均一化，以让企业更方便地在全世界出售商品和服务”，又或者，全球化可能是“公司或企业为了满足全世界的个人、公众、文化、社会及国家的需求，在全世界提供独特产品和服务的能力”。两者之间是有区别的，我们必须认真地考虑这种区别，因为在第一项定义

中，全球化会以出售某样东西为基本目标，而改变公众、政府和企业，无视社会的期望、环境和需求，从而更容易也更稳定地让利润最大化。

第二项定义意味着全球化促进不同社会与国家获得产品、商品和服务的能力，以帮助它们达成将来的目标。两者的区别在于：一个是以人中心，另一个是以企业为中心。我知道我现在是在商学院演讲，但这些都是我们需要注意的问题。

风险与机遇

我每天都用不同的方式提醒自己：我为将来做了什么？如马丁·路德·金博士所说：“在这个世界上，没有比真诚的无知和尽责的愚蠢更危险的事了。”我们必须注意自己的所作所为。

一位马提尼克岛上的精神病医生说：“每一代人，都必须找到自身的使命，履行它或是背叛它。”如今，我们生活在整个人类历史上最繁荣的时代，有些国家相对而言更加繁荣。当代社会应当对我们正在创造的历史遗产保持清醒认识，目前我们拥有空前的物质财富，在这种时机下也特别容易建立丰功伟绩……

我听说中文里“危机”这个词由两重含义构成：危险和机遇。我们目前所面对的危险是：如果我们继续目前的生活方式，并且认为那只不过关系到一小群人，他们能够也应当持续超额消耗自己在地球上的那一份资源，而不考虑我们对地球的所作所为带来的后果和地球吸收人类垃圾的能力极限，那将是非常危险的，它威胁着我们的将来。

我们的机遇是增加可以分享地球馈赠的人数而不只是无意义的消费商品，我们必须运用想象、科学和技术保证我们不走回到老路上。我们的机遇是面对我们的人性以及人性对于我们的终极意义。我们不仅要提高相互宽容的能力，而且要将最好的给予对方——不管对方看上去是否与我们相似，也不管我们是否来自同一片区域——这些就是我们目前所拥有的机遇。

我将以一节物理课作为演讲的结束。还记得你们高中的物理老师教动能和势能时的情景吗？她举起一只球，说它有势能，但它不做功，直到它改变状态，获得动能，才能做功。我认为有些想法就像势能一样。这些想法确实很奇妙，但是如果不去冒险付诸行动，不去冒险改变我们目前的状态，什么事情都不会发生。这里是商学院，当你和朋友们交谈的时候，你会冒出一些确实很奇妙的主意。你会想，你可以在这世界上从



United States, it's an Earth resource. The atmosphere is a common space. It doesn't belong to any one country, any one person, it's a common space. So we have to look at common space and examine what is the responsibility of businesses for common space, what is the responsibility of governments for common space.

On globalization

We have to stop and look at what globalization can mean because it becomes critical for figuring out this future that we're creating, particularly for businesses. Globalization may be 'the homogenization of all markets to make it easier for corporations to sell goods and services worldwide' OR globalization can be 'the capacity of companies or businesses to supply their unique products and services around the world in order to fulfil the needs of individuals, people, culture, societies and nations worldwide'. And there is a difference. And it's a difference we need to consider carefully because in the first definition, globalization will work to change people, governments and businesses with a primary goal of selling something,

regardless of the desires, the circumstances, the needs of society. The goal is to make it easier and more consistent to maximize profit.

The second definition means that globalization facilitates the capacity and the logistics for societies and various countries to obtain the products, goods and services to help them achieve their goals for the future. The difference is: one is people-centric and the other is corporate-centric. And I know I'm talking to a business school, but these are things we need to pay attention to.

Dangers and opportunities

Every day I have to remind myself of the contributions that I made to the future, one way or the other. As Dr Martin Luther King Jr said, 'there is nothing in this world more dangerous than sincere ignorance and conscientious stupidity'. We have to pay attention to what we're doing.

A psychiatrist from the island of Martinique said, 'each generation must, out of relative obscurity, discover its mission, fulfil it or betray it'. Right now, we are living in the most prosperous time in the



事一份更好的工作，但除非你冒险采取行动，什么事都不会发生。那就是我们面临的挑战。

如今，我们身处“地球太空船”上，正如搭乘任何交通工具一样，人人都得付

钱。你上了船，就必须支付自己的那份费用。因此，你必须决定，你每天用 86400 秒的时间做些什么事。为了支付你自己的那一份费用，你打算与其他乘客一起做些什么呢？

自画像 Self Portrait

“我是一名四十岁开外的非洲裔美国女性，我是一名追求自我实现的舞者，我是一名医学博士，也是一名宇航员，还是一名大学教授。我是一名努力奋斗的公司老板，我的公司在美国名列《财富》500 强。我喜欢吃樱桃、巧克力和瓜，我是一个短期悲观而长期乐观的人。我属于爱猫一族，但我痛恨洗碗。

20 世纪 60 年代，我在芝加哥南部渡过了我的少女时代，那是我最乐观的一段时期。夏天的夜晚，我会躺在室外，凝望星辰，发挥我所有年轻的想像。我会想像自己也身处群星之列。我一直认为自己会进入外太空……我认为自己属于那里，我可以看见自己在那里。我知道我有权利、也有职责发挥自己的潜能、实现自己的抱负。

我不得不早早学会不因他人有限的想像力而为自己设限。经历时光流逝，我还学会了不因自己有限的想像力而为别人设限。”

“I am a way-over-40-year-old African American woman who is a wanna-be dancer, a medical doctor, an astronaut, a college professor. I'm a struggling business owner, I sit on the board of some Fortune 500 companies in the United States, I love cherries, chocolates and melons, I'm a short-term pessimist and a long-term optimist. I'm a person who loves cats but I absolutely hate washing dishes.

When I was a young girl growing up on the South Side of Chicago in the 1960s, that's when I was most optimistic. I would lay outside on a summer's night and I would stare up at the stars with all my young imagination. And I would imagine myself there among the stars. And I always assumed that I would go into outer space... I thought that I belonged there. I could see myself there. And I knew that I had the right, and the responsibility, to live up to my potential, to my ambition.

I had to learn very early never to limit myself because of someone else's limited imagination. And these days, I've learned never to limit anyone else because of my own limited imagination.”





entire history of this world. Some countries have more than others, but, in general, we all are living in the most prosperous times we have ever seen. And while all societies should always be aware of the historical legacies we are creating, it's moments such as this – when we have unprecedented amounts of material wealth – that are especially propitious for performing deeds of lasting importance....

The Chinese symbol for crisis is *weiji* and I'm told that it's made up of opportunity and danger. The crisis we face right now is: if we continue the lifestyles we have now, and believe that business is a small group of individuals who can – and should – continue to consume, disproportionately, their share of the planet's resources, we face the danger of not considering the impact of what we're doing to this planet and its ability to absorb the waste that we are creating. That's the danger to the future.

The opportunity that we have is to embrace the possibilities to increase the number of people who are sharing in the bounty of this planet. The new priority is not just the consumption of empty goods; we have to use our imagination and our science and technology, not to revert to past behaviour. The opportunity we have is to face our humanity and ultimately what this means for us. It means that we

have to progress not just from our ability to tolerate one another but to truly want the best for each other – regardless of whether or not people look like us, whether we come from the same neighbourhood – these are the opportunities that we have right now.

I'm going to end with a physics lesson. Remember when your high school physics teacher told you about kinetic energy and potential energy? She'd hold up a ball and say it has potential energy but it can't do any work until it changes state: that's when it gets kinetic energy and that's when it can do work. I think of ideas as potential energy. Ideas are really wonderful but nothing will happen until we risk putting them into action, until we risk changing the state we're in right now. Here in business school, when you talk to your friends, you'll run into some really wonderful ideas. You're going to think that you can do a better job in this world, but nothing will happen until you risk putting them into action. That is the challenge that we have.

Now we're on this Spaceship Earth and, just like when you're using any transportation, everybody should pay a fee. You need to pay your way for being here. So you have to decide what to do with your 86,400 seconds in each day. What are you going to do with them to help pay your way on this planet?"

简历

1987年 – 加入美国国家宇航局 (NASA)

1992年9月12日 – 乘坐奋进号 (Endeavor) 航天飞机升空沿轨道飞行

1993年 – 加入美国女性名人堂

杰米森博士是一位化学工程师、科学家、医生、教师，也是一位宇航员，在技术、工程与医学研究方面具有广泛的经验。她精通非洲人及非洲裔美国人研究，还学过舞蹈和编舞。她也是杰米森集团 (The Jemison Group) 的创始人，该集团研究、开发并应用适合个别对象、特别是发展中国家的社会、政治、文化和经济环境的先进技术。

Bio

1987 – Joined NASA

September 12, 1992 – Blasted into orbit aboard the space shuttle Endeavor

1993 – Inducted into the National Women's Hall of Fame

Dr Jemison is a chemical engineer, scientist, physician, teacher and astronaut, with a wide range of experience in technology, engineering, and medical research. She is well-versed in African and African-American Studies, as well as trained in dance and choreography. She is also the founder of The Jemison Group which researches, develops and implements advanced technologies suited to the social, political, cultural and economic context of the individual, especially for the developing world.

爱心串起的记忆

Memories of Love

文/周元 (MBA2009)
BY ZHOU YUAN (MBA 2009)

中欧爱心联盟周元
与新华爱心基金会理事
张君达一起去探访北川
中学珍珠班。

CARING SPIRIT –
The CEIBS Alumni
Charity Union's Zhou
Yuan (MBA 2009)
and Xinhua Charity
Foundation President
Zhang Junda during a
visit to Beichuan High
School's Pearl Class.



6月25日，管理专业研究生入学考试委员会(GMAC)在圣地亚哥举行的年会上嘉奖了中欧MBA学生在承担社会责任方面所做的努力，我校学生的“青少年关怀月”项目获得了该委员会颁发的TeamMBA公益大奖，这是该奖第一次由中国商学院夺得。本期的TheLINK请爱心联盟的周元带领我们去了解他和爱心联盟的其他成员是如何给需要帮助的孩子们一个更加光明的未来，并得到国际学术团体的关注和认可的。

6月25日，圣地亚哥，美国

看着参加大会的李媛媛老师第一时间从圣地亚哥给我发来的祝贺的邮件，获奖证书的照片，我思绪万千，回想起组织这次活动的点点滴滴。

4月24日，绵阳机场，四川

马上就要飞回上海了，我一个人坐在灯光有点昏暗的候机楼里，情绪有点低落。4月份的学习中有一个星期的休息时间，我安排了一次和新华爱心基金会张君达理事长一起探访北川中学珍珠班的旅行（“中欧捡珍珠计划”是校友

爱心联盟和新华爱心基金会合作发起的，旨在将最优秀的贫困初三毕业生在当地最好的中学组成“珍珠班”，继续高中学业的计划），并发起了中欧同学校友陪同民工家庭的孩子一起参观上海科技馆的活动。为了这个我牵头的校友爱心联盟的活动，我已经做了很多场地踏访，邮件宣传，交通伙食准备的工作，光为了在T-shirt上印上中欧的Logo就跑了七浦路两次。可是准备工作做得再多也会遇到很多突发事件，刚刚在电话中有好几个报名参加的同学要去参加世博会的试运行，可能来不了了。我突然感觉到压力很大，我怕明天现场有那么孩子，如果志愿者人数不够会出什么意外，到时候怎么负责。



CEIBS MBA students' commitment to social responsibility was recognized by the GMAC (Graduate Management Admissions Council) at its annual conference in San Diego on June 25 when their "Month of Care for Children" project was awarded the TeamMBA Service Award. This year's award marks the first time the prize was given to a b-school in China. Zhou Yan (MBA 2009) leads *TheLINK* behind the scenes to learn how he and other members of the CEIBS Love Alliance caught the attention of the international academic community through their work to brighten the lives of needy students.

June 25. San Diego, USA

Looking back at the congratulatory email from CEIBS MBA Programme Operations Director Yvonne Li from San Diego immediately after the award was announced, and the photo of the certificate, I become lost reminiscing about the project. Here are my memories...

April 24. Mianyang Airport, Sichuan

Waiting to take a flight back to Shanghai, I sat alone in the airport's dimly-lit lounge feeling a flood of mixed emotions as I relived the previous week when I volunteered at the Beichuan Middle School's Pearl Class with Xinhua Charity Foundation President Zhang Junda, and organized a trip to the Shanghai Science & Technology Museum for the children of migrant workers in Shanghai.

As the organizer for the Alumni Charity Union, I had made a number of visits to Beichuan, drummed up support and publicity via email, and made preparations for transportation and food. Getting ready required two trips to Qipu Road (a huge, chaotic market in Shanghai where you can find just about anything), just to have the CEIBS logo printed on our T-shirts. But no matter how well prepared you are, there will be hiccups. Several fellow MBA students who had registered for the trip had to cancel after they were asked to participate in the trial run for the Shanghai Expo. When I got the news, my shoulders suddenly felt heavy with my responsibilities. There would be so many children at the site the next day. How could I cope with any emergencies?

April 24, Chengdu

The biggest challenge in the long journey of my charity work has been the worry that there would be bad results out of good intentions. Even a small error may cause a situation to spiral out of control. Worried that I had bitten off more than I could chew, as we made our way from Chengdu to Mianyang, I asked President Zhang why he had decided to abandon his comfortable life and work so hard at helping needy children. His reasons would become clear, he promised, when I got to Beichuan Middle School and met the students from the Pearl Class.

Beichuan Middle School Headmaster Liu Yachun greeted us on our arrival. A small, slight man, his brows bore a perpetual frown and he spoke softly and slowly. Mr Liu lost his wife and son in the earthquake on May 12, 2008, and his hair turned white overnight from the tragedy. Their remains were never recovered. Despite this life-changing heartbreak, Mr Liu summoned his inner strength in order to help students and teachers who trust in, and depend on, him. Mr Liu's story, and his dedication, filled me with a great respect for this stern headmaster.

After a short talk – thankfully bereft of official jargon – Mr Liu gave me a candid explanation of his educational ideals and beliefs, then led me to the Pearl Class where the children were having evening lessons. President Zhang briefly introduced CEIBS, spoke a few words about me, and then invited me to give a speech to the hundreds of excellent students before me.

I had a hard act to follow: Premier Wen Jiabao had been the last person to address the class in 2008, after many of them had lost loved ones in the May earthquake. They had received tremendous

4月24日，四川成都

做公益事业这么长时间以来，最大的压力就是来自于担心好心把事情做坏。稍微一点点的疏忽，那些负面的影响会让你很难控制局面。而每个人都会有或多或少的畏难情绪，遇到阻力的时候难免会问问自己几个为什么。从成都到绵阳的路上，我和张理事长交流过这个问题，我了解是什么支撑一个六十岁的老人放弃安逸的生活，为了那些家境贫困学习优异的孩子四处奔波。张理事长和我说，等你去了北川中学和我们的珍珠生交流一下就知道了。

来到北川中学，接待我们的是校长刘亚春。刘校长个子不高，眉头总是皱着，说话的语调低沉缓慢。这位坚韧的教育工作者在5·12大地震中失去了自己的妻子和儿子，一夜白头。两位至亲至爱的遗体甚至都没能找到，他却还要每天面对一群信赖他、依靠他的学生和教师，表现出坚强的一面，让我充满敬意。一席简短的交谈让我有点小小的惊讶，我没有想到活在聚光灯下的北川中学校长会没有一句官腔，如此坦诚地和我们谈论他的教育理想和信念。

随后刘校长领我去看了正在上晚自习的珍珠班的学生们。张理事长简单地介绍了我和中欧，接着让我对这100名珍珠生做一个演讲。他们都是品学兼优的孩子，很多孩子的亲人在地震中离开了他们，因为这些原因他们获得了很多社会上的关注，在我之前站在这个讲台上给他们演讲的还有温家宝总理。我决定尽量和他们做一个轻松愉快的交流，不谈任何沉重的话题。我介绍了中欧，介绍了MBA课程，介绍了我的大学专业和留学经历，还谈了谈我的旅游经历。同学们都对我的话题很感兴趣，热情地问了很多稀奇古怪的问题。时间过得很快，没多久就到了同学们就寝的时间。我赠送给同学们一本吴敬琏老先生的传记和一本国家地理的画册留作纪念，同学们舍不得我走，拉我去看了看他们在活动房的寝室。

回酒店的路上，我仍然无法忘记那一张张对未来充满渴望的脸庞。我想我渐渐明白了支撑张理事长信念的那股力量。那么优秀的一线教育工作者和勤奋好学的孩子会让你觉得任何一点点的付出都是非常值得的，因为你是正在做一件“对的”和“好的”事情。

4月25日 上海科技馆

从浦东机场回来没有睡几个钟头，我就赶紧起床赶到中欧，从同学那里拿到印好的T-shirt，就赶紧打车到唐镇，那里已经有20名孩子集合完毕，等待我们接他们去科技馆。他们都是得到浦东的久牵志愿者服务社帮助的孩子，这个NGO（非政府组织）在学校放学后和周末的时候为附近的外来务工家庭子女上课，帮助他们在学业上有更大的提高。我们几个中欧的MBA同学每周日上午都会给他们上英文口语课，所以他们对我们都熟悉。通过一个学期的教学，我惊喜地发现，他们的表达能力都有了很大的提高。不光是英文水平提高了，孩子们还变得更加开朗自信了。

等我们车队到达科技馆，中欧大家庭的许多成员已经在门口欢迎孩子们了。他们有帮我组织这次活动的MBA的同学，还有带着家属和孩子一起来的EMBA校友，甚至还有杭州的校友也带着家人来参加我们的活动，而且大家都穿上了印着中欧校友爱心联盟Logo的T-shirt。

进了科技馆后孩子们就被各式各样的展览和游戏吸引住了，刚合完影就各自奔向自己感兴趣的展区，如果不是设定好了午餐时间真的很难把他们再召集回来。下午我们又陪孩子们一起看了IMAX巨幕3D科幻电影，逼真的特技引起孩子们的一阵阵惊呼。看完电影有几个小朋友还要去其他展区玩，我只好把结束时间推迟了一个小时。糟糕的是到了指定的集合时间有个孩子一直没有回来，我东奔西跑加广播找人好不容易才把他找回来。带这么多孩子出来玩真是个体力活，不过只要他们能从这次参观中学习到哪怕是一点点知识，这些努力就都是值得的。

中欧校友爱心联盟是2008年5·12大地震后成立的，MBA也是到09级才成立了慈善俱乐部（COIN）这么一个公益组织的，我想这一切对于中欧师生和校友都只是一个开始。我们有很多很多的力量，这些力量可以是领导，可以是参与，也可以是关注；这些力量可以是金钱，可以是时间，也可以是热情。这些都不是最重要的，最重要的是这些力量可以为社会做更多“对的”和“好的”事情。我相信会有越来越多的同学和校友会加入到我们的队伍中来，我也坚信我在爱心联盟的工作会更加富有意义。 **TheLINK**



attention and an outpouring of love and support from the nation. I decided to give them a light and lively speech. I provided more details about CEIBS, shared my experiences during the MBA Programme, and talked about my overseas study trips and other travels. I presented them with a biography of one of China's most respected economists, CEIBS Baosteel Chair Professor of Economics Wu Jinglian, and a photo-filled copy of National Geographic. They listened with great interest and eagerly asked questions after my speech. Time passed quickly, and it was soon time for them to go to their dorms. But they would not let me go, and invited me to their activity room where we played a few games.

On my way back to the hotel, I could not forget their young faces filled with hope for the future. Now I understood what drove President Zhang. Seeing the dedication of the teachers in the field and the hard work put in by the children had convinced me that any contribution is worthwhile; that I was doing something right, something good.

April 25, 2010. Shanghai Science and Technology Museum

After my return flight and a few hours sleep, I was off to CEIBS for the next Charity Union event: a one-day visit to Shanghai Science and Technology Museum for the children of migrant workers. I picked up the printed T-shirts from a fellow student, then hopped onto a taxi to Tangzhen. There were 20 eager children from the Jiuqian Volunteer Centre – an NGO based in the Pudong district of Shanghai that offers after-school and weekend classes to help the children of migrant workers catch up academically. A team of students and CEIBS staff have been teaching the kids English every Sunday. Today would be something special: a day at the Shanghai Science and Technology Museum! During the trip, I could see the impact of the CEIBS volunteers – many of the kids had mastered quite a lot of English and confidently tried their phrases with us.

What a pleasant sight awaited us at the museum entrance: there were the MBA students



who helped me organize the visit, EMBA alumni who brought their wives and children along, and even alumni (and their family members) from Hangzhou! And they were all wearing our specially-made T-shirts with the CEIBS' Love Alliance logo.

The children were keen to see the museum exhibits and games, so as soon as we took the group photo, they rushed off to explore! Luckily we had set a fixed time for lunch, or it would have been extremely difficult to get them back together as a group. In the afternoon, we watched IMAX 3D sci-fi movies on a huge screen, and the vivid special effects set off waves of screams from the children. After the movie, I couldn't resist requests from several children who wanted to visit other zones. This added an hour to our schedule, but it was worth it so see the smiles on their faces. It was a hard day's work, but hopefully the children learned something new from the visit. I know they had fun!

CEIBS Love Alliance was founded after the May 12, 2008 earthquake, and the 2009 MBA Programme also does charity work through the Community Outreach and Inclusion Network (COIN). This is just the beginning for CEIBS community of students, teachers, and alumni. We can offer leadership, support, resources, time, or just our unbridled enthusiasm. It does not matter what form our help takes; what matters is that we can make a difference. I believe more and more students and alumni will join us, and I truly believe that my work at CEIBS Love Alliance will be even more meaningful in the years ahead!

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来自外来务工家庭的小朋友在中欧校友的组织下参观上海科技馆。

FUN-FILLED DAY – Children from migrant families enjoying a CEIBS-organised trip to the Shanghai Science and Technology Museum.