

在华合资企业的挑战

JV or not JV in China?



在最近发表的《中欧国际工商学院2011年外国高管调查》中，中欧管理学教授范悦安博士(Dr Juan Antonio Fernandez)探讨了外国管理人员与中国合作伙伴共同管理合资企业时所面临的挑战。来自33个不同国家的246位管理人员参加了这一调查，其中有60位称他们拥有与中国合作的合资企业。其中53%的管理者声称管理这些企业“很困难”或者“非常困难”。这份调查报告的参与者中包括88%的男性管理者和12%的女性管理者，平均工作经验为18.3年。调研对象平均在华工作年限为7.4年，其中有117名首席执行官、企业所有人和高级管理人员。其余参与调研者涵盖了全部主要商业职能：人力资源，财务，市场，销售，运营以及研发。

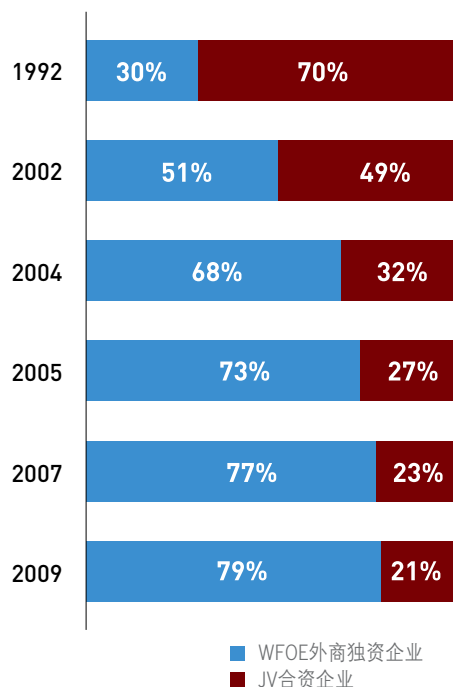
文 / 中欧管理学教授范悦安

中国的合资企业常常因为“难于管理”而备受争议。国际媒体中不乏此类故事：某个中国合作者掌握了国外合资伙伴的所有秘密之后悄悄创立同类公司。我们不能否认这种情况时有发生，但我们同时也必须承认这不是在华合资企业独有的问题。就我们所知，即使合作者来自同一国家，合资企业也是非常富有挑战性的。除此之外，许多在华合资企业都运作良好并且达成了创立时所设定的目标。但是这些合资企业无法吸引报刊媒体的注意。

在我就合资企业问题与外国团队进行探讨时，我用一份图表说明外商直接投资以及合资企业和外资企业所占的百分比。

正如中国谚语所云，百闻不如一见。这张图表明确体现出这些年来外商独资企业相对合资企业的优势地位。产生这种情况有三个主

外商在华直接投资
Foreign Direct Investment in China



来源：中国统计年鉴
Source: China Statistical Yearbook

BY CEIBS PROF OF MANAGEMENT DR JUAN ANTONIO FERNANDEZ

In his recently published *CEIBS Foreign Executives Survey 2011*, CEIBS Professor of Management Dr Juan Antonio Fernandez explores the challenges faced by expats when managing joint ventures with Chinese partners. The survey was answered by 246 executives from 33 different countries, and 60 said they have JVs with Chinese partners. Of those, 53% said managing these business ventures was 'difficult' or 'very difficult'. The survey's overall pool of respondents includes 88% male and 12% female executives with an average of 18.3 years of work experience. Survey participants have an average of 7.4 years working in China and among them are 117 CEOs, company owners and top executives. The rest of the respondents represent all the main business functions: HR, Finance, Marketing, Sales, Operations, and Research & Development.

Joint ventures in China are often reputed as "difficult to manage." The international press often cover stories of a Chinese partner who secretly starts a business in parallel after learning all the secrets of his foreign JV partner. While we cannot deny that those situations happen, we must also admit that is not an exclusive problem of JVs in China. As most know, JVs are challenging even if both partners come from the same country. Besides, there are many JVs in China that function correctly and have achieved the objectives for which they were created. But those JVs do not hit the newspapers.

When I talk to non-Chinese groups about JVs in China, I start my presentation with a graph showing foreign direct investment and how it is distributed between JVs and WFOE (Wholly Foreign Owned Enterprise).

As the Chinese say, an image is worth 1000 words (see graph, previous page). This graph shows a clear preference over the years for WFOEs over JVs. There are three main reasons for this. First, China's regulations on FDI changed significantly. As the graph shows, a big shift took place from 1992 to 2002 when FDI zoomed from US\$11 billion to US\$47 billion while investment in WFOEs increased from 30% to 51% of the total. Why? That was precisely the time China joined the World Trade Organization – which led to the opening of many new sectors to FDI, and foreigners took advantage of it. The graph also shows that the shift from JV to WFOE continued in the following years. The second reason is that, as foreign investors gained China experience, their need for a local partner became less critical. If you can succeed alone, why share your business with someone else? The last reason is the inherent

difficulty of managing any JV. As several foreign investors told me, "We are not necessarily against partnering with a local, but the benefits must be clear otherwise we prefer going alone. JVs are always challenging to manage."

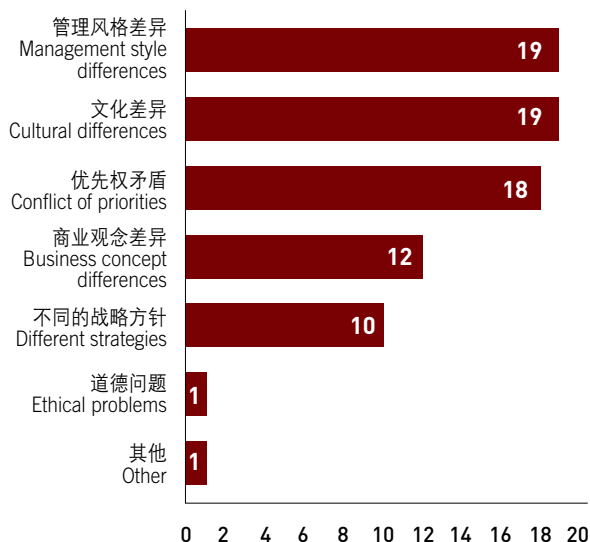
What problems or issues arise in working with a Chinese JV partner? Of the 60 foreign executives who answered this question, 53% admitted that it was difficult or very difficult to work with their Chinese partner. When asked why it was difficult, their answers were:

- The top two difficulties concern the relationship between the Chinese and foreigner executives. The other three reasons concern differences in their business understanding and objectives. The conclusion is that soft skills, as well as clear, agreed objectives are both critical for the JV success.
- Regarding the first two reasons, it is very important to select executives from both sides who have the flexibility and adaptability necessary to work across cultures. In a way, personality matters. When you select the executives, keep in mind that while their technical and professional skills are necessary, those skills alone are not enough. Both sides must be open minded enough to work together. Marriage is an oft-used metaphor when talking about JVs. As in any marriage, there is a honeymoon period when everything seems perfect. Problems usually appear later and if the channels of communication are not open and both sides do not show flexibility, mistrust can readily undermine the relationship.
- The second group of reasons identified in our survey is related to the business objectives of the JV. It is important to have clear objectives – to know what you want to achieve

要原因。首先，中国外商直接投资相关规定发生了巨大变化。如图所示，1992年至2002年之间外商直接投资从110亿美元增长至470亿美元，而外商独资从30%增长至51%。为什么会发生这种情况？那时正是中国加入世贸组织的时候——这导致了許多全新的领域开始对外商直接投资开放，外国投资者利用了这一点。这张图表还显示了接下去几年从合资转向外商独资的趋势在继续发展。造成这种情况的第二个原因是外国投资者获得了不少经验，他们对于当地合作伙伴的需求不再那么迫切。假如你独自一人能够成功，为什么还要与别人共享你的企业？最后一个原因是管理任何合资企业必然具有的困难。正如几位外国投资者所言：“我们并不是绝对反对与当地企业合作，但是好处必须非常明显，否则我们更愿意自己干。合资企业管理起来非常困难。”

与中国伙伴合作究竟会产生哪些问题？60名回答这一问题的外国管理人员中，53%的人承认与中国伙伴合作很困难或非常困难。当问及原因时，他们回答如下：

合资企业的挑战 JV Challenges



来源：《中欧国际工商学院2011年外国高管调查》
Source: CEIBS Foreign Executives Survey 2011

最主要的两大困难来自于中国和外国管理人员之间的关系。其他三个主要原因涉及商业观念和目标的差异。我们从中得出的结论是，软技能与清晰的目标对于合资企业的成功都是不可或缺的。

考虑到前两个原因，双方选择富有灵活性和适应性、能够在跨文化环境中工作的管理人员是非常重要的。有时个性也很重要。选择管理人员的时候考虑技能和专业能力是必须的，但仅仅这样还不够。要一起合作，双方都必须足够开明。在谈论合资企业的时候人们常常以婚姻打比方。在任何婚姻中都有一段蜜月期，一切看起来都那么完美。问题常常过了一段时间才会慢慢浮出水面，假如沟通渠道没有打开并且双方僵持不下，那么信任危机很可能会逐渐侵蚀这段关系。

冲突的解决模型 Conflict Resolution Outcomes



来源：《冲突的解决》
Source: *The Resolution of Conflict*

我们通过调研发现的第二组原因与合资企业的商业目标有关。拥有明确的目标是十分重要的——必须知道你们合作的目的是什么，以及如何在情况不妙的时候处理差异。

要解决与中国伙伴合作时可能遇到的矛盾并没有灵丹妙药。莫顿·多伊奇（Morton Deutsch）在他里程碑式的作品《冲突的解决》（1973）中建立了一种经典模型用以说明冲突可能的结果。

多伊奇称，我们在多数冲突中都能够找到一种双赢的解决办法。我们从中能学到什么呢？首先，当你与你的合作伙伴发生矛盾时，试着辨明你们共同的目标，考虑如何互相帮助达到这些目标。第二，把每一个矛盾视为能够共同解决并因此为双方谋取福利的问题。第三，当有可能找到双赢的解决方法的时候不要轻易妥协。

管理一家成功的合资企业需要管理团队的灵活性和文化理解力，同时还需要明确的合作目标。但是请记住：合资企业并不是终生的，它们的使命在于达成某种目标。当这些目标达到以后，我们应该考虑以友好的方式解散合资企业。在关系良好的时候离婚总比关系恶化的时候来得好。就像拉斯维加斯的婚前协议中明确了分手原因以及财产分割方式。

中国古语“同床异梦”常常用以形容困境中的合资企业。这暗示着我们必须尽力将合资双方的梦想融为一体。但是我并不赞同这个观点。这是婚姻暗喻不再适用的地方：我们必须切合实际，企业组成合资企业是为了从中获得利益。只要双方都能看到自己的利益，他们就会满足。双方都必须感到自己的付出与回报是对等的，并且从合资企业中获得利益的分配是公平的。合资企业的价值在于给合作双方带来各自的梦想并且帮助彼此达成目标。因此，恋爱可能比婚姻更适合用来比喻合资企业。（正如华裔喜剧演员黄西所言：“婚姻不幸的地方在于其中的50%白头到老”）。假如这段关系开花结果，它可能演变成长期的合作；如若不然，合资企业可以在双方都达成目标之后和平解散。

有一次我问一位与欧洲公司合作的成功中国企业家对合作关系的看法。他告诉我前三年非常富有挑战性。接着我又问他管理这家合资企业多久了，他的回答是“三年”。请不要忘记，要运营成功的合资企业，中国的管理者与他们的外国合作伙伴一样肩负着极大的压力。 **TheLINK**

together and how you will solve the differences when things do not go well.

There is no magic wand that solves the conflicts you might encounter when dealing with your Chinese partner. Morton Deutsch, in his seminal book, *The Resolution of Conflict* (1973), established the model that has become a classic when it comes to possible outcomes in conflicts.

Deutsch said that in most conflicts we can pursue a win-win solution. What can we learn from Deutsch? First, when you have a conflict with your partner, try to identify your shared goals and see how you can help each other achieve them. Second, approach each conflict as a problem on which you can work together to achieve a mutually beneficial solution. Third, do not automatically go for a compromise; you may be able to achieve a win-win solution.

Managing a successful JV requires flexibility and cultural savvy from the executive team, as well as clear objectives for the partnership. But remember: JVs are not for life, they are formed to achieve certain objectives. When those objectives are reached, we should consider amicable ways to dissolve the JV. It is better to agree on a divorce when the relationship is still good than to wait until the relationship is rotten. As in Las Vegas weddings, think of a pre-nuptial agreement in which you specify the reasons for separation and how you will split the assets.

The Chinese saying, “one bed, two dreams,” is

frequently used when talking about troubled JVs. The implication is that we must try to merge the dreams of both JV partners. But I do not agree with that view. Here is where the marriage metaphor breaks down: We need to be realistic, companies form a JV because they expect some benefits from it. As long as both sides see the benefits, they will be happy. Both sides must also feel that the contribution they make and the benefits they receive are balanced. They must also feel that the contribution they make, and benefits received from the JV, are balanced. The value of the JV comes when the two partners bring their individual dreams and help each other to achieve their goals. Thus, a 'love encounter' could be a better metaphor for JVs than a marriage. (As John Wong, the Chinese comedian says, “The sad thing about marriages is that 50% of them last forever.”). If the relationship is fruitful, it can evolve into a long-term partnership; if not, the JV can amicably split when both sides have achieved their goals.

I once asked a successful Chinese entrepreneur with a JV with a European company what he thought of the partnership. He told me it was quite challenging during the first three years. I then asked him how long he had managed the JV. His answer was “Three years.” Do not forget that Chinese managers often share the same frustration as their foreign partner in operating a successful JV. **TheLINK**

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- 《中国CEO：经验之声》(2006), John Wiley & Sons.
- 《中国国有企业改革进程：CEO和行业观点》(2007), Routledge.
- 《中国CEO指南》(2007), John Wiley & Sons.
- 《中国创业者》(2009), John Wiley & Sons.
- 《中国创业者：新时代的领悟》(2010), CEIBS.

请登陆中欧国际工商学院网站<http://www.ceibs.edu/knowledge/podcast/>阅读完整调研报告并收看视频分享更多研究成果。

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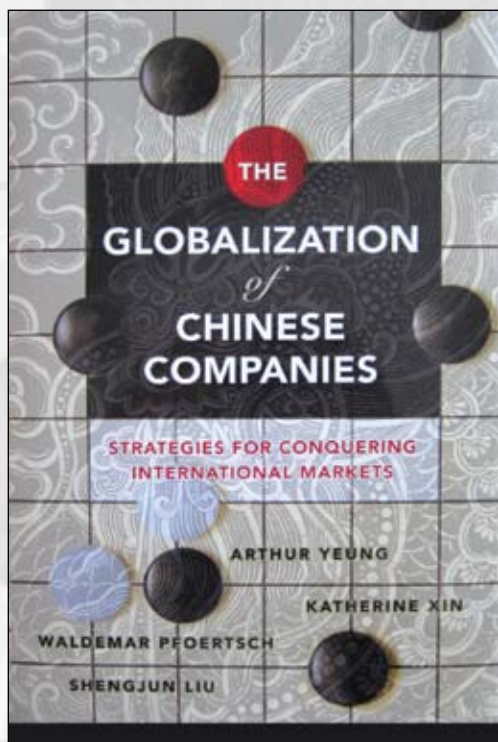
- *China CEO: Voices of Experience* with co-author Laurie Underwood (John Wiley, 2006)
- *Chinese SOEs Reform: CEO and Industry Perspective* with co-author Leila Fernandez-Stembridge (Routledge, 2007)
- *China CEO: A Field Guide* with co-author Shengjun Liu (John Wiley, 2007)
- *China Entrepreneur* with co-author Laurie Underwood (John Wiley, 2009)
- *Chinese Entrepreneurs: Lessons From The New Wave*, co-author Per Villendrup Jenster (CEIBS, 2010)

The complete survey, and a podcast in which Prof Fernandez shares more survey results are available at <http://www.ceibs.edu/knowledge/podcast/>



新书发布 NEW BOOK

中欧教授新书探讨中国企业全球化 Globalization Strategies



中国

经济的崛起被视为21世纪的全球关键事件。近年来，一些领先的中国企业已经在海外进行了野心勃勃的收购，将沃尔沃汽车、THINKPAD电脑等知名品牌收入囊中。但与此同时，西方国家对这些“外来者”所知甚少。他们是怎么样的一批企业？他们会像80年代的日本企业那样冲击全球竞争格局吗？西方公司该如何应对来自中国企业的挑战？

在这样的背景下，中欧教授出版了新书《中国企业全球化：征服国际市场的战略》。该书作者为中欧飞利浦人力资源管理教席教授、人力资源与组织管理研究中心主任杨国安，中欧副教务长、哈佛《商业评论》（中文版）总策划忻榕教授，德国Pforzgeun大学国际商务教授弗沃德（Waldemar Pfoertsch）博士，以及中欧案例研究中心副主任、中欧陆家嘴国际金融研究院副院长刘胜军博士。

中欧副院长兼教务长约翰·奎尔奇教授认为，“该书通过大量案例研究，全面分析了中国企业国际化面临的管理挑战，它可以帮助全球商界领袖更好地理解中国企业的潜在竞争力。”宏基电脑创始人施振荣先生也认为“该书提供了大量管理知识和实战经验，对有志于走出去的中国企业非常具有参考价值。”

中国企业国际化带来的不仅有机遇也有挑战。本书提供了许多深度案例分析、访谈和理论框架，帮助企业更好地理解全球化。

本书的四位作者是一个多元化的团队：结合了人力资源、领导力、营销和案例研究专家；他们在IMD、密歇根大学、香港科技大学、南加州、香港中文大学和美国西北大学拥有多年教学经验。长期的咨询经验使他们得以提供专业、深入的分析。本书的亮点包括：

- 企业全球化的三条路径：自主发展、收购和战略联盟；
- 就组织能力而言，中国企业全球化的起点很低；
- 全球化的企业应该拥有全球化的员工能力、员工思维和员工治理；
- 全球化有许多不出声的英雄：华为、格兰仕、中集集团属于此类。他们也许没有TCL和联想那样引人注目，但也许更为成功；
- 中国企业通常非常灵活、机会导向，这是优点也是缺点；
- 一些中国企业进行海外收购的动因很复杂：政治的或经济的，理性的或非理性的，个人的或非个人的；
- 中国企业多为老板文化，西方企业则注重系统和流程。因此，两种管理风格之间的融合非常具有挑战性；
- 在走出去的过程中，中国企业面临的挑战不仅来自政治因素，还有工会和外国员工不信任等难题。



The rise of China has been widely accepted as a key development in the 21st Century. As an indicator of this trend, many leading Chinese firms have started to show their muscle through the ambitious acquisition of global brands including Volvo, Thinkpad and RCA. Nevertheless, most people in western countries know very little about these Barbarians at the Gate. The newly-released English version of *The Globalization of Chinese Companies: Strategies for Conquering International Markets* (John Wiley Publishing) addresses such questions as: Who are China's top companies. Will they change the global competitive landscape as Japanese firms did in the 1980s? How should Western companies react to these new challengers?

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For more on *The Globalization of Chinese Companies: Strategies for Conquering International Markets*, visit www.ceibs.edu

新书发布 NEW BOOK

李秀娟教授：《中国领导力：100位经理人的实战告白》

Prof Jean Lee Writes on
*Leadership in China: Battle
Confessions of 100 Managers*



领导力就好像爱情，人人都知道它的存在，却很难有人说清楚它究竟是什么。对此，许多西方学者曾著书立说，提出过不同的模型，但对于中国这样的新兴市场来说，在哪方面修炼，能够更有效地发展领导力呢？哪些才是具有“中国特色”的领导力呢？

中欧国际工商学院米其林领导力和人力资源管理教席教授、中欧领导力行为实验室主任李秀娟教授在今年3月出版的新书《中国领导力：100位经理人的实战告白》中独辟蹊径地揭示了具有东方文化特色的领导力修炼之路：“我们学习楷模，我们更效仿楷模。这是经理人成功的关键之一。我们的很多受访人，都很幸运地在职场中碰到了良师，从自己的英明领导身上，他们不断吸取精华，修炼自己的领导力。正是这种不断从楷模身上吸取力量的做法，让他们一步步走向卓越。”

根据大量的实际采访，李秀娟教授通过定量分析研究显示，领导力关键事件绝大部分都与“变”、“冲”、“危”、“磨”、“挫”、“拓”、“学习”和“楷模”息息相关。面对不同环境下的不同领导力事件，成功的职业经理人

的抉择往往不同于常人，他们是怎么做的，他们的价值观和出发点又是什么。从大量的真实案例中，我们可以通过“看一斑窥全豹”的方式，通过模仿与学习，使自身的领导力在潜移默化中得到锻炼和成长。另外，中国企业在进行内部领导力培养和开发时，也可以根据现实情况和需要，有针对性地创造一些实践机会，用以磨炼管理者的领导力。

米其林（中国）投资有限公司总裁夏逸夫（Yves Chapot）先生推荐道：“毋庸置疑，中国的新兴市场是全世界关注的焦点，但新兴市场的挑战与机遇并存。如何能够适应这个特殊市场，迅速培养起自己的人才梯队，一直是中国企业面临的首要挑战。这本书从中国经理人的实战经验出发，归纳总结，并提炼出许多宝贵且实用的观点和经验，很有启发。”

Leadership is like love; everyone knows it exists, but it is hard to define. Many Western scholars have proposed different models, but far too often many of those are not a good fit for emerging markets such as China. What common traits are shared by Chinese leaders? Is there a formula for cultivating Chinese-style leadership?

Such are the issues explored by CEIBS Michelin Chair Professor of Leadership and Human Resources Management Professor Jean Lee as she presents her unique insights in

Leadership in China: Battle Confessions of 100 Managers. In the book, she also draws upon her expertise as Chair Professor, Department of Management, and as Director of CEIBS Leadership Behavioural Lab.

Published in March 2011, *Leadership in China* explores the culture-specific traits of “excellent” leadership. “We learn from models, and we learn from what models do. This is one of the key factors for the success of a manager,” says Prof Lee. “Many of our interviewees are fortunate enough to encounter good examples in their professional career, to learn a lot from their wise leaders and improve their own leadership. It is this absorption of the model effect, from masters, that brings them to success and excellence.”

Based on extensive field interviews, Prof Lee’s quantitative analysis shows that most crucial events in leadership are related to change, shock, danger, setbacks, expansion, learning, and models. She asserts that true leaders often make decisions that differ from those of average professionals. Prof Lee believes it is possible to improve one’s leadership skills by observing the actions, values and goals of successful executives. She also believes that Chinese enterprises can create environments that foster the honing of these skills.

新书发布 NEW BOOK

迈克·J.汤普森教授： 《智慧领导力》

Prof Mike J Thompson
Co-edits *Leading With Wisdom*



“**读**者阅读有关管理智慧和领导力的论文集，可以从许多不同背景的作者的叙述和阐释中拓展思路、收获教益，这是相当令人享受的。”中欧国际工商学院管理实践教授迈克·汤普森(Mike Thompson)这样评价新出版的《智慧领导力》一书。《智慧领导力》探讨了以下发人深省的问题：我们应怎样开发在决策中的智慧潜能，并且将这项特殊的才能与发展和获取知识的能力区分开来？智慧领导力是另一种领导模式还是一种人生哲学？智慧有没有一个精神上的维度？该书认为，智慧是与品德、性格、诚信、道德、灵性、意义和追求美好生活的知识分不开的。

《智慧领导力》是由中欧国际工商学院领导力和社会责任中心（ECCLAR）主任汤普森教授和比利时鲁汶的欧洲经济与社会灵性学院（SPES Academy）院长约卡南·艾恩科尔（Jochanan Eynkel）合编的。《智慧领导力》的出版正当其时，因为在2010年和2011年的世界经济论坛上，许多商业领袖公开表示他们赞成对商业进行改革和创新，希望重新思考商业价值观，重新设计商业系统，重新建立商业制度。书中除了汤普森教授有关智慧领导力的哲学和灵性的内容外，还有如下章节：灵性是领导力的基础之一；魅力领导、战略领导和道德领导；整体领导模式的开发；领导力的促进；智慧领导艺术；英雄领导者以及包容性领导方式。随着欧洲经济与社会灵性论坛（SPES Forum）不断在灵性和社会等有关话题上推动各方展开精彩辩论，在这一目标指引下，《智慧领导力》已经是这一系列报告集中的第七本了。

出版社：加兰特出版社（安特卫普/阿珀尔多伦），2011年

可在中欧国际工商学院领导力和社会责任中心查阅
(jwang@ceibs.edu)

“**F**or readers, the delight of a series of papers on wisdom and leadership is that one's mind and spirit is enlarged by the narratives and descriptions taken by a range of very different authors.” So says CEIBS Professor of Management Practice Mike Thompson, commenting on the newly released *Leading With Wisdom*, which explores such thought-provoking issues as: How may we develop the capacity for wisdom in our decision-making, and distinguish this unique human quality from the development and acquisition of knowledge alone? Is leading with wisdom another leadership model or a life philosophy? Is there a spiritual dimension to wisdom? The book finds wisdom to be closely connected to virtue, character, integrity, morality, spirituality, meaning, and the knowledge to live well.

Co-edited by Prof Thompson, who is also Director of the Centre for Leadership and Responsibility (ECCLAR) at CEIBS, and Jochanan Eynkel, Director of the SPES Academy in Leuven, *Leading With Wisdom* is timely because at an international level, such as at the World Economic Forums in 2010 and 2011, many leaders have publicly identified themselves with the need for business reformation and renewal: rethinking values, redesigning systems and rebuilding institutions. In addition to Prof Thompson's section on the philosophy and spirituality of wisdom-based leadership, chapters also include insights into spirituality as a basis for leadership; charismatic, strategic and moral leadership; the development of an integral leadership model; facilitating leadership; arts of the wise leader; a hero as a leader; and inclusive leadership. *Leading With Wisdom* is the seventh in a series of reports facilitated by the European SPES Forum in keeping with its mission to bring informed debate on issues related to spirituality and society.

Publisher: Garant (Antwerp/Apeldoorn), 2011

Available at: Centre of Leadership and Responsibility at CEIBS
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中欧CEO峰会2011在京成功举办，CEO2010级校友捐赠中欧

2011年3月26日，在中欧国际工商学院CEO峰会2011在京召开期间，全球CEO课程2010级校友集体向学院捐赠150万元人民币，支持学院北京校园的建设。2010级CEO课程班长、东方港湾（深圳）投资管理公司董事长钟兆民代表参与捐赠的同学上台向学院赠送了支票，并发表感言。他说：全班60多位企业家有幸在中欧的CEO课程中相识并结下友谊。为感谢中欧的教育，班级同学募集捐赠，为推动学院蓬勃发展略表心意。

学院副院长兼中方教务长张维炯教授、副教务长许定波教授代表学院接受了捐赠。许定波教授代表学院对校友的捐赠表示感谢，并号召更多校友以实际行动参与学院的建设和发展。

参与捐赠的企业和校友包括：深圳市大族激光科技股份有限公司高云峰校友、方源资本胡勇敏校友、浙江稽山控股集团有限公司金关良校友、合肥华泰集团股份有限公司陈先保校友、深圳市顺电连锁股份有限公司费国强校友、上海重阳投资管理有限公司裘国根校友、九阳集团股份有限公司王旭宁校友、景林资产管理有限公司蒋锦志校友以及上海彤程投资集团有限公司张宁校友。

中欧国际工商学院上海校园扩建项目已于5月底开工。扩建项目坐落于上海金桥校园北侧，与已建校园毗邻，占地38227平方米。其一期工程包括教授办公室、行政办公楼、教学楼、学员餐饮与住宿区等。学院号召赞助伙伴、校友、MBA/EMBA/高层经理培训课程学员以及各界人士以资金、实物或者服务的形式支持上海校园扩建工程。

Global CEO 2010 Donate RMB1.5M

Students of CEIBS' Global CEO Programme 2010 donated RMB1.5 million to the school's Beijing Campus construction on March 26, during CEIBS CEO Forum 2011. During a brief speech at the event, Class Chairman Zhong Zhaomin, who is also Chairman of Shenzhen Eastern Bay Investment Management Co, explained why he and his classmates had decided to make such a generous donation. He noted that, thanks to the school's Global CEO Programme, he and more than 60 other entrepreneurs had had the chance to study together and become friends. It was therefore their pleasure, he said, to contribute to

CEIBS' ongoing success. The contributors are:

- **Gao Yunfeng**, Shenzhen Han's Laser Technology;
- **Hu Yongmin**, FountainVest Partners;
- **Jin Guanliang**, Zhejiang Jishan Group;
- **Chen Xianbao**, Hefei Huatai Group;
- **Fei Guoqiang**, Shenzhen Sundan (Chain-Store) Stock;
- **Qiu Guogen**, Shanghai Chongyang Investment Management;
- **Wang Xuning**, Joyoung Group;
- **Jiang Jinzhi**, Greenwoods Asset Management;
- **Zhang Ning**, Red Avenue Chemical.

Meanwhile, construction began on CEIBS Shanghai Campus Expansion on May 25 (see story, Briefings Section). The expansion is located adjacent to the existing campus and covers a land area of 38,227 square metres. The construction includes a Commons Building, Academic Centre, Student Residences and more. CEIBS welcomes donations – in the form of

cash, goods and services – from sponsor partners, alumni, MBA/EMBA/EDP participants and other supporters of the project.

中欧教育发展基金会举办2011年度晚宴

3月26日，中欧国际工商学院教育发展基金会2011年度晚宴在京盛大举行。大约120多位中欧CEO校友、EMBA学员代表以及社会各界人士出席了晚宴。出席晚宴的还有学院和基金会的老朋友、中央党校原常务副院长郑必坚，著名经济学家王洛林，著名外交家吴建民，中国国际金融公司董事长李剑阁以及中欧基金会副理事长、外交学会名誉会长卢秋田等。

中欧国际工商学院名誉院长、中欧教育发展基金会理事长刘吉教授致开幕辞。他首先对出席晚宴的各位校友和社会各界朋友表示感谢，并勉励校友励精图治，认真学习，把企业做大做强。他也表示，学院将紧跟时代发展和企业家的学习需求，开设更多高端课程，举办更加丰富多彩的活动，以强大的教研实力和丰富的社会资源帮助校友企业成长。

晚宴正式开始前，基金会举行了简短的仪式，答谢仁泰集团徐月平校友和莱蒙国际集团黄俊康校友对吴敬琏学术基金的捐赠，随后，执行院长朱晓明教授及基金会理事长、名誉院长刘吉教授向吴敬琏教授赠送花瓶，

感谢吴敬琏教授慷慨出资发起设立吴敬琏学术基金。两位院长还向赴宴的企业家周敏峰校友、黄清平校友以及专家学者李剑阁、王洛林、陈志武等颁发了吴敬琏学术基金的理事聘书。

吴敬琏教授的主旨演讲掀起了本场晚宴的一个小高峰。耶鲁大学教授陈志武点评发言。随后，两位教授与晚宴来宾进行了问答交流。

中欧国际工商学院教育发展基金会成立于2005年，隶属于中欧国际工商学院，是一个正式注册的基金会法人组织。学员、校友及社会各界可通过基金会向学院捐赠资金及物资，推动学院的教学研究、校园建设以及各项事业的发展。

VIPs Turn Out for Foundation's Annual Dinner

An impressive audience of 120, including many VIPs, turned out to support the CEIBS Education Development Foundation's Annual Dinner, held on March 26. The Beijing event attracted CEIBS alumni from the CEO class, as well as representatives from EMBA.

In his opening speech, CEIBS Honorary President and Chairman of the Education Development Foundation Liu Ji thanked all those present for their support to the school. He also encouraged alumni to take every advantage of opportunities

to learn from others, thus ensuring continued success. He added that CEIBS will develop even more programmes and activities to satisfy their ever-changing needs and foster the success of their organizations.

The event began with a simple ceremony honouring a number of attendees. These included two donors who each contributed RMB1 million to the Wu Jinglian Academic Fund: Xu Yueping, Chairman of Jiangsu Rentai Assets Management (Group); and Wong Chun Hong, Chairman and CEO of Top Spring Group Holdings. The donation marked Wong's second RMB 1-million-donation to CEIBS.

CEIBS Executive President Zhu Xiaoming and Honorary President Liu Ji then presented a vase to Prof Wu Jinglian, founder of the Wu Jinglian Academic Fund. During the ceremony, letters of appointment were also presented to CEIBS alumni Zhou Minfeng, President of Ningbo Huaxiang Group Co and Huang Qingping, Chairman of Yincheng Real Estate Group, as well as scholars Li Jiange, Wang Luolin and Chen Zhiwu who were appointed as council members for Wu Jinglian Academic Fund. To cap off the evening, Prof Wu Jinglian delivered an inspirational





学院名誉院长刘吉教授感谢沈向东校友为中欧上海校园扩建项目实物捐赠价值30万元人民币的变压器一台。

CEIBS Honorary President Liu Ji thanks alumnus Shen Xiangdong, chairman of Wujiang Transformer Factory for his donation of RMB300,000 in transformers for the new Shanghai Campus Expansion project.

keynote speech, followed by comments from Yale University Professor Chen Zhiwu and a spirited Q&A session.

Founded in 2005, CEIBS Education Development Foundation is a formally registered corporate body. With generous donations from CEIBS' students, participants, alumni, partners, and friends, the Foundation is dedicated to supporting the school's teaching, research, campus construction and overall development.

VIP Attendees:

- former Executive Vice President, Party School of the CCCPC, Zheng Bijian;
- renowned economist Wang Luolin;
- well-known diplomat Wu Jianmin;
- Chairman, China International Capital Corp, Li Jiang;
- Vice Chairman, CEIBS Education Development Foundation, and Honorary President, Chinese People's Institute of Foreign Affairs, Lu Qiutian.

沈向东校友为中欧校园扩建项目捐赠变压器

2月19日，在中欧苏州校友分会2011新春联谊会上，中欧EMBA07级/CEO8班校友、吴江市变压器厂有限公司董事长沈向东宣布，为中欧上海校园扩建项目实物捐赠价值30余万元人民币变压器一台。

中欧国际工商学院名誉院长兼中欧基金会理事长刘吉教授代表学院及基金会接受了捐赠。刘吉教授代表学院对沈向东校友的捐赠表达了热情洋溢的感谢，号召更多校友以丰富多样的形式推动中国的管理教育事业和社会进步，积极参与学院建设和发展。

中欧苏州校友分会同时还在联谊会上宣布成立中欧苏州校友助学基金会并发布章程。该助学基金会设立于中欧国际工商学院教育发展基金会之下，旨在资助贫困学生（包括报考中欧的贫困优秀学生）接受教育，并资助其他社会公益活动。该助学基金会当场得到参加联谊会的百余名校友的积极响应，大家纷纷认捐和承诺捐赠。

Alum Donates Equipment for Phase 3

Chairman of Wujiang Transformer Factory, Shen Xiangdong (EMBA07/CEO Class 8) has donated

a set of transformers, valued at more than RMB300,000 to be used for the Shanghai Campus Expansion.

Honorary President of CEIBS and Chairman of CEIBS Education Development Foundation Liu Ji accepted the generous donation, made on February 19 during the New Year gathering of CEIBS Alumni Association Suzhou Chapter. President Liu lauded Shen for his generosity and encouraged other CEIBS alumni to contribute to China's management education and social progress, as well as to the development of their alma mater.

During the gathering, CEIBS Alumni Association Suzhou Chapter also announced the establishment of CEIBS Suzhou Alumni Student Aid Fund. The fund, which falls under the umbrella of CEIBS Education Development Foundation, aims to provide financial support to needy students (including MBAs) for their educational needs or other philanthropic activities. The fund was well received by the gathered alumni, who pledged their future support.



百威英博“生意之道”培训课程
“Business@AB InBev Programme” at CEIBS

百威英博“生意之道”培训课程毕业典礼

2011年4月27日，第一届百威英博“生意之道”培训课程在中欧国际工商学院举行毕业典礼，共有27名学员圆满完成了该课程的学业。这个培训课程是中欧国际工商学院专为百威英博的人才发展而量身定制的，共分为六个模块，授课时间从2010年4月1日开始，至12月18日结束。课程学员都是来自百威英博（中国）公司各职能部门和不同区域的管理人员。

百威英博亚太大学校长傅玫凯（Miguel Patricio）先生在毕业典礼上发表了有关领导力的开幕演讲。学院院长助理、高层经理培训部主任刘涌洁也发表了讲话，并对优秀管理者所

必备的素质作了精彩的总结。在毕业典礼上，学员还被授予了三个“行动式学习项目”奖项：最佳团队奖、最佳学习奖和最佳项目奖。在观看了记录培训课程感人瞬间的短片后，毕业学员们开始畅享啤酒，并重温他们在中欧学习期间的美好经历。



AB InBev Class Graduates

The 27 students who make up the first class of the “Business @ AB InBev Programme” at CEIBS graduated on April 27. The

programme, tailor-made for AB InBev talents, consisted of six modules that ran from April 1 to December 18, 2010. Participants included executives from different functions and locations within AB InBev China.

The graduation ceremony began with AB InBev APAC University Dean Miguel Patricio speaking on the issue of leadership. CEIBS Assistant President and Director of Executive Education Hobbs Liu also made key remarks on the traits of a good manager. During the ceremony, Action Learning Project awards from three different categories were presented to course participants: Best Team, Best Learning and Best Project. After the screening of a short video that captured memorable moments throughout the “Business @ AB InBev” programme, graduates relaxed over sips of beer and reflected on their experience at CEIBS.

安赛乐米塔尔公司总经理在中欧“在华经营之道”课程上与学员分享经验

2011年4月4日，中欧高层经理培训课程“在华经营之道”进行到第二天，安赛乐米塔尔公司总经理桑杰

中欧教授范悦安（左）在“在华经营之道”课程上欢迎演讲嘉宾安赛乐米塔尔公司总经理桑杰先生
CEIBS Professor of Management Juan A. Fernandez (left) welcomes guest speaker ArcelorMittal GM Sanjay Sharma during “Doing Business in China”



(Sanjay Sharma) 先生应邀作为演讲嘉宾来到课堂上。本次课程的主讲人是中欧管理学教授范悦安 (Juan Antonio Fernández) 博士, 而22名学员都是近期外派到中国的企业高管。在范悦安教授作了简短的介绍后, 桑杰先生发表了演讲。他与学员们分享了如何领导中国团队以及如何与中国员工共事的经验。桑杰先生在中国市场有着丰富的经验, 他还在演讲中畅谈了自己的一些看法, 比如, 在华开展业务是否对所有公司而言都是恰当的选择, 并与学员分享了他在合资企业工作的经验。



ArcelorMittal GM Speaks at CEIBS

On April 4, ArcelorMittal's General Manager Sanjay Sharma was a guest speaker on Day Two of the four-day executive education programme "Doing Business in China". The class took place on the Shanghai campus.

After being introduced by CEIBS Professor of Management Juan Antonio Fernández, Mr. Sharma shared his insights on working with, and leading, a Chinese team. Audience members were 22 senior executives who recently relocated to China. Mr. Sharma, who has a wealth of experience in the China market, also offered advice on joint ventures and how companies can determine if China is a right fit for their operations.

奎尔奇教务长在京会晤中欧企业赞助伙伴

2011年4月29日, 中欧国际工商学院副院长兼教务长约翰·奎尔奇 (John Quelch) 教授与负责北京校园学术工作的副教务长许定波教授共同举办早餐会, 同时亲切会晤了在北京的公司顾问委员会成员及其他一些来自企业赞助伙伴的嘉宾。奎尔奇教授在早餐会上发表了有关中欧现状和新发展动



中欧副院长兼教务长约翰·奎尔奇教授
CEIBS Vice President and Dean Professor
John Quelch

向的演讲。他强调, 学院的新战略是以研究作为侧重点, 扩充和强化师资力量。他还表示, 中欧对责任型领导力的重要性有充分的认识并力图为此做出贡献。此外, 他以“如何打造全球品牌”为主题, 联系学院实际, 向企业合作伙伴明确阐述了中欧致力于打造全球知名品牌的目标。

Dean John Quelch Meets CEIBS Corporate Partners in Beijing

CEIBS Vice President and Dean Professor John Quelch, together with Associate Dean, Beijing Campus Prof Xu Dingbo held a breakfast executive talk with members of the Beijing Corporate Advisory Board and other corporate guests on April 29. During his presentation on "How to Build Global Brands," Dean Quelch discussed the school's current strategy of growing its pool of expert faculty with a clear focus on research; CEIBS' emphasis on the importance of responsible leadership; and the school's aim to become a globally recognized brand.

巴可与中欧签署新合作协议 捐赠高端投影机助力教学工作

3月23日, 来自巴可公司的高管代表团到访中欧国际工商学院上海校园, 并签署了新的合作协议。到访的巴可公司代表团成员有: 传讯副总裁让-皮埃尔·唐赫 (Jean-Pierre Tanghe) 先生, 集团市场总监柯恩·赫尔森 (Koen Helsen) 先生, 亚太区市场总监唐朝晖女士 (EMBA 2006), 大中国区市场经理萧楠女士, 亚太区创意营销专员曹侠先生。合作协议签署仪式由中欧国际工商学院执行院长朱晓明教授和副院长兼中方教务长张维炯教授主持。

巴可公司是可视化解决方案和视觉显示产品的全球领先企业, 公司总部位于比利时。巴可公司自2005年起成为中欧的赞助伙伴, 除提供资金和设备支持外, 还与学院合作开展研讨会、咨询、高管培训等项目, 为学院的建设发展作出了积极贡献。根据新的合作协议, 巴可公司将为中欧提供三台NW12投影机 and 九台9RLM W6投影机, 捐赠价值超过人民币200万元。此次捐赠给中欧的投影显示设备不仅有最先进的技术, 而且可以降低33%的能耗。

中欧副院长兼中方教务长张维炯教授首先致欢迎辞, 感谢巴可公司助力中欧改善教学环境, 使学院不仅能够提供“超凡的观点和学识”, 还拥有一流的可视化沟通工具。“这些新增设备为我们的校园锦上添花, 使我们的学生在享受一流教学的同时, 体验到投影机带来的高品质视听享受。”张维炯教授表示, “贵公司是该领域的翘楚, 能够与贵公司继续维持长期的合作关系使我们倍感自豪。”

“大家好!”巴可公司副总裁让-皮埃尔·唐赫先生以中文问候语作为致辞的开场白。他对中欧的快速发展和在国际商学院排名中屡创新高加大赞赏, 表示巴可公司有幸慧眼识英雄, 很早就开始支持中欧的教学活动。让-皮埃尔·唐赫先生表示, “今天是我们双方第三次签署合作协议。我们很高兴与这样一家为中国培养社会领袖的院校携手合作, 因为对我们来说, 中国是一个非常非常重要的市场。”他还指出, 中欧国际工商学院也为巴可公司作出了重大贡献, 公司许多员工和

管理人员在中欧接受了良好的教育，中欧MBA小组咨询项目也对公司意义重大。“对于中欧对巴可公司所做的一切，我们深表感谢，并希望继续成为中欧优秀的企业合作伙伴。”



视觉影像显示专家

Barco Signs New Partnership with CEIBS, Donates Cutting Edge Projectors

A delegation of executives from the Belgian headquarters of Barco, a world leader in visualization solutions and imaging products, on March 23 signed a new partnership agreement with CEIBS. Barco has been an active sponsor of CEIBS since 2005, contributing funding and

equipment as well as collaborating on classroom speaking engagements, group consulting projects, and executive training.

Representing Barco were Mr Jean-Pierre Tanghe, Senior Vice President of Communications; Mr Koen Helsen, Director of Corporate Marketing; Ms Valerie Tang, Marketing Director for Asia Pacific (CEIBS EMBA 2006); Ms Nancy Xiao, Marketing Manager for Greater China; and Mr Jerry Cao, Creative Marketing Associate for APAC. Under the new agreement, Barco provides CEIBS with 3 NW12 projectors and 9 RLM W6 projectors, for a donation value exceeding RMB2 million. In addition to providing CEIBS with top-of-the-line imaging equipment, the new

projectors will reduce power usage by 33% during presentations.

In his remarks, Barco's Jean-Pierre Tanghe praised CEIBS for its fast growth and rapid rise in the business school rankings. "Since we are signing our third partnership agreement today, that shows that we are very happy working with an institute that develops leaders of society in China, which is a very, very important market for us." He added that Barco has benefitted from CEIBS in sending many employees to the school's executive courses as well as using MBA teams for group consulting projects. "We can only thank you for what the school has given to Barco and we look forward to continuing as an excellent corporate partner," he said.

三度合作：学院执行院长朱晓明教授和副院长兼中方教务长张维炯教授与巴可公司高管让·皮埃尔·唐赫（中）、柯恩·赫尔森（左二）、唐朝晖女士（左一），共同庆祝双方第三次签署合作协议。

PARTNERS, AGAIN – Barco executives Jean-Pierre Tanghe (centre), Koen Helsen (2nd left) and Valerie Tang (left) celebrate the signing of the company's third agreement with CEIBS. Here, with CEIBS Executive President Zhu Xiaoming and Vice President and Co-Dean Zhang Weijiong.



中欧教育发展基金会 - 企业赞助伙伴

中欧教育发展基金会旨在与企业赞助伙伴共同努力，积极为学院提供支持，以实现学院短期和长期发展目标：

- 吸引最优秀的师资
- 推进世界水准的研究
- 提供最佳学习环境
- 确保持续发展
- 吸引最优秀的学生

中欧教席捐赠基金



中欧校园基金



中欧研究基金



中欧发展基金



中欧奖学金基金



CEIBS FOUNDATION - CORPORATE SPONSOR PARTNERS

Together with our Partners, the goal of the CEIBS Foundation is to ensure continuous investment in the school for short and long-term growth:

- To attract world-class faculty
- To innovate world-class research
- To provide an inspiring environment
- To ensure continuous improvement
- To attract the best students

CEIBS Chair Endowment Fund



CEIBS Campus Fund



CEIBS Research Fund



CEIBS Development Fund



CEIBS Scholarship Fund



国内首家商学院投资基金成立 中欧积极提供校友创业平台

China's First **B-SCHOOL VC FUND** Attracts CEIBS Applicants



王佳新 Benny Wang
MBA 2010

锐通投资主席帝博·赛格勒斯
Realtone Chairman Tibor G. Szekeres

林彦廷 Lin Yanting
EMBA 2007

汪峰 Frank Wang
MBA 2007

5月16日，由法纳维斯中国投资（FINAVES China）管理委员会资助的中欧校友创业项目初选会在中欧上海校园举行，共有三个来自中欧校友的创业项目进行了激烈的答辩和竞争。中欧国际工商学院执行院长朱晓明教授，院长佩德罗·雷诺（Pedro Nueno）教授和中方教务长兼副院长张维炯教授出席了会议，并代表学院和其他合伙人共同讨论了该基金投资管理的基本程序问题。

法维纳斯中欧创业投资基金是为中欧校友特设的基金，总额为7000万元人民币，将分10-12年进行投资，以IESE学院已在西班牙成功主办的Finaves基金命名。基金会目前主要有四大合伙人，除中欧国际工商学院外，还包括锐通投资主席帝博·赛格勒斯（Tibor G. Szekeres）先生、ProtonMedia公司CTO陈正宗先生及天津滨海投资管理公司罗卫革先生，他们都于当天作为项目评审嘉宾一起齐聚中欧。

法纳维斯基金旨在重点资助中欧创业者的风险投资项目，在资金上帮助由中欧学员或毕业生提出的具有良好发展前景的项目顺利起步。中欧校友和学员的申请流程为：参加学院对项目的初审和答辩，之后由合伙人和律师前往企业进行尽职调查，调查结束之后，合伙人签署是否进行投资的初步意见，交由投资决策委员会最终决策。为了能够尽可能为更多中欧校友企业服务，该基金会每个项目的投资上限为300-500万元。

据悉，该基金会绝大部分投资项目将来自于中欧校友会、MBA在校学生和校友创业者俱乐部等。学院将积极鼓励校友创业，通过为中欧新学员举办一年一度的创业研讨会，寄送创业相关宣传册，组织职业发展中心的顾问为大家提供创业咨询等方法，最大限度地为中欧学员创业提供平台。

Three new business ventures launched by CEIBS alumni are among the first to apply for seed capital from the FINAVES China Fund, China's first b-school venture capital fund. The fund is open only to CEIBS applicants. The applicants completed the first round of a rigorous selection process on May 16, with each giving an overview of his project and then doing an oral defence.

The bids were heard by a panel that included CEIBS Executive President Prof Zhu Xiaoming, CEIBS President Prof Pedro Nueno, CEIBS Vice President & Co-Dean Prof Zhang Weijiong, and the Fund's three partners: Realtone Chairman Tibor G. Szekeres, ProtonMedia CTO Cheng T. Chen, and Mr Luo Weige from Binhai Investment.

The FINAVES China Fund is exclusively open to CEIBS students and alumni who are seeking start-up capital for a viable business venture. The RMB70 million fund has a lifespan of 10 to 12 years. Meanwhile, FINAVES Spain operates under the auspices of IESE.

The objective of the fund is to assist new business ventures created or managed by students and alumni of CEIBS. The investment application process requires business plan pre-screening by the school, due diligence by the fund partners and counsellors, preliminary approval by fund partners, then final approval by an Investment Committee. To benefit more CEIBS students and alumni, the investment in each project should be no more than RMB3-5 million.

Among those who pitched ideas in the first round of applications was CEIBS MBA 2010 student Benny Wang, who introduced his project "Shanghai Shinecom Electronics Co." CEIBS MBA 2007 alumnus Frank Wang introduced his "LuxSea.com" project while "VHall Virtual Conferencing System" was pitched by CEIBS EMBA 2007 alumnus Lin Yanting.



中欧在哈佛举办首期员工领导力课程：4月1日至6日，在学院执行院长朱晓明教授、院长佩德罗·雷诺教授、副院长兼教务长约翰·奎尔奇教授、副院长兼中方教务长张维炯教授的带领下，中欧国际工商学院40余名员工赴美国波士顿、纽约向世界一流商学院学习。在五天的访问学习中，中欧人参观访问了哈佛大学商学院、哥伦比亚大学商学院、纽约大学斯特恩商学院和西班牙IESE纽约校区，并和各院校的负责人与教授积极交流，获益匪浅。此次领导力课程由中欧管理委员会发起，高层经理培训部和人力资源部负责课程设计与实施。朱晓明院长在总结发言中表示，这是中欧首次组织员工到国外的顶尖商学院学习培训，经过16年多的耕耘，中欧取得了长足的进步，当下我们正面临很多成长中的烦恼。我们要向世界一流商学院学习，要有激情也要有耐心，争取百尺竿头更进一步。

BACK TO SCHOOL AT HBS, IESE, COLUMBIA & STERN – From April 1-6, CEIBS Executive President Zhu Xiaoming led a 40-member CEIBS delegation to some of the United States' best business schools during a fact-finding/strategy session aimed at charting the way forward for CEIBS over the coming years. The trip also included MC Members President Pedro Nueno, Vice President and Dean John Quelch, Vice President and Co-Dean Zhang Weijiong, Assistant President Hobbs Liu, department heads and other staff members from Shanghai, Beijing and Shenzhen.

Activities included two days of classes at Harvard Business School (HBS) with analyses of the HBS and CEIBS Case Studies, visits to Columbia Business School and NYU Stern, as well as IESE's brand new campus in New York. The 5-day working visit wrapped up with a closing address by President Zhu who urged participants to work even harder to ensure CEIBS' continued success.



折桂华沙：2011年5月8日，由三位MBA2010同学Edward Carpenter、蒋轶峰和蒋亮组成的中欧代表队在波兰国会大厦参议院大厅举办的“全球商业谈判竞赛”上荣膺冠军。波兰前代理主席、现任参议员伯格坦·鲍鲁西维茨先生（Bogdan Borusewicz）出席了颁奖仪式，为优胜者颁发了印有波兰国徽白鹰图案的奖牌。

WARSAW WINNERS – The CEIBS team of Edward Carpenter, Liang Jiang and Bernie Jiang took first place in Warsaw Negotiation Round 2011 held in the Polish Senate on May 8. Here, former Acting President and incumbent Marshal of the Senate of the Republic of Poland, His Excellency Bogdan Borusewicz, presents the students with the trophy and medals bearing Poland's national emblem, the white eagle.



“挥洒汗水，激情飞扬”：2011年5月8日，2010级MBA学生大使、学生会代表以及MBA课程工作人员一行约40人来到了位于昆山的大上海高尔夫度假村，在风景怡人的阳澄湖畔开展了气氛轻松快乐的拓展活动。

BONDING EXERCISE – CEIBS MBA 2010 student ambassadors, student committee reps, and MBA Office staff travelled to Grand Shanghai Golf Resort in Kunshan for a day of team building activities on May 8.

角逐墨西哥城：今年四月，在墨西哥城举办的“IPADE全球案例竞赛”中，Rahul Bagde (MBA 2010)和他的三位队员一起夺得了亚军。在比赛中，Rebecca Wong (MBA 2010) 凭借她出色的演讲赢得了全场喝彩。这次比赛的主题是“建立领导者间的紧密合作”，吸引了全球12支商学院队伍的参与。

GLOBAL COMPETITORS – In April, Rahul Bagde (MBA 2010) was part of a four-member international team that won 2nd prize in the IPADE Global Case Competition 2011 held in Mexico City, while Rebecca Wong (MBA 2010) earned kudos for her excellent presentation skills. The competition's theme, which attracted teams from a dozen business schools, was “Building strong collaboration between leaders”.



新加坡交流：4月18日至21日，11位中欧国际工商学院MBA2010学员自发组织了一次新加坡交流访问，这是中欧历史上第一次由学生自发组织的出国交流活动。中欧MBA学员代表团一行拜访了新加坡知名企业并与当地最著名的商业巨头之一黄鸿年先生进行了沟通。此外，他们还拜访了著名的美国投资人、罗杰斯控股 (Rogers Holdings) 和Beeland Interests公司的主席吉姆·罗杰斯 (Jim Rogers) 先生。

SINGAPORE BOUND – Eleven MBA 2010 students visited Singapore from April 18 to 21, the first overseas business networking trip organized solely by CEIBS MBA students. During the trip, the CEIBS group interacted with one of Singapore's most renowned business tycoons, Oei Hong Leong. They also met with the celebrated American investor and Chairman of Rogers Holdings and Beeland Interests, Inc, Jim Rogers.



领军人物 不会停下前进的脚步

集聚领袖级教授同学 共创领导力巅峰之旅

中国CEO领导力课程：领导力巅峰之旅

2011年7月开课(模块制)，上海/北京/瑞士

当全世界的目光都聚焦于中国的时候，中国已不再只是中国人的市场，而是全世界的市场了。毫无疑问，未来中国企业家所面对的将是一个竞争空前激烈的市场环境。过往的掌声与欢呼无法保障明日的成功，因为我们看到了太多中国企业家今日风光无限，明日身陷囹圄的案例。正所谓，成也萧何，败也萧何！这让我们不得不思考具有怎样领导力的中国企业家才能带领企业永驻高峰，在世界舞台上赢得喝彩！

课程目标

领导是一个过程，不是一个结果，它贯穿了你的职业生涯。许多领导者能在某个时间阶段保持高效与明智的决策。那是一种特别良好的状态，而只有顶尖的领袖才能将这种状态在整个旅程中长久保持。领导力是一门艺术，需要不断地研磨，不断地领悟，不断地修炼。本课程集结了全球最为权威的领导力学者，专家从不同的视角来帮助学员重塑、优化、提升领导力。这是一次重新认识自我、反思人生、铸建内力、释放压力、探寻领导原动力，充满感动、激情与泪水的学习之旅。

学员对象

本课程为公司的首席执行官，总裁，总经理专门开设。参加课程的学员需要具备8年以上的高级管理经验，并且所在公司已经取得了成功并仍在快速发展之中。

课程内容

本课程共设有四个模块，每个模块从不同视角对领导力进行阐释：

- 模块一：从“我”到“我们”：当好教练，培养高效团队（2011年7月25日-27日，上海）
- 模块二：培养内在领导力（2011年8月25日-27日，北京）
- 模块三：发挥积极正向领导力：打造非凡文化，超越绩效预期（2011年10月10日-12日，上海）
- 模块四：可持续领导力（2011年12月，瑞士）

详情请洽

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中欧同时提供为公司度身定制的公司特设课程。详情请查询网站www.ceibs.edu/csp

新浪网：朱晓明院长担任中国管理模式杰出奖理事长 出席并主持2011中国管理模式杰出奖理事会首次会议



4月21日，朱晓明院长在北京出席并主持2011年中国管理模式杰出奖理事会第一次会议。“杰出奖”理事会由成思危先生担任理事会名誉理事长，朱晓明院长担任理事长，金蝶集团董事长徐少春担任副理事长，清华大学、北京大学、中国人民大学、上海交通大学等国内一流高校商学院的负责人或教授担任理事。三年来，先后邀请百余位专家深入企业实地调研，并将调研结果集结出版，获得了良好的社会效应。本次理事会议上，朱院长充分肯定了“杰出奖”三年来的工作，对2011年的杰出奖评选提出了新的要求，希望“杰出奖”评选的时候更多关注具有新型商业模式的公司。新浪网整理刊发了朱院长的会议发言：《在转型中探寻管理模式》。

新浪微博：全程直击第六届“玄奘之路”商学院戈壁挑战赛 数万粉丝共同见证中欧勇夺三连冠



5月16日至19日，第六届“玄奘之路”商学院戈壁挑战赛在甘肃瓜洲又燃战火。来自全球排名领先的18所华语商学院的500余名EMBA商界精英们相聚在荒凉贫瘠的无人戈壁，以无畏的精神、坚韧的信念，徒步穿越112公里。中欧戈六代表团派出参赛队员58人，组成了历史上人数最多的一支队伍，也是这次18个参赛商学院中规模最庞大的。中欧携手新浪开辟“中欧戈六”专题微博，吸引了包括戈友、粉丝等在内数万人的关注，实时播报4天艰苦卓绝的比赛战况，并在第一时间将朱晓明院长向前方发送的鼓励短信和祝福寄语与大家分享。在中欧又一次力克群雄，勇夺团体第一名，创下三连冠的佳绩时，新浪微博上欢声一片，数万名中欧关注者在虚拟的世界里，分享了真实的成功感，结下了深厚的友谊。

主流媒体竞相报道：欧洲理事会主席赫尔曼·范龙佩访问中欧

5月18日，中欧国际工商学院上海校园迎来了欧盟最高领导人——欧洲理事会主席赫尔曼·范龙佩（Herman Van Rompuy）先生一行。在学院上海石化演讲厅里，范龙佩先生向MBA、EMBA学生和教职员工发表了题为“当今中国和欧洲所面临的经济挑战和机遇”的精彩演讲，并与听众展开交流，现场气氛非常热烈。此次范龙佩先生的来访，是应中国国家主席胡锦涛的邀请，对中国进行的为期五天的国事访问中的一部分。这是我院成立至今接待的欧盟最高级别领导人。陪同范龙佩主席到访学院的还有欧盟驻华大使艾德和等。多个欧盟成员国的驻沪总领事也参加了此次活动。活动吸引了包括CCTV2、上海电视台第一财经频道、《文汇报》、《新闻晨报》、《青年报》、《国际金融报》、《上海商报》、新华社、腾讯网、网易、凤凰网等在内多家主流媒体的广泛报道。



《IT经理世界》：中欧副院长兼教务长约翰·奎尔奇教授 “如何打造全球品牌”



对很多中国营销人士来说，约翰·奎尔奇（John A. Quelch）教授的名字并不陌生，这位市场营销领域的资深专家在营销与企业战略、产品线管理、定价策略、营销与新技术、全球营销、营销与社会等多个领域上的新观点总是能够给读者带来丰富的启示。现在，已经走马上任中欧国际工商学院副院长兼教务长的奎尔奇教授让自己肩负起一个新的营销任务：如何把中欧“中国深度，全球广度”（China Depth, Global Breadth）品牌理念更好地推广到全球。《IT经理世界》为此专程采访了约翰·奎尔奇教授。

《中国企业家》：专访中欧经济学与金融学教授许小年



作为一位经济学教授，许小年教授对数字和逻辑的热爱，与他对所有

“不理性”的厌恶一样多，而这两者都常常表现在他的脸上。中欧学生们还是堂堂课为他打出高分，并认为他是“最受欢迎的教授”。《中国企业家》对这位饱受争议却又广受爱戴的中欧教授进行了专访——“彼岸许小年”，他在此岸以别的方式生存。

搜狐网：专访中欧副教务长兼EMBA课程主任及MBA课程助理主任 “华东智启 商学之道”



“以文化人、以智启慧”、“商业不兴由于不智，不智由于无学”，华东，上海，拥有多个“智造一切”的城市，林立着无数高等学府，汇聚了全球精英人才，领袖气质始自天成。搜狐邀请到中欧国际工商学院副教务长、EMBA课程主任陈杰平教授和MBA课程助理主任马宁女士做客搜狐畅谈商学教育之道，话题涉及“中欧：最中国的国际商学院，最国际的中国商学院”、“站在道德的高标准上培养未来的领袖”、“商学院学费反应办学质量，挑选学生注重学术能力、发展潜力”、“学员入学前后转型明显，中欧是最好选择”等多个热点。

VIDEO & AUDIO



- Prof Kwaku Atuahene-Gima: On international b-schools in Africa – 5/21
- Prof Nandani Lynton: Share buybacks – 5/10



- Director David Gosset: EU Council President Herman Van Rompuy's China visit – 5/15
- Director David Gosset: Significance of EU Council President Van Rompuy's visit – 5/15
- David Gosset: EU Council President Van Rompuy seeks to improve trade relations – 5/15
- Clarke Schaumann (MBA10): Financial markets analysis on AsiaBiz – 4/25



- Prof. Chen Junsong: China's consumer culture – 4/21



- Report on EU Council President Herman Van Rompuy's visit – 5/18
- Feature on Prof. Katherine Xin, Part 2 – 5/8
- Report on Gobi Challenge start – 5/6
- Feature on Prof. Katherine Xin, Part 1 – 5/1
- Report on CEIBS 3rd Prestige Brands Forum – 4/16

PRINT & ONLINE



Prof. David Gosset: Western fear of China may cost the world – 5/17



- EU President says EU recovery, Euro strong – 5/19



Isaac Iglesias (MBA 2010), MBA Journal – 4/8



- Dean John Quelch: Asian b-schools doing well – 5/19
- Dr Gary Liu: Yum! acquisition of Little Sheep – 5/17
- CEIBS alumni group stages original drama – 5/3
- Prof. John Quelch: How China is taking over on a global scale – 4/19
- Prof. David Gosset: Smart power vs subtle power – 4/15
- Dean John Quelch: CEIBS calls for more MBA programs – 4/12
- Prof. Romano Prodi: Common approach – 3/21
- Prof. Wang Gao: Chinese brands gaining an edge – 3/16



Dr Gary Liu: Chinese firms escaping foreign stock exchanges – 5/6



- Prof. Chiang Jeongwen: Retailing in China, Walmart vs. Wumart – 5/19
- (EIU) Dr Gary Liu Column: Succession in Chinese Firms – 5/6
- (EIU) Prof. Mike Thompson Column: Marketing with integrity -- Why? – 4/7
- (EIU) Prof Xu Bin: Podcast on China's Property Tax – 3/16



EU Council President Herman Van Rompuy's visit – 5/19



CEIBS among b-schools making a global impact in the education industry – 3/30

MEET AND GREET – Prof of Accounting Ding Yuan exchanges name cards with senior reporters who attended CEIBS Advanced Business Reporting Programme in Beijing on June 8 & 9.



Forbes

- (India) Prof. Bala Ramasamy: China looks outward – 4/20
- CEIBS 3rd Prestige Brands Forum: China's spending on luxury goods rises – 4/19
- Prof. John Quelch: China's b-schools on the march – 4/8
- Lesson from Stanley Ho's family feud – 3/21



- CEIBS EMBA profiled – 5/11
- Prof. Mike Thompson is FT's "Professor of the Week" – 4/8
- Dean John Quelch: Street smarts needed to thrive in China – 4/8
- Prof. Nandani Lynton is FT's "Professor of the Week" – 3/25
- MBA Blog: Edward Carpenter (MBA 2010) – 3/21

GLOBAL TIMES

- EU Council President Herman Van Rompuy's visit – 5/19
- Dr. Gary Liu: Blunt and open micro blogs complement old media – 5/17
- Dr. Gary Liu: Overhaul of food safety inspections needed – 4/24
- CEIBS 3rd Media Industry Forum: Media revolution, 140 characters at a time – 4/22
- CEIBS 3rd Media Industry Forum: Media marketization on fast track – 4/19
- Dr. Gary Liu: Financial oversight of railways needs tightening – 4/15
- Prof. Horst Loechel: banking charges scrapped – 3/28

HANOI TIMES

Prof. John Quelch Receives honorary doctorate from Hanoi National University – 4/1

THE KOREA TIMES

- Prof. Terence Tsai, Shubo Philip Liu: Sinyi Real Estate case – 5/3
- Profile on Denise Pu (MBA 2010) – 5/3
- Prof. Bala Ramasamy: Strong China looks outward 4/8
- Profile on Caren Kang (MBA 2010) – 3/28

U.S. News & WORLD REPORT

- Dean John Quelch: Asian MBA programs on the rise – 4/11

THE WALL STREET JOURNAL

Prof. Bala Ramasamy: Cost of the Royal Wedding – 5/3



EU Council President Herman Van Rompuy's visit – 5/19

CNN INTERNATIONAL FEATURES CEIBS MBA PROGRAMME – MBA 2010 students Denise Pu (shown here, second left) and Eric Seidner were profiled on a 5- minute-long report by CNN International on "Americans Study Business in China". The story aired 5 times in the US and at least 5 times internationally beginning on May 22, reaching an audience of 200 million households worldwide. CEIBS was the only business school profiled.



仍然在黑暗中摸索企业未来



企业成长之道：谋定后动，多思厚得
2011年8月30日开课 (模块制)，上海

曾有机构对1994年到1997年期间全球增长最快的200家公司进行调查发现，这200家高成长企业为其投资者带来的回报平均达到45%，而他们中仅16%的公司能够保持10年以上的高速成长。再看中国的情况，资料显示我国集团公司平均寿命7至8年，小企业的平均寿命2.9年。高科技公司在近20年间的淘汰率高达90%。中国这个举世瞩目的新兴经济体每天都在诞生近千家企业，然而从中又有多少能够发芽壮大，最终成长为全球知名企业？恐怕用寥若星辰这个词来形容一点都不为过吧。究竟是什么制约了企业的发展呢？企业成长致胜因素有哪些？

目标

本课程教学设计充分体现了在学习中行动，在行动中反思的理念。旨在通过课堂学习与实践相结合的方式帮助学员探寻推动企业成长的关键因素，甄别企业短命基因，从而在日后的实际运营管理中做到有的放矢。

受益

通过本课程学习，学员将：

- 提升在不确定环境中制定和实施战略规划的技能
- 理清企业决策与财务绩效的关系
- 培养关注盈利的同时为客户创造价值的意识
- 认清市场数据与竞争信号对调整战略计划的重要性
- 学习制定协调不同职能部门间的决策
- 提升领导技能和团队合作能力
- 识别企业不同发展阶段的挑战并制定相应的应对之策

对象

本课程专为快速成长型企业的最高决策层而设置。

课程内容

■ 模块一：企业成长之道：探索与发现（2011年8月30日 - 9月1日）

此模块为期三天，我们将深入研究一家全球知名企业是如何从名不见经传的小企业经过30多年的发展，一步步成长为资产达数十亿美元的全球知名企业。它每次的跌宕起伏背后隐藏了怎样的经营管理决策过程，从中我们能探寻到哪些启示。

■ 模块二：企业成长之道：实践与反思（2011年10月26日 - 29日）

此模块为期四天，学员将以小组为单位创建一家企业，在虚拟的动态市场环境制定战略与经营决策，参与竞争，并将模块一中所学内容在模拟模块中加以充分运用，加深理解。通过决策过程中不可避免的意见分歧和观点碰撞，促使学员反思自己长期以来形成的战略与经营理念和管理思维模式，并从中发现自身的行为盲点。

详情请洽：

田女士 电话：021-2890 5302 / 138 1613 0577 电邮：tangela@ceibs.edu
中欧同时提供为公司量身定制的公司特设课程，详情请查询网站www.ceibs.edu/csp



中欧“戈六” 不负众望勇夺**三连冠**

3 IN A ROW!

CEIBS Wins Gobi Challenge 2011



朱晓明院长给戈壁勇士们亲自题写并发送的鼓舞、祝贺短信
CEIBS Executive President
Zhu Xiaoming's daily words of encouragement sent to the CEIBS Gobi warriors

5月19日上午10点多，“玄奘之路商学院戈壁挑战赛”中欧A队女队员朱文秋冲线，这锁定了中欧国际工商学院这次的团体冠军。这是中欧连续第三年获得戈壁挑战赛冠军！

正在开会的学院院长朱晓明教授从微博上得知这一消息，立刻连同副院长兼中方教务长张维炯教授通过视频向戈壁勇士们发去了祝贺，并且还第一时间题词“冠军”二字。朱院长还给每位队员发去了祝贺短信：“我和雷诺，奎尔奇，维炯代表全院师生员工向各位表示祝贺！向你们致敬！请转告大家：1、感谢你们为院争光！2、马上召开表彰大会。3、虚心使人进步，学院要你们报告兄弟院校的好经验、好风格。眼前最重要的是休息与休整，把挑战戈壁的精神带回各自的本职岗位！”

管委会成员、副教务长许定波教授和张逸民教授作为中欧教授代表走完了全程，此次是许定波教授第二次参加戈壁挑战赛，并且取得了很好的成绩，张逸民教授已年近花甲，也坚持跑到了终点，令人敬佩。



5月17日，中欧A队任绍志率先到达第一天终点
(焦胜摄)

On May 17, Reng Shaozhi, a member of CEIBS Gobi Team A, was the first to cross the finish line. (Photo credit: Jiao Sheng)

Just before 10:00 am on May 19, Zhu Wenqiu – a female member of CEIBS Gobi Team A, and a CEIBS EMBA 2010 alumnus – was first among hundreds of participants competing in Gobi Challenge 2011 to cross the finish line. Ms Zhu's strong finish to the gruelling 110-kilometre trek, across some of the world's most challenging terrain, secured CEIBS its third consecutive win in the Gobi Challenge. This year's race, the largest ever, featured teams from 18 competing b-schools, each braving a demanding desert landscape, drastic temperature fluctuations, aching muscles and blistered feet.

Upon hearing the news via CEIBS' *Sina* microblog, CEIBS Executive President Zhu Xiaoming and Vice President and Co-Dean Zhang Weijiong sent congratulations to the 57 CEIBS 'warriors' racing in the name of the school: "On behalf of the faculty and students of CEIBS, President Pedro Nueno, Vice President and Dean John Quelch, Vice President and Co-Dean Zhang Weijiong and I congratulate you! We salute you! Please tell everyone: First, thank you for winning glory for the school. Second: the awards ceremony will be held very soon. Third: modesty is a virtue, so please highlight the lessons learned from other competitors. Your priority, now, is to rest and refresh yourselves, and later weave the spirit of the Gobi Challenge into your daily lives!"

Associate Dean Prof Xu Dingbo and Prof Zhang Yimin, representatives of CEIBS faculty during the contest, also successfully completed the punishing journey which commemorates the legendary trek of Tang Dynasty Monk Xuan Zang 1,300 years ago.

The 6th Annual Gobi Challenge was broadcast live by *Sina* micro blog and student competitor Stephan Holtz (EMBA 2010) also sent daily Facebook blogs as he experienced the desert competition for the first time. Relive the adventure, and the agony, of the Gobi Challenge as four brave CEIBS competitors fight through sandstorms, cold, heat and fatigue but still manage to blog. In addition to Holtz, they are: Xiao Ming, Wang Xiaohui and Hu Chuande.



5月18日 (比赛第二天)，中欧A队到达终点后合影 (焦胜摄)
Group photo of Team A after the race ended on May 18. (Photo credit: Jiao Sheng)



此次中欧的参赛队员多达58人，是有史以来人数最多的一次，同时也是这次18个参赛商学院中规模最庞大的一支队伍。

此次戈壁挑战赛全程都通过微博直播比赛全程，除了100多名奔赴戈壁的啦啦队员，还有很多校友都在关注比赛的进程。得知夺冠消息，微博页面上一片欢腾。校友们纷纷留言表示，中欧又获得艰难的戈壁挑战赛冠军，这是中欧获得的三连冠！作为校友深表祝贺与庆贺！感谢中欧教授与同学们为中欧再一次争光！感谢中欧100多位啦啦队远赴戈壁支持中欧团队！

同时，“戈友”们在比赛结束后也进行了精彩的分享和总结，本刊在此撷取片断以飨读者。

From: 永远爱着戈六的小明 [simon999@vip.sina.com]

各位好，身体恢复得还好吗？心中的纠结还在吗？梦中的情景还在吗？

为咱们每一个人骄傲！看到大家在总结一些经验，甚至出现了一些埋怨，这都不是戈友精神，更不是中欧的戈友精神。希望大家用感恩的心看待我们每一个姐妹兄弟，伟大不在于你为别人失去了什么，而在于大家因为你而得到了什么，不要以为谁拖累了你，是我们的心在拖累着我们自己。

从去年11月26日启动戈六到三地预选再到今年3月偃师的选拔总决赛，从上海、深圳集训到现在，我参与了每一个进程，戈五到戈六更是整整一年半了，今年戈六是绝对成功的，主要表现在：

伟大的逸民精神。这体现在以张逸民教授为代表的“C”队队员身上，今年队伍增加了，很多同学说这影响了我们的组织和效率，事实却正好相反，由于更多“C”队的参与，我们的戈壁精神得到了更多的传承和体验。永军，我们180斤重的戈友，他一句话很能说明问题，“我今年完成戈壁，彻底打破了小明和国庆（戈五A队主力）所说的戈壁有多么可怕的传说”。这才是我们的戈壁精神，戈壁不是

能者和跑步者的天下，不是少数人的天下，是勇敢者的天下、是行动者的天下、是心的天下，永军是我们戈六最胖的，但是完成了戈壁，现在没有人再会问“小明你是体育特长生吗？你每天都在跑步吗？”这样的废话。就是因为“C”让戈壁精神不知宽广了多少倍，让戈壁的价值不知提升了多少倍！真正的戈壁精神不是让中欧人都能完成马拉松，而是去行动、去感受征途、去发挥自己的潜能、用心去尝试“马拉松”，我们能够做成一件从来以为办不成的事情，哪怕我是一个别人眼中的“老人”和“胖子”！

伟大的文秋精神。这体现在以文秋、冯晶、小熊、绍志为代表的决不放弃、顽强拼搏、挑战自我的精神。文秋——我今年最要跪下作揖的好姑娘（还有你的那句“小明，请放心”将永远在我心中），一位在偃师比赛还排在最后几名的弱女子，在两个月的时间里，努力努力再努力，行动行动，这就是一种自我超越的精神，在三天的比赛中，始终不放弃，用尽最后的一点力量。绍志每天在最后几公里，不放弃一点希望，总是想追赶上前面的交大队员，这是与心灵在战斗，这是灵魂深处的力量在推动着你继续跑。这又是戈六给我们的戈壁精神，追求自己的更高更强，对赛事和对手最大的尊重。他们是可以中途放弃的，但这种决不放弃、挑战自我的精神和上面的逸民精神是多好的互补和交相辉映！。

伟大的共赢精神。今年我们有58个人同时成为了我们心中的冠军。我们总有一天会失去冠军，玄奘之路是一个18个院校的舞台，我们为什么要那么多的锦标主义。中欧58个同学全赢了，我们完成了我们心灵的旅程；玄奘之路450个同学全赢了，走过茫茫戈壁都是兄弟姐妹，戈六很好地体现了这一点。我们尽力拼搏，但我们尊重每一个对手，尊重每一个旅途上的戈友，哪怕你最后一个到达营地，因为你的心灵和我一样，因为我们走的是同一个理想。

让我们拥抱我们的戈友，让我们感恩这个过程中为我们做出过奉献的每一位校友、老师、同事、亲人、志愿者，让我们把舞台和话筒多多让给我们的“C”，让我们敬畏每一位与我们同行的英雄谱上的姐妹兄弟，淡化一点锦标，淡化一点自我，淡化一点中欧。当两个月后，你会不在乎你是第几名，但永远会记得谁在你的身边。

CEIBS Gobi Blogger: Xiao Ming
[simon999@vip.sina.com]

"I participated in every stage of the Gobi event, from the starting ceremony on November 26 last year, the qualifying matches held in three sites, the general qualifying contest in Yanshi in March, and the training assemblies at Shanghai and Shenzhen. Gobi 6 is definitely a success, far more successful than Gobi 5.

The main reasons for this success are:

First: the great "Yimin spirit," which manifested itself in the C Team members with Prof Zhang Yimin as a representative. This year, we had more CEIBS teams, which many students said affected our organization and efficiency. In fact, it was the contrary: the participation of the C Team brought a greater sense of heritage and deeper meaning into the Gobi spirit. A remark from Yongjun, one of our Gobi champions who weighed 90 kilos, was most telling: "I conquered the Gobi, and saw through the boast of Xiaoming and Guoqing (stalwarts of the Gobi 5 A Team) that Gobi is an invincible monster." This is our true Gobi spirit: the Gobi is not only for the strong and the runners, not only for a few people, but also for the brave of heart. The true Gobi spirit is not that each CEIBS individual completes the marathon, but that everyone taps into his potential, giving his best effort with all his



中欧A队朱文秋、文思旻在终点百感交集（焦胜摄）
Members of CEIBS Gobi Team A, Zhu Wen Qiu and Wen Simin hugging each other. (Photo credit: Jiao Sheng)

heart. In this way, we can achieve goals we thought impossible!

The 'great Wen Qiu spirit' was also seen – in Wen Qiu, Feng Jing, Xiao Xiong, and Shao Zhi. These competitors never gave up; they kept on fighting and challenging themselves. Wen Qiu is a delicate lady who was still at the rear of the race in the Yanshi event, but she kept training hard. She never gave up during the 3-day race, spending her last drop of strength. Shao Zhi also clung to the last twinkle of hope in the last few miles every day, always pushing us to overtake Jiao Tong University. This was the 'great spirit of Gobi 6', pushing us to display our stronger and higher selves.

This year, 57 CEIBS team members participated in



中欧A队捧起奖杯，实现三连冠梦想（焦胜摄）
CEIBS Gobi Team A raise the trophy to celebrate their three-peat win. (Photo credit: Jiao Sheng)



戈壁勇士，父子情深（焦胜摄）
The Gobi Warrior and his son.
(Photo credit: Jiao Sheng)



张逸民教授到达终点
(焦胜摄)
Prof Zhang Yimin
successfully
completes the race.
(Photo credit: Jiao
Sheng)

From: 王晓卉（男）
[xh.wang@igeopartners.com.cn]

亲爱的朋友们：

去了玄奘之路，就无怨无悔。去了玄奘之路，就学会了无所抱怨，积极乐观。

在戈壁，我泪流三次（不好意思，希望我不是哭得最多的）；笑过多少次，多得我却数不过来了……记得我从戈壁回来后在医院吊盐水的时候，我也笑了……真开心！因为我们赢了，我也赢了，而且，我还活着！你说，这多棒！

让我们为自己自豪吧！让我们为自己的团队而自豪！并且让这种自豪持续陪伴我们之后的人生旅途。戈壁之旅结束了，日子还会继续，未来的生活和工作中还有更多难题等着我们。戈壁的经历，会让我们更相信自己，相信朋友，相信团队，相信明天会更好。只要我们努力了，只要我们认真了，只要我们去爱了，只要我们付出了，只要我们拼搏了，只要我们还有激情和热忱，所有的事情都会做得更好……

要感谢的人太多了，那我就感谢已经过去的日子……在那里，你们的面庞一一闪过，在阳光下微笑跳跃……

From: 胡传德
新疆乌苏啤酒有限责任公司
[hchande.e10sh5@ceibs.edu]

各位戈友：

在此我想表达一下我深深的谢意！感谢学院，给我们提供了这么好的平台，全国的精英齐聚中欧，各路神仙面面俱到，激情与实力的结合，使我们能戈壁三连冠，并能冲顶珠峰；

感谢戈友会，江宁跑前跑后忙碌的身影，嘶哑的声音，全方位的协调，给我们提供了可靠的后勤保障；

感谢团长和逸民教授，树立了榜样，身体力行的表率、激情昂扬的感染力，让我再次深深体会到了榜样的力量是无穷的，最后一天比赛，能一路和团长同行，您的品

行将会激励我一生；

感谢徐栋、伟国、晓卉、焦胜、李雄等戈五、戈四的前辈们，从组织和训练开始，您们就倾注了大量心血并分享了宝贵的经验，没有您们的无私奉献和全力支持，戈六不会如此精彩；

感谢c队队长老颜和拉拉队队长略涛，您们真的很辛苦，一个月前您们就开始组队和开会讨论赛事全过程的每一个细节，特别是老颜照顾了太多的戈友，每每看到其疲倦的身体，让人心痛；

特别要感谢A队立波队长和全体队员，没有您们的奋力拼搏，勇夺三连冠，戈六所有的付出和努力都不会有这么耀眼和辉煌；

感谢四天在一小组的迈克和王建峰，一路走来，相信一生是朋友！

还有没提名的各位认识的戈友，以及还叫不上名、但在梦中相遇的戈友们，中欧的啦啦队，还有为我们摇旗呐喊、关心支持我们的人们，还有……衷心地感谢您们！

戈壁挑战虽然结束，但生命还得延续，只要活着，都会为戈六而感动和感恩，感动戈六的情情景景，感恩为戈六付出的点点滴滴；

最难以忘怀的是当到达终点后，戈友们相互拥抱着、抱头痛哭着、相拥而泣着，还有那些泪流不止的、摇旗呐喊的，相信没亲身经历永远体会不到那种情感的深沉；

留着的是泪，感慨的是心，不知是为自己，还是为了别人；但我想这些都并不重要，毕竟戈六我们来了，像梦一样自由，像天空一样坚强；

挑战了自己的极限，和戈友一起，您并不感觉到孤独，我相信有了这次经历，我们今后的路会更宽广，心会更坚强，去点亮生命的光芒；

穿越了戈壁，像穿越了自己的梦一样，和大地深层次的结合，使我感受到了天地的宽容，虽然我已告别昨日，我亲爱的戈友啊，却让我体验了生命的意义；

像梦一样自由，像大地一样宽容，像天空一样坚强，这首歌、这段情，还有戈六队友们会陪我走完光芒的一生，并让我永生难以忘怀！

走完戈六一生是朋友，今后常联系！

the event, each of us a champion at heart. Actually, the 450 participants who travelled the Road of Xuan Zang all won, as all who trudged through the formidable Gobi Desert became brothers and sisters.

Let's hug our Gobi friends, thank all the alumni, teachers, colleagues, family, and volunteers who contributed to our success in the process. Let us appreciate the champion's glory, appreciate ourselves, appreciate CEIBS. Two months after the event, you may not care about the results, but you will always remember who was there beside you.

Xiao Ming, forever in love with Gobi 6

CEIBS Gobi Blogger: Wang Xiaohui
[xh.wang@igeopartners.com.cn]

Dear friends,

You'll never regret your participation in the 'Road of Xuan Zang'. After the event, you'll become a positive and optimistic person, free of useless complaints.

On the Gobi Desert, I cried three times (a real shame, but I hope I'm not the one who cried the most). However, I also laughed so many times I cannot count. ... I remember laughing when taking an IV drip in the hospital after returning from the race. ... I was thinking "I'm so happy! We won, and I was a part of it!... And what's more, I am still alive! What a miracle!"

Let's be proud of ourselves! Let's pride ourselves on our team! And let's keep this sense of pride in our hearts throughout our life-long journey. The Gobi journey has

ended, but life goes on. There will be many more challenges in store for us in our future life and careers. The experiences from Gobi will boost our self-confidence, and will strengthen our belief in friendship, teamwork, and a better future. As long as we have worked hard, loved, sacrificed, and struggled – and even then still have passion and fervour – any challenge can be tackled....

There are too many people to thank, so let me give my thanks by remembering the days past... there, your faces go flashing past, smiling, flying, in the sun...

Wang Xiaohui

CEIBS Gobi Blogger: Hu Chuande
[hchande.e10sh5@ceibs.edu]

Dear Friends,

Please allow me to express my gratitude in this email. I'd like to thank CEIBS for providing such a wonderful platform, where talents across the whole country were able to get together and form the three-time-championship team of the Gobi Challenge.

Thanks to CEIBS Gobi Team. Thanks to our coordinator Jiang Ning – your dedication in logistics guaranteed our success. Thanks to our team leader Prof He Yiming – you set a great example for us with your passion and enthusiasm. Thanks to Xu Dong, Weiguo, Xiaohui, Jiaosheng, Li Xiong and other predecessors in the team. From the very beginning of training, you have been sharing your precious experience with us. Without your generous help, we wouldn't have come so far.



5月18日中欧B队到达终点
(焦胜摄)

CEIBS Gobi Team B
crossing the finish line on
May 18. (Photo credit:
Jiao Sheng)

戈友日记

史蒂芬·霍尔兹

EMBA 2010, 戈六B队队员

杜尔涂装系统工程(上海)有限公司

项目控制经理

国籍: 德国

5月15日, 星期日, 19:13

开幕式刚开始, 非常盛大。各校队员高呼口号, 人人都竭力放声高喊, 但数中欧队员们的声音最响亮。房间里约有1000人。大家情绪高涨, 旗帜飘扬。你可以看到不同的队服: 卡其色、黑色、信号黄、粉色和蓝色。

5月16日, 星期一, 22:54

哇! 今天真是个好日子! 出发后, 一切都十分顺利, 有点儿风, 不过还行。我们抵达一座古代的灯塔, 在灯塔上面, 我们视野开阔, 俯瞰地面, 看着大多数参赛者走过。眼前仿佛是非洲的热带稀树草原, 大群动物来来往往。风景美妙, 人人都心情愉快。之后恐怕会有所不同。

大约一小时后, 我们来到了一处沙丘起伏的地方。风刮起来了, 强度几乎等于风暴。能见度迅速下降。到处都是沙子, 沙子, 沙子。我的眼、耳、口、鼻都进了沙子。糟糕! 此地的地势不仅仅是沙丘, 而且变得有点儿像美国的大峡谷, 有风刮出来的小沙谷, 有时还形成了一些怪异的形状。能见度又下降了几分, 空气中的沙更多了。我能看见前面队员的脚跟就很高兴了。知道自己不是一个人, 这点真令我欣慰啊。

风暴直到下午3点才停止。在这种条件下前行, 需要耗费许多能量。我们到达第一个检查点, 休息了一阵, 喝水、吃东西, 抖落沙尘。地形变得平坦起来, 石头很多。但风还在刮着, 直冲我的脸, 我只得抵挡。

在我们到达终点站前不久, 开始下雨了。雨只下了几分钟, 但下得很大。沙漠中的雨景可是罕见的。下午7点, 我抵达今天的目的地。但那并不意味着我可以休息。我先得伸展四肢以防肌肉痉挛, 要搭帐篷, 还得准备好第二天

的装备。

我们搭帐篷的时候, 沙漠向我们展现了几秒之间会发生什么样的巨变: 起风了, 差不多等于风暴。沙子和石粒漫天飞舞, 我们被迫迅速找到藏身之处。有几顶帐篷被掀翻了。幸运的是, 我的帐篷没被风刮倒。不过, 我的帐篷里面进了很多沙子。我真想找到一个没沙子的地方睡觉。不管怎么说, 这趟旅行还得继续。明天又是新的一天! 睡觉时间到了。今天, 再见啦……

5月17日, 星期二, 22:22

我们终于安顿下来过夜, 但凡事总得按部就班。中欧的A队首先启程(因为中欧是上届冠军), 快速前进。但B队则出师不利。在出发点, 我们到了出发时间还没有将所有队员集中好, 所以被罚最后出发。起初, 大家都有点沮丧。但要是我们被这点困难难倒, 我们也就不叫中欧人了! B队出发时有前所未有的果断!

大多数队友都保持着良好的前进速度。但我和队里其他5人, 还有一些其他队的队员, 在山里迷路了。即使我们用了GPS, 大家还是为朝哪个方向前进而大肆争论。是的, GPS能指明方向, 但在山里找到出去的路, 那完全是另一回事。我们反复进退, 离开大路, 直接进山, 于是铸成大错。我们转了一圈, 搜寻了一小时后, 又重新回到大路上。我们沿着大路走, 重新步上正轨。不过, 我们已经浪费了许多时间和精力。今天气温很高, 大风直朝我们身上刮。有几段路非常泥泞, 我们的足踝都陷进泥里。我紧跟在一位队友的后面, 风迎面向我们吹来。大量吃灰看来都成为我们的家常便饭了。走过群山之后, 我们向终点走去。时间过得飞快, 我不得不冲过去, 因为下午6点后签到的话就要受罚。所以我竭尽全力! 17:56, 我到了! 终于结束了! 但这一天让我的身体出了点状况。为了治疗我脚上那些硬币大小的水泡, 以及除去我眼里的沙子, 我在红十字会的帐篷里呆了一个小时。我不得不歇在那里: 我喝了很多水和补充能量的饮料。我太累了, 晚饭几乎吃不下什么东西。

现在我感到好些了, 但让我们看看明天会发生什么。据说那会是最艰难的一天。今天本来应当走32公里, 但





Thanks to team leader Mr Yan and cheerleader of Team C. You were so conscientious that all details were attended to one month before the event. Mr Yan, you looked after so many of us.

Special thanks to Team A and its team leader Li Bo. Without your achievement in winning the challenge three times, our overall achievement wouldn't look so magnificent.

Thanks to Mike and Wang Jianfeng. We walked side by side during the four days. I believe we are friends for life.

Thanks to those who have not been mentioned – those I know and those I don't; those whom I met in dreams and those who supported us behind the stage. I sincerely thank you all.

The challenge is over, but life goes on. I am grateful to you all. I was moved by you all. I miss the time we were together. I thank you for everything you have done during the challenge.

I will never forget the moment when we reached the final destination; we hugged each other and let our tears run. I will never forget the deep feeling, one that could never be felt by doing the journey alone.

Tears were shed, thanks were said, for ourselves, for others. We are here, as free as a dream, as strong as the sky.

We pushed ourselves to the limit. With friends, we don't feel lonely. I believe our experience will broaden our horizons, strengthen our courage, and brighten our futures.

Going across Gobi was like moving through a dream. I felt the meaning of life by experiencing this with you, my friends.

As free as a dream, as merciful as the earth, as strong as the sky. The song, the love, and you, my friends, will be with me for the rest of my life. I will never forget you. We are friends forever. Please keep in touch!



我十分确定，我们走的远远不止这点路程（因为我们迷路了）。这次竞赛是一项巨大的挑战，坦白说，它比我预想的要艰难得多……

5月18日，星期三，18:37

我们今天在规定时间内抵达目的地。不过，今天的旅程很艰辛，我们面对的是一项完全不一样的挑战。开始天气还不坏，不冷也不热。但不一会儿就起了变化，我们走到了一处平坦、炎热的地区，这里遍生着多刺的灌木。我们不得不越野行军，耗费了许多精力。

今天没有风，我第一次感到很热。昨天我已受到脚上的大水泡的折磨，所以今天我惜步如金。抵达第一处检查站（12公里以外）之前，一切都还顺利。上午11:30，我们开始向下一个目的地进发。我的水泡愈加严重，我不得不步履蹒跚地走了大约6公里，才到达下一个补给站。当我们快走到补给站时，炎热开始发挥威力了。我强撑着走。幸运的是，补给站不远了。它就位于一条清澈的小河边，真好！我这才安定下来，弄到了点水和药品，治疗布满我双脚的水泡。

Ok，我们无路可退，好好休整一番又上路了。这一整天，我与中欧的另3位参赛者一起行进。其中一位是B队队长姚伟国，他一整天都在给我们鼓劲，我真的很感谢他。队里有些人虚脱了，我们施以急救，他们现在都恢复得不错。今天唯一的不足是中欧搭帐篷的地方很小，因而我们只得将彼此的帐篷搭得紧挨在一块儿。这是最后一晚了，我们会克服的。

5月19日，星期四，11:34

今天地形没有以前那么糟糕，大部分都是实地，只有

几座山。有些好心人和我们一起跑，所以我们的速度还可以。

我快到终点线时才看见目标（因为路上有几座山）。所以，即使陪我跑的人告诉我“只有两公里了”，我还是看不到终点线。“只剩一公里了。”他们说。我还是看不见。终于，在翻过最后一座山后，我辨出终点线了！我受到鼓舞，调动起全身剩下的一点力量。人群的欢呼声促使我不顾一切。我大叫着冲过了终点线，释放了所有压抑在心底的紧张。我不是唯一这么做的人，许多参赛者也在终点大声喊叫，也有人瘫倒在地。

戈壁让你付出你得到的一切……不要指望有任何怜悯。

上午10点，我越过了终点线！这是我一生中感觉最棒的时刻！这4天来，我们遭遇沙暴，在山中迷路，忍受炎热，最终到达终点！啦啦队在终点线处等待我们，对我们细心照顾。我得到了一个西红柿，这是我吃过的最为美味的东西。

5月19日，星期四，18:44

我们到达举办闭幕式的场馆。许多人步履蹒跚，或缓缓而行，但你可以看到他们脸上的释然。

大家聚在一块拍照片，人们彼此拥抱，相互为成功完成这趟戈壁之旅而送上祝贺。

5月19日，星期四，21:32

闭幕式结束了，中欧表现良好。这次团体挑战赛，我们赢了！因此，任务完成了！大家都很高兴，最后的聚餐仿佛一趟情感的过山车一般。人们哭啊，拥抱啊，干杯啊，庆祝我们的成绩。一切都理所应当！ **TheLINK**

CEIBS Gobi Blogger: Stephan Holtz

Sunday May 15, 19:13

"The opening ceremony just started. It is overwhelming. Team members from every school are shouting slogans, each trying to be the loudest. But there's no way to outshout CEIBS. There are about 1,000 people in the room. Emotions are running high; flags being waved. You can see all kinds of different uniforms: khaki, black, signal yellow, pink, blue."

Monday May 16, 22:54

"Wow! What a day. After departure, it started pretty smoothly; windy, but ok. We went to an ancient light tower from where we had a good view of the land below as most of the contestants walked by. It looked like the Savanna in Africa, when huge herds of animals are on the move. It was a very nice view and everyone was in a good mood. That was going to change.

After approximately one hour, we entered an area with sandy dunes. The wind picked up and reached almost storm strength. The visibility went down rapidly. Sand, sand, sand. Sand everywhere. In my eyes, in my ears, in my nose and mouth and a few other places I cannot mention. It was terrible! The terrain was not only sandy, but also became a bit like the Grand Canyon with small valleys shaped by wind and sand sometimes resulting in bizarre sculptures. The visibility decreased even further and the sand in the air increased. I was happy just to be able to see the heels of the competitor in front of me. It was comforting to know that I was not alone.

That went on until 3pm. It took a lot of energy to walk under those conditions. We reached the first check

point and had time to rest, drink and eat and get rid of some of the sand. The terrain changed. It became flat and rocky, but the wind was still there. It blew straight into my face so I had to fight against it.

Shortly before we reached the last station, it started to rain. It lasted only a few minutes but it was intense. What a rare sight: rain in the desert. By 7pm I reached the final destination for today. But that did not mean I could rest. First I had to stretch to avoid muscle cramps, put up the tent and get the gear ready for the next day.

While we were putting up our tents, the desert showed us how things can change within seconds: the wind picked up again and almost reached storm level. Sand and small stones flew through the air so we had to seek shelter fast. A few tents were damaged. Luckily mine withstood the wind. However, I now have lots of sand IN the tent. I had really been looking forward to a sand-free place to sleep. Anyway, the journey goes on. Tomorrow is another day! We are close to bed time. So long for today...."

Tuesday May 17, 22:22

"We finally settled in for the night, but first things first. [Because CEIBS is the reigning champion] the A Team started first. They had a good race. For the B Team, things got off on the wrong foot. We did not gather all our members at the starting point at the time we should leave, so we got a penalty. We had to start last. At first, everyone was a bit depressed. But we would not be CEIBS if we could not overcome this! The B Team set off even more determined than ever!

For most of the team the race went on well. But me and about 5 teammates, plus some of our competitors, got





lost in the mountains. Even with GPS there was a lot of discussion about which direction to take. Yes, the GPS gives you directions, but making your way through the mountains is a different story. We walked back and forth. We left the road and headed straight into the mountains. Big mistake. We circled around, and after an hour's search we headed back to the road. We followed the road and found our way back to the track. However, we had lost a lot of time and energy. The temperatures have been very high today, and a strong wind was still blowing straight towards us. Some roads have been so dusty that we sank in, up to our heels. I am walking directly behind a team mate and the wind is blowing at us from the front. Eating a lot of dust seems to be our daily routine. After the mountains, we head towards the finish line. Time was passing quickly and I had to rush because clocking in after 6pm would mean a penalty. So I gave it everything! I clocked in at 17:56! That was close! But the day had taken a toll on my physical condition. I spent an hour in the Red Cross tent, treating my blisters that were the size of RMB coins, and trying to get rid of the sand that was again in my eyes. I had to rest there: I drank a lot of water and energy drinks. I was so tired that I barely ate anything at dinner.

Now I feel better; but let's see what happens tomorrow. It is supposed to be the hardest day. Today should have been 32km but I am very sure we did far more (because we were lost). This competition is a big challenge and, honestly, much harder than expected..."

Wednesday May 18, 18:37

"We arrived well within the time limit today. However it was tough and we faced a different challenge. It was not so bad at the beginning, and the temperature was moderate. That changed after a while as we went straight into a flat, hot area with thorny bushes. We had to make our way cross-country, which took a lot of energy.

Today there was no wind so I could feel the heat for the first time. I had already suffered from big blisters yesterday, so today I counted each step. It went ok until the first checkpoint (after 12km). By 11:30 am we began the journey to our next destination. My blisters got worse and I had to limp for approximately 6km to the next pit stop. As we got close to the pit stop, the heat began to take its toll. I had to toughen up. Luckily the pit stop was close. How nice: it was beside a small river with clear water. So I could cool down, get some water and medicine and treat my blisters. Both feet are full of them.

Ok, no way to give up and after a decent rest we took

off again. For the whole day I walked with 3 participants from CEIBS. We had the leader of the B-Team, Jack Yao Weiguo, pulling us the whole way. Really grateful to him. Some of our classmates collapsed during the race so we gave them first aid. They are all well now. The only downside today is that the space for the CEIBS tents is very small so we had to build our tents very close to each other. It's the last night. We will survive that as well.

Thursday May 11:34

"Today's terrain was not as bad as the day before; it was mostly solid ground with only a few mountains. We had some good guys running with us, so we kept up a good pace.

Until I got close to the finish line I could not see the target (because of a few mountains). So even though the guys I was running with told me "only two kilometers to go," I could not see the finish line. "Only one kilometer," they said. Still could not see it. Finally we crossed the last hill and I spotted the finish line! That mobilized me to use all the power I had left. And the cheering of the crowd made me push to give everything I had in me. I screamed out loud as I crossed the line finish line, to get rid of all the pent-up tension. I wasn't the only one, and many competitors cried or collapsed at the end.

Gobi asks you to give everything you've got... don't expect any mercy.

I crossed the finish line at around 10am! Never felt better in my life! What a relief! After 4 days of sand storms, being lost in the mountains and severe heat, we finally made it! The cheer leading team was waiting for us at the finish line and took great care of us. I had a tomato and I have never tasted anything better."

Thursday May 19, 18:44

"We're just entering the venue for the closing ceremony. Many people are limping or walking slowly; but you can see the relief on their faces.

Everyone is gathering to take pictures; people are hugging each other and offering congratulations on a successful finish."

Thursday May 19, 21:32

"The closing ceremony is over and CEIBS has done well. We won the team challenge! So, mission accomplished! Everyone is happy and the last dinner together is an emotional roller coaster. People are crying, hugging and drinking together, celebrating our accomplishment. That's how it should be!" **TheLINK**

伦敦的召唤：中欧在欧洲建立首家校友分会

London Calling: CEIBS Launches 1st Alumni Association Chapter in Europe



4月8日，中欧国际工商学院以一批伦敦校友为主体，正式建立了英国校友分会，这是中欧校友会在欧洲设立的首家分会。学院副院长兼教务长约翰·A·奎尔奇（John A. Quelch）教授为此专程飞往伦敦，与英国校友一起参加了签约仪式及庆祝晚宴。参加这一活动的还有各方贵宾，包括剑桥大学贾奇商学院的国际管理学教授彼得·威廉姆森（Peter Williamson）。英国校友分会的建立，标志着中欧校友网络已在海内外拥有37个分会。

在签约仪式上，奎尔奇教务长表达了对英国校友分会的良好祝愿：“中欧国际工商学院的MBA课程尽管历史不长、规模不大，但我们拥有遍布全球的热情校友。在世界上许多城市，中欧的校友数量已足以建立活跃的校友分会，伦敦就是最新的例证。”

活动中还宣布了英国校友分会的首任会长——中欧2005级MBA、英国巴克莱银行伦敦南部区域业务主管索斯滕·西哲尔（Thorsten Seeger）。彼得·威廉姆森教授被选为名誉会长。

“我十分自豪地宣布中欧国际工商学院校友会伦敦分会正式建立，”西哲尔说。“今晚，我们的起步规模尚小，但我们有远大的梦想。我们希望利用这一校友分会来让中欧国际工商学院在日益扩张的国际校友网络中发展新的联系。”

西哲尔说，新校友分会将致力于以下五个方面：一、为希望去中国访问、工作或参与对华贸易的欧洲人（比如

来华交换学生、校友和教授）提供支持；二、协办在伦敦举行的推广活动，如“MBA世界巡回之旅”和一年一度的春节媒体晚宴；三、与兄弟校友分会加强联系，并与欧洲其他商学院的校友会建立联系；四、在欧洲企业招聘经理中打响中欧的品牌；五、开拓人脉资源，帮助欧洲企业物色在华工作人员，并帮助中国企业物色在欧工作人员。

了解英国校友分会的更多信息，请联系tseeger@gmail.com。

英国校友分会理事会共25人，领导成员包括：

荣誉会长：彼得·威廉姆森（牛津大学教授）

会长：索斯滕·西哲尔（2005级MBA、巴克莱银行伦敦南部区域业务主管）

副会长：迈克尔·麦凯农（Michael McCannon）（2006级MBA、阿塞洛米塔尔钢铁集团首席财务官执行助理）

秘书长：约杰·阿米罗拉（Jorge Amirola）（2007级MBA、顾问）

通讯主管：斯蒂芬·龙格迈亚（Stefan Lunglmayr）（2008级MBA、爱美仕公司战略和业务团队高级顾问）

活动主管：罗伯托·利纳雷斯（Roberto Linares）（2006级MBA、巴克莱公司战略资产金融部公关主任）

活动主管：盖尔·迈永（Gael Mion）（2006级MBA、利洁时公司市场开拓策略部首席顾问）

On April 8, CEIBS proudly established its first single-country Alumni Association Chapter in Europe, with the official launch of a London-based group. CEIBS Vice President and Dean John A Quelch flew to London for the event, meeting with UK-based alumni for a Signing Ceremony and celebration dinner. The event was also attended by VIP guests including University of Cambridge Judge Business School Professor of International Management Peter Williamson. The new chapter extends CEIBS alumni association network to 37 chapters in China and abroad.

During the Signing Ceremony, Dean Quelch expressed his best wishes for the UK Alumni Chapter. "The CEIBS MBA Programme may be young and may be small but we have passionate alumni around the world. In many international cities, the number of CEIBS alumni is passing the critical mass necessary to form viable alumni clubs. The latest case in point is London," he said.

The event also included the announcement of the UK Alumni Chapter's first Chairman, Regional Business Director for Barclays in South London, Thorsten Seeger (MBA 2005). Professor Peter Williamson was named Honorary President.

"I am extremely proud to announce the launch of the London Chapter of the CEIBS Alumni Association. Tonight, we started small, but we are dreaming big," said Seeger. "We look forward to using the new chapter to provide CEIBS with a new link in its growing international network."

Seeger said the new chapter would focus on five key areas: first, supporting anyone based in Europe but

planning to visit, work in, or work with China, such as China-bound exchange students, alumni, or professors; second, assisting with London-based promotional events such as the MBA World Tour and annual Chinese New Year Media Dinner; third, linking in to CEIBS' other alumni chapters in China and Europe, and connecting with the alumni groups of other UK business schools; fourth, enhancing the CEIBS brand among European recruiters; and fifth, developing resources to help European companies find people to work in China, and Chinese companies to find people to work in Europe.

For more information on CEIBS' UK Alumni Chapter, contact tseeger@gmail.com.

Board Members: CEIBS Alumni Association, UK Chapter

The 25-member chapter is led by a team that includes:

Honorary President, Professor Peter Williamson, Cambridge University

Chairman, Thorsten Seeger (MBA 2005), Regional Business Director, London South, Barclays Bank

Vice Chairman: Michael McCannon (MBA 2006), Executive Assistant to the CFO, Arcelor Mittal

Secretary General: Jorge Amirolo (MBA 2007), Consultant
Communications Officer, Stefan Lunglmayr (MBA 2008), Senior Consultant, Strategy and Portfolio Analysis Team EMEA, IMS Health

Events Officer, Roberto Linares (MBA 2006), Relationship Director, Strategic Asset Finance, Barclays Corporate

Events Officer: Gael Mion (MBA 2006), Lead Consultant,

校友分会近期活动回顾 Recent Events of CEIBS Alumni Chapters

校友分会 Branch	活动名 Event	时间 Date	地点 Place
南京校友分会 Nanjing Chapter	烟花三月扬州参访行 Yangzhou Alumni Study Trip	2011年3月12日 March 12, 2011	扬州 Yangzhou
深圳校友分会 Shenzhen Chapter	总经理财务俱乐部森波拉温泉摄影之旅 General Manager Financial Club's Photography Trip to Shampoola Springs	2011年3月19-20日 March 19-20, 2011	深圳 Shenzhen
济南校友分会 Jinan Chapter	感受“积成电子” Visit to Integrated Electronic Systems Labs	2011年3月20日 March 20, 2011	济南 Jinan
云南校友分会 Yunnan Chapter	中国书法绘画的欣赏与收藏暨2011年第一次理事会 Appreciation of Chinese Calligraphy & 1st Board Meeting of 2011	2011年3月26日 March 26, 2011	云南 Yunnan
重庆校友分会 Chongqing Chapter	2011年度春季校友活动 Alumni Activities for Spring, 2011	2011年4月8日 April 8, 2011	重庆 Chongqing

2011中欧校友美国纽约特设课程落下帷幕

纽约是美国最大的城市 and 港口，也是世界第一大经济中心，被誉为“世界之都”。因此，中欧国际工商学院校友非常希望了解美国，尤其是以纽约市为代表的美国东部商业和生活环境。为此，中欧携手纽约市经济发展局设计了本次纽约考察游学行。

4月18日清晨，团员们来到纽约地标建筑之一的世贸中心大厦33层——冯仑校友的企业万通实业在纽约建立的中国中心，参加由纽约市经济发展局举办的早餐说明会，介绍本次纽约课程的详细安排。

纽交所的代表向大家介绍了这家老牌交易所218年的光辉历史和目前的发展状况。并着重分享了目前中国企业在纽交所上市的整体情况，随后在他的带领下，全体校友亲临位于纽约最富盛名的华尔街上的纽交所交易大厅，和场内的交易员以及无数播放着各类图表和数字的电脑屏幕近距离接触。

下午，大家来到位于纽约时代广场的纳斯达克公司总部访问。纳斯达克公司副总裁为校友详细介绍了如何在纳斯达克上市，还提供了很具参考价值的经验和建议。之后校友们还参加了全程直播的纳斯达克闭市仪式，中欧校友关系事务部王庆江主任代表中欧考察团发言并敲响了闭市钟，全体校友一起倒数并欢呼着迎来当天闭市的时刻。整个活动在时代广场大屏幕实时播放并被纽约主流媒体报道，中欧的名称、Logo和所有与会校友的形象在纽约时代广场大屏幕上足足展现了1个小时。

当天的最后一站，校友们参观了现任纽约市市长迈克尔·彭博先生（Michael R. Bloomberg）于1982年创建并以其名字命名的美国彭博资讯公司（Bloomberg LP）总部大楼。

4月19日，纽约市经济发展局通过介绍其参与的“高线公园”和“总部基地”项目，向中欧校友展现了纽约市自始至终秉承的创新精神。

4月20日，校友们来到标准普尔500强企业世邦魏理仕公司参访。纽约分公司副总裁向大家介绍了纽约市商用地产租赁的整体趋势，随后亲自带领大家进行实地考察，其中包括1930

年代建造完成的帝国大厦以及全纽约最环保的美国银行大厦。下午大家来汇丰银行纽约总部并聆听了有关美国整体经济形势、美国金融体系和融资平台、税务知识的精彩演讲。

当天最后一个环节是参观新华社北美总社位于时代广场的办公地，社长向大家介绍了新华社在北美总分社的业务状况，这里也是国人了解北美的最主要的信息来源。4月21日，校友们来到美国知名时装品牌希尔瑞公司总部参访。希尔瑞时装创办人安德鲁·罗森亲自接待了大家，向大家详细介绍其创业的经历、理念和对时尚的理解。参观完希尔瑞公司后，中欧校友受哥伦比亚大学之邀，来到哥伦比亚大学教授之家参加“可持续性创新”午餐会，两位工程学教授还为大家带来了精彩演讲。

4月22日，校友们来到位于纽约东北部的西点陆军军官学校参访。一位头发花白的女士为大家讲解了西点的历史、文化以及几百年来发生在这里的趣闻轶事。本次游学的最后一站，大家来到位于纽约东北部克劳顿维尔（Crotonville）的GE全球领导力培训中心。GE大学对外培训专员为大家介绍了培训中心的课程和理念，并带领大家参观了校区。

周末安排了费城、华盛顿两日游。校友们参观了费城和华盛顿众多代表性景点，并开车途经五角大楼远眺，最后参观了史密斯基金会航空航天博物馆、自然与历史博物馆以及艺术博物馆，为本次美国游学行划上了圆满的句号。

CEIBS Alumni Tour Big Apple, DC, Philly

The Pentagon, White House, Capitol Hill, World Trade Centre, NYSE, NASDAQ and West Point – these landmarks were only a few of the stops made by CEIBS alumni during a whirlwind tour of the US East Coast from April 16 to 26. Also on the agenda were visits to the headquarters of Bloomberg, Xinhua News Agency, and HSBC, plus stops at Columbia University, GE's Global Leadership Training Centre, and Philadelphia's Liberty Bell.

The trip, organized by CEIBS and New York City Economic Development Committee (NYCEDC), aimed to provide alumni with an understanding of the city's business environment and its advantages for investors. The New York stop began with an early-morning visit to the World Trade Centre. The NYC landmark is home to the China Centre which was established by Vantone Industrial, an enterprise owned by CEIBS alumnus Feng Lun. During a visit to NASDAQ, the CEIBS group counted down to the end of trading for the day, with the official closing bell rung by Director of CEIBS Alumni Relations Department Wang Qingjiang.

On April 20, stops included CBRE, HSBC and Xinhua News Agency's North America HQ in Times Square. A weekend trip to Philadelphia and Washington rounded out the tour, with stops at Independence Monument, Lincoln Memorial, Thomas Jefferson Memorial, Korean and Vietnam war memorials, as well as visits to the Air & Space Museum, and the Natural History Museum.

中欧校友“两会”于北京校园圆满举行

3月5日，2011年度中欧校友分会及俱乐部秘书长联席会议在中欧北京校园隆重召开。来自全国四面八方的60多位分会和俱乐部秘书长们齐聚北京新校园，学习最佳实践，分享社团管理经验，加深彼此间的感情和互动。出席会议的学院领导有执行院长朱晓明教授、名誉院长刘吉教授和副院长兼教务长奎尔奇教授。

朱晓明院长首先致辞，与参会的秘书长们分享了学院近期发展的五大动态，表达了学院管委力将中欧建成国际顶尖商学院的信心。朱院长十分肯定了在座秘书长以往对学院发展所作出的努力和奉献，希望通过秘书长们的沟通力和影响力，将学院发展的这些动态和信息传达给所在地区和俱

乐部的校友们，希望中欧的毕业生离校不离心，对母校的发展给予持续地关注和支持。同时，朱院长强调：服务是校友总会的宗旨。要强化服务理念，增强服务能力，提高服务质量。校友会要持续为校友搭建终身学习的平台、搭建校友企业的服务平台，增强企业的社会责任。随后，朱院长介绍了上海校园的三期工程，希望校友们一如既往的关注学院发展和建设，回馈母校，回馈社会。

会议期间，新任教务长奎尔奇教授也专程赶来与大家面对面地沟通，希望校友们能推广中欧课程和校友事务、加强校友间的联系、使校友会更具活力。中欧校友会秘书长、校友关系事务部王庆江主任带领大家回顾了2010年校友会各项工作，同时代表校友总会公布了2011年的工作计划。随后，分会和俱乐部的秘书长代表作了不同的主题发言，令与会者受益匪浅。

下午会议的主要内容是围绕学院某些部门与在座的秘书长进行的沟通，听取他们的直接反馈意见。名誉院长刘吉教授自始至终认真聆听了所有的发言和讨论，并为当天会议做了

总结。会议分享了各个校友分会和俱乐部开展活动的成功经验，讨论了各自存在的问题和疑虑。与会者一致认为：秘书长的作用非常重要和关键，必须整合各方面资源来办好各种活动；校友永远都不能忘记自己是中欧人，一辈子都要为中欧贡献力量！

中欧校友会“两会”圆满落幕，与会秘书长纷纷表示不虚此行、收获颇丰，对未来的工作增强了信心，并热切期待明年春天再次聚首。

Alumni Club “Secretary General Conference” Attracts Large Turnout

Secretary Generals from 60 chapters and alumni clubs across China gathered at the CEIBS Beijing campus on March 5 for two conferences held to share best practices and knowledge concerning management of their associations.

The events were also attended by school officials and staff members from Shanghai, Beijing and Shenzhen. During his opening speech, CEIBS Executive President Zhu Xiaoming commended the secretary generals for

their contribution to CEIBS' development. In his address, Vice President and Dean John A. Quelch spoke on the honour of being a CEIBS graduate and urged all alumni to help promote the school.

Other speakers included Secretary General of CEIBS Alumni Association and Director of CEIBS Alumni Relations Department Wang Qingjiang; representatives of Alumni Chapters and clubs; MBA Director, Admissions and Career Services Yvonne Li; Senior Recruiting Manager for EMBA Cai Jun; and IT Department Director David Xue. CEIBS Honorary President Liu Ji delivered the closing speech.

和合帮慈善晚会延续爱心 中欧校友探访“珍珠生”

2011年3月18日晚，中欧EMBA092班举办了“和合帮相识相知两周年慈善拍卖”晚会。这次拍卖会现场由13个课题小组捐出19件爱心捐赠物参与拍卖，包括简庆福摄影作品和一批书画

中欧校友“两会”于北京举行
Alumni Club Secretary-General Conference.



大师、陶瓷大师的作品，另有班主任及班级同学提供的爱心趣味拍品。本次晚会共筹得善款101万元，其中帮主大宴捐赠的《发晶雕刻》被刘奇志同学拔得头筹，以12万元成交。

本次慈善拍卖善款将用于资助江西老区和陕北老区两个班的珍珠生，希望这些“珍珠生”能成为中欧和合帮情感之纽带、爱心之延续、希望之所托。

就在2011年3月11日，中欧爱心校友代表一行16人前往江西，探望了当地由中欧爱心校友及新华爱心基金会

共同参与捐助的珍珠生们——约175名正在上高中的孩子。

大家为珍珠生带去书籍、小食，并分组策划好与珍珠生互动的话题，以便他们入校之后更好地与其他学生交流互动。到访的中欧校友还以自己的人生经验为珍珠生们答疑解惑，疏导他们的忧虑和压力。此外，中欧校友和爱心人士这次还特别为这175名珍珠生安排了一项专题讲座——《高效人士的七个习惯》。

临别之际，中欧校友们还收到一

份令大家颇为惊喜的礼物——来自珍珠生水清的信。在这封信中，校友们被称为“一群助人为乐的天使”，水清写道：“真的很感谢你们，让我们这些同学相遇，一起学习、一起生活，也感谢你们从很远的地方来看我们，为我们解决问题，打开心结，相信春风会在每一个季节吹在我们心中……”

两天的时间非常短暂，离别是不舍的。然而孩子们眼中所传达出的满足与欢乐，已成为留在大家心中最美好的记忆。



中欧“天使”：中欧校友在最近举办的慈善拍卖晚会上筹得善款101万元。

ALUMNI 'ANGELS' – CEIBS alumni recently visited held a fundraising auction (right) that raised over RMB1.01 million.



All For Love - CEIBS Alum Help Needy Students

CEIBS alumni held two events in March in support of needy students enrolled at Pearl Schools. On March 11, sixteen alumni travelled by train to Shangrao, Jiangxi Province, to visit 175 high-school students and deliver a seminar on how to be an effective leader. They also donated school supplies to the group.

At the end of the presentations, the CEIBS alumni received an unexpected gift: a handwritten letter of thanks from student Shui Qing. Describing the CEIBA alumni as a “group of loving angels”, the teenager wrote: “Thank you very much for giving me the chance to meet, study

with and live with my classmates. I also thank you very much for travelling a long way to visit us, help us solve our problems, and remove our doubts.”

On March 18, in celebration of its second anniversary, the alumni-led He-He Association held an auction that raised RMB1.01 million for Pearl Students in Jiangxi and North Shaanxi. All told, 13 alumni teams donated items – including the works of acclaimed photographer Kan Hing-Fook, as well as works from renowned artists and calligraphers such as Lv Guozhang, Liang Zhanyan, Hu Huainian, Bai Lei, Jiang Lihua and Chen Xianlin. A Quartz Micro Sculpture donated by

class monitor Da Dou was snapped up by Liu Qizhi with a bid of RMB120,000.

Since its establishment, the He-He Association has helped 33 needy high-school students in Tianshui, Gansu Province, to attend university by providing them with scholarships and subsidies. The association has also drilled three wells in Liangzhu Village Primary School, Yunnan Province, and helped one college student in suburban Shanghai to pay for a kidney transplant. Association members have also been actively involved in CEIBS' Love Auction, and are the patrons for 10 CEIBS-sponsored Kashi Pearl Students.



物华天宝·人杰地灵：3月23日下午，2011中欧教授分会巡讲首站——江西站暨中欧EMBA管理论坛及为期两天的中欧校友江西游学行正式拉开序幕。本次巡讲特邀中欧经济学与金融学教授许小年围绕“经济转型——现实和道路”的主题深入剖析了中国经济转型中的热点问题。活动现场吸引了超过800位各地校友以及江西工商界人士、企业高管的热情参与，创造了中欧校友单场活动人数之最。

KNOWLEDGE TOUR – The March 23 Jiangxi stop of the “CEIBS Professors’ Lecture Tour” attracted more than 800 alumni and business executives – the largest audience ever for a one-day alumni event. Speakers included Prof Xu Xiaonian, whose two-hour speech had some audience members on their feet the entire time. CEIBS Alumni Relations Director Wang Qingjiang and CEIBS Alumni Association Jiangxi Chapter Vice President Deng Congguo (EMBA073) also spoke on behalf of the school and alumni, respectively.



校友金融与投资俱乐部投资理财系列讲座：3月12日晚，中欧校友金融与投资俱乐部特邀2010年公募基金排名第一的孙建波先生，为近400位校友阐释其投资理念、行业洞见以及对A股走势的预测。

INVESTMENT ADVICE – At the invitation of the CEIBS Alumni Finance and Investment Club, Mr Sun Jianbo, fund manager at China’s #1 public fund in 2010, presented an in-depth analysis of A-share investment strategies on March 12. Mr Sun’s talk took place during the Asset Management Series Seminar, which attracted an audience of 400.

T行神州总第八站落在上海：4月20日，时值2011上海国际车展如火如荼之际，由中欧校友汽车产业俱乐部协办的“T行神州”（Telematics@China Tour）小型主题研讨会总第八站在中欧上海校园隆重召开。2010年“T行神州”走遍全国六大汽车城市，国内外知名车厂TCC会员以及Telematics领域厂商踊跃参与，专家层级高，参与话题热，使得T行神州成为2010年度获得评价最高的行业活动之一。

ALL ABOUT AUTOS – The Telematics@China Tour, a seminar co-hosted by the Alumni Auto Industry Club, arrived at the CEIBS Shanghai campus on April 20. The event marked the club’s eighth stop in six major auto cities across China. The tour, which attracted high-profile experts and well known car manufacturers from China and abroad, was a high-profile industry event.





中欧校友创业者俱乐部系列讲座：3月31日晚，中欧校友创业者俱乐部系列讲座“利用互联网营销开创业务新局面”于中欧上海校园举办，近200位校友济济一堂。互联网营销专家、梅花网创始人任向晖校友（EMBA 2008）为大家带来了互联网营销策略主题演讲，他向大家介绍了目前互联网营销的各种方式以及各自的利弊和使用技巧。

INTERNET MARKETING – Nearly 200 participants turned up at the Shanghai campus on March 31 for an Alumni Entrepreneur Club lecture on “Marketing Through the Internet for a New Future.” The event featured keynote speaker Ren Xianghua (EMBA 2008), internet marketing expert and founder of www.Meihua.info. His address covered the pros and cons of Internet Marketing.

“品太极书法魅力，享国粹文化精髓”：3月26日晚，由中欧校友会 and 臻太极文化传播共同主办的《动静之间挥洒人生——2011中欧太极与书法文化演绎与赏析会》隆重举行。传统文化的太极和书法，通过现代的时尚表现方式，给中欧校友们带来了极大的文化冲击和视觉上的享受。本次演绎与赏析会特别邀请了海灯法师再传弟子、全国武术太极拳锦标赛冠军戴炜老师，书圣王羲之五十五世后裔并书法传人王焕之先生，中国武术九段、武术国际级裁判王培锟教授，青年书画印名家唐之鸣副教授作为嘉宾，与现场观众共享中国传统文化的灵动之美。

TAI CHI & CALLIGRAPHY – The Shanghai campus auditorium was packed on the evening of March 26, during the “CEIBS Tai Chi and Calligraphy Show and Appreciation Event 2011.” The exhibition, co-hosted by CEIBS Alumni Association, featured presenters including Disciple of Shaolin Cleric Haideng and All-China National Tai Chi Chuan Champion Mr Dai Wei; 50th generation descendant and calligraphy successor of Calligraphy Sage Wang Xizhi, Mr Wang Huanzhi; 9th Degree Master of Chinese martial arts and world-class martial arts referee Prof Wang Peikun; master of calligraphy, painting and seal art, Associate Professor Tang Zhiming; and Executive Editor of *CEIBS Business Review* Mr Li Mingwei.



董 事 长

在 有 道

公司治理之道，
董事会管理之道，
收购与兼并之道，
控制与领导之道，
欲求其道，
从中欧-沃顿商学院合作
公司治理和董事会课程开始

中欧-沃顿商学院合作
公司治理和董事会课程
2011年8月23日下午-27日 上海

从根本上来说，任何一个企业的管理问题，都与其治理结构和最高领导层有关。在全球经济一体化的进程中，中国企业所有者和最高领导所面临的难题，不是商品市场的竞争，而是企业制度的竞争。西方的治理模式的那些方面可以为我所用，哪些方面则必须摒弃？中国企业的最高领导应该怎样来设计自己企业的治理结构？两所世界名校的七位专家共同设计了“公司治理和董事会课程”，来帮助你思考、探索上述问题的解决之道。

目标

本课程的目标是帮助中国企业的所有者和最高领导人为自己的企业设计有效的公司治理体系，并为董事会所必须回答的若干核心问题提供基本思路。通过讲座、讨论、案例分析、决策模拟，本课程将介绍公司治理的核心理论、基本工具和最新思路，剖析国内外公司治理的经验教训，探讨中国公司治理发展的趋势和问题，从而帮助学员掌握建设有效治理结构的基本框架和主要工具。

对象

本课程招生的对象是企业和企业集团的所有者和最高领导层，包括上市和准备上市企业的首席执行官、董事长，他们的非上市母公司的董事长、总经理、监事、董事、大股东代表，政府相关管理部门的主要官员、机构投资者，以及关心企业制度建设的创业者和高管人员。

受益

本课程将帮助学员理解：

- 全球董事会和公司治理模式的演化及现状
- 董事会的战略制订和决策角色
- 中国走向世界的治理结构问题
- 接班人选拔和权杖传承
- 家族控股上市公司治理的特殊问题

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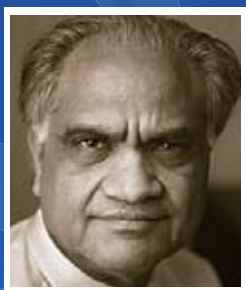
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2011(第二届) 中国企业组织管理高峰论坛



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全程主持：

杨国安 教授
中欧国际工商学院飞利浦人力资源管理教席教授



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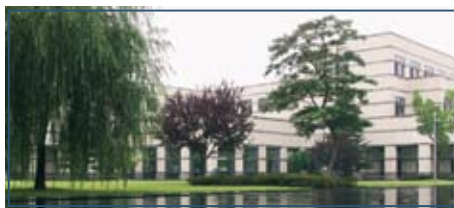
2011 年 8 月 9 日 中欧国际工商学院 上海石化演讲厅

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