

# TheLINK

中欧国际工商学院校友杂志 CEIBS Alumni Magazine

2012年第五、六期合刊 Volumes 5&6, 2012

## 2012 中欧年度回顾特辑：龙腾四海 CEIBS Year in Review



中欧EMBA课程排名全球第七  
FT Ranks EMBA Programme #7

中欧成功举办首次海外高端峰会  
——2012“中欧-成为”欧洲论坛  
CEIBS-Chengwei Europe Forum 2012

中欧2012“返校日”活动精彩纷呈  
Alumni Reunion 2012

# 品全球艺术精髓 悟艺术投资之道

中欧—佳士得美术学院合作课程

## 全球艺术市场：艺术品收藏与投资

2013年5月6日开课，模块制，北京/台北/香港/伦敦

中欧国际工商学院携手佳士得美术学院联袂推出“全球艺术市场：艺术品收藏与投资”课程，引领热爱艺术的广大人士徜徉艺术殿堂，探索艺术投资之道。课程不仅涵盖艺术鉴赏、艺术市场等核心内容，还将安排博物馆资深鉴定员带领学员深度探访博物馆、艺术家工作室及私人收藏等全球艺术精髓。学员更可享受珍稀的实践机会，在国际专家团队的指导下品鉴真实艺术拍品，零距离感悟艺术的魅力和独特价值。

### 课程目标

由艺术界专家、学者、业界人士组成的国际团队将致力于帮助热爱艺术品的各界人士梳理对艺术品鉴赏、收藏、管理及投资等核心知识。

### 详情请洽：

王磊 先生

电话：(86 10) 8296 6686 / 139 1075 0360

电邮：wlei@ceibs.edu; exed@ceibs.edu

<http://www.ceibs.edu/art>



亲爱的校友们：

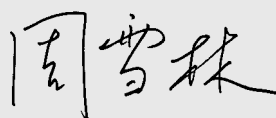
我们衷心地希望您喜欢这一期2012年度回顾特辑。请您与我们一起回顾中欧与各位校友在2012年共同的经历与成就，重温这些美好回忆。同时，本期杂志也包括许多新鲜出炉的内容，譬如学院首度举办大规模海外论坛——2012“中欧—成为”欧洲论坛，2012中欧校友年度论坛成功举办等等，后者也是我们大型返校日系列活动的重头戏之一。

我们非常高兴能与各位校友分享这一年中的精彩时刻，并将中欧校园内外发生的一切及时地知会大家。我们也期盼您在2013年能与我们分享更多的故事。让我们共同努力，迎接学院和每一位校友更加辉煌的明天！

Dear Alumni:

We hope that you enjoy our annual year in review issue. As you read, the articles will no doubt evoke fond memories of the events and accomplishments of 2012. This issue also includes fresh new material: outtakes from our first ever large-scale overseas event, the CEIBS-Chengwei Europe Forum 2012, as well as snippets from CEIBS Alumni Annual Forum 2012 – held as part of reunion day activities.

It has been our pleasure to share your stories throughout the year and to keep you informed about what is happening in the CEIBS community. We look forward to more of your stories in 2013 as we work together to ensure CEIBS' continued success – as well as yours.



周雪林

院长助理、《TheLINK》执行主编

Snow Zhou

CEIBS Assistant President,

Editor-in-Chief, *TheLINK*



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主办：中欧国际工商学院

执行主编：周雪林

执行编辑：夏敏、陈超

高级编辑：杜谦

报道与翻译：柯玟秀、麦筱丽、  
朱琼敏、徐可、武泽明、梁瀚杰、  
黄少婷、徐侠、郑晨

中文编辑(实习)：蔡娜、瞿新能

美编：周磊、王晴@时浪快印

摄影兼设计指导：林纭

联系我们

电话：+86-21-28905501

传真：+86-21-28905273

电子信箱：alumnimagazine@ceibs.edu

中欧国际工商学院上海校区

地址：上海市浦东新区红枫路699号

邮政编码：201206

电话：+86-21-28905890

传真：+86-21-28905678

网址：www.ceibs.edu

北京校区

地址：北京市海淀区东北旺西路

8号中关村软件园20号楼

邮政编码：100193

电话：+86-10-82966600

传真：+86-10-82966788

电子信箱：bjo@ceibs.edu

深圳代表处

地址：深圳市福田区

益田路6003号荣超中心A座8层

邮政编码：518026

电话：+86-755-33378111

传真：+86-755-33378113

电子信箱：szo@ceibs.edu

文中所述仅为作者个人观点，  
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PUBLISHER: CEIBS

EDITOR-IN-CHIEF: Snow Zhou

MANAGING EDITORS: Charmaine N. Clarke, Kelly Chen

CONTRIBUTING EDITOR: Du Qian

REPORTING & TRANSLATION:

Janine Coughlin, Rachael McGuinness, June Zhu,  
Jacqueline Xu, Richard Wu, Liang Hanjie, Freda Huang,  
Crystal Hsu, Ruby Zheng

CHINESE EDITORIAL INTERN: Cai Na, Mika Qu

ART EDITOR: Mickey Zhou & Saya Wang @  
Snap Printing

PHOTOGRAPHER: Ewan Lin

CONTACT US:

TEL: +86-21-28905501

FAX: +86-21-28905273

EMAIL: alumnimagazine@ceibs.edu

CEIBS SHANGHAI CAMPUS

699 Hongfeng Road, Pudong,

Shanghai 201206, P.R.C.

Tel: +86-21-28905890

Fax: +86-21-28905678

Website: www.ceibs.edu

BEIJING CAMPUS

Building 20, Zhongguancun Software Park,  
8 Dongbeiwang West Road, Haidian District,  
Beijing, 100193, China

Tel: +86-10-82966600

Fax: +86-10-82966788

E-mail: bjo@ceibs.edu

SHENZHEN REPRESENTATIVE OFFICE

8/F Block A, Rongchao Business Centre, No.6003, Yitian  
Rd, Futian CBD,

Shenzhen, 518026, P.R.C.

Tel: +86-755-33378111

Fax: +86-755-33378113

E-mail: szo@ceibs.edu

Published bi-monthly by CEIBS. The authors' views  
expressed in this publication do not necessarily reflect the  
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# 院长致辞



亲爱的中欧校友们：

时光荏苒，岁月如梭。回顾2012年，我们为学院与各位校友所取得的成就而深感自豪。我们深知，如果没有校友们的勤耕不辍与鼎力襄助，我们绝无可能取得如此骄人的成绩。同时，我们也充分认识到，要实现学院与校友们共同的目标，还需付出更多不懈努力。现在，让我们一起来回顾2012年中的一些精彩瞬间。

2012年，我们迎来了许多历史性时刻，并开设了多个新课程。我院获得了欧洲质量认证体系EQUIS的续认，中国政府与欧盟、双方办学单位以及学院亦协商达成了为期20年（2015-2034年）的办学展期协议。EMBA课程在《金融时报》全球百强榜单中首次进入前十，排名跃至第七位。我们开办了在职金融MBA课程以及与西班牙IESE商学院合办的博士课程，并新设了多个研究中心，针对众多重要课题开展深度研究和实践。此外，由30多位全球知名商业领袖组成的国际顾问委员会为学院发展建言献策，进一步提升了中欧的国际知名度。同时，来自企业合作伙伴网络源源不断的有力支持，也是我们得以健康发展的活力源泉。

今年以来，中欧的教授队伍、校园建设和海内外校友网络也获得了长足发展。中欧教授团队参与达沃斯夏季和冬季论坛的各项学术活动，学院首次海外高端峰会——2012“中欧一成为”欧洲论坛在伦敦成功举办，“当中国遇见非洲”论坛在加纳首都阿克拉成功举办，学院在南非约翰内斯堡开办高管教育课程以及在加纳开办“非洲女性创业与领导力”课程等等，均提升了学院在海内外的影响力。

## 感谢并回馈校友的支持

2012年，我们欣喜地看到，许多校友通过“2012年度基金”为母校的未来发展慷慨解囊。其中部分资金已用于上海校园的扩建工程，该项目将于明年完工。我们衷心感谢并将竭力回馈校友们的无私奉献与支持。除了在首次举办的校友答谢晚宴上公开致谢以外，我们还以多种方式予以切实的回馈，为校友们提供诸多进一步提升事业和拓展人际网络的良好平台。学院在2012年成功举办了12个高端行业论坛，其中包括与清华凯风家族传承中心于7月1日携手举办的家族企业与家族财富论坛，以及其他针对银行、地产和汽车等行业的专业论坛，帮助校友们深入了解行业热点。学院还与两家风险投资基金深度合作，为有意创业的学生和校友们提供创业资金等全方位的支持。通过学院的手机短信平台，12000名校友得以更为便捷地保持联系。

## 欢迎新一任教务长苏里达（Helmut Schütt）教授

如各位所知，2013年2月，我们将迎来新一任副院长兼教务长苏里达教授。他是一位资深学者，曾在10个国家生活和工作。他将和我们共同努力，实现中欧的目标和任务。在今后的日子里，我们将全力支持他的工作，也殷切希望各位校友对他予以同样的支持。

回顾2012年，我们充满自豪。在即将到来的2013年，让我们携手共进，再创辉煌！

# LETTER FROM THE PRESIDENTS

Dear CEIBS Alumni,

As we look back at 2012, we can be proud of CEIBS' accomplishments – and yours. Both are inextricably linked. At the same time, we fully recognise that there is a lot more to be done as we continue working towards the school's goals. For now, let us take a moment to reflect on some of the high points of 2012, fully aware that none of this would have been possible without your support.

In a year that saw CEIBS reaccredited by EQUIS for another 5 years and the joint venture agreement that established the school extended for another 2 decades, there were a number of 'firsts' and programme launches. CEIBS EMBA Programme was ranked 7th by *FT*, entering the global Top 10 for the first time in the school's history. There were also launches of the Part-time Finance MBA, the CEIBS-IESE Coordinated PhD Programme and a number of research centres that will explore vital issues that have practical implications for us all. In addition, more than 30 globally influential members of the new International Advisory Board committed to playing a vital role in supporting the school in its quest for global impact and recognition. Meanwhile, there was also continued strong support from Chinese and Western corporations who are an integral part of CEIBS' expanding Corporate Partner network.

CEIBS also continued to grow in terms of faculty, physical size and alumni chapters – both in China and internationally. The school's overseas impact was bolstered by faculty participation at both Summer and Winter Davos, the inaugural staging of the prestigious CEIBS-Chengwei Europe Forum in London, the equally impressive CEIBS-Chengwei Capital 'China Meets Africa Forum' in Accra, an Executive Education programme for executives in Johannesburg and another for Africa's women entrepreneurs (WELA), offered in Ghana.

## Our support to you

Throughout the year, some of you have generously made investments in your alma mater's future through the Annual Fund 2012. Some of these

funds have been used on the ongoing expansion of the Shanghai campus, a project that will be completed next year. Your contributions have not gone unnoticed. In addition to a very public thank you during CEIBS' first alumni appreciation dinner, the school has also provided alumni with tangible support throughout the year with numerous opportunities for continued learning and networking. These include the 12 industry forums held this year, among them the newly launched Family Business & Family Wealth Forum, hosted by CEIBS and Tsinghua Kaifeng Family Heritage Centre on July 1, as well as other events that explored the vital banking, real estate and auto industries – sectors that are no doubt of significant interest to you all. For alumni launching start-ups, CEIBS collaborated on the launch of two venture capital funds that provide access to capital. We also made it easier for our 12,000 alumni to keep in touch with a mobile information platform.

## Welcome Dean Helmut Schütte

As you know, we will welcome our new Vice President & Dean Helmut Schütte in February 2013. An experienced academician who has lived and worked in 10 different countries, Prof Schütte will work with us in ensuring that CEIBS' goals and missions are achieved. He has our full support and looks forward to yours in the years ahead.

For now, we look back at 2012 with pride, and we eagerly look forward to working with you to ensure even greater success in 2013.

中欧国际工商学院中方院长朱晓明教授  
中欧国际工商学院欧方院长佩德罗·雷诺教授  
中欧国际工商学院副院长兼教务长约翰·奎尔奇教授  
中欧国际工商学院副院长兼中方教务长张维炯教授  
Prof Zhu Xiaoming, Executive President  
Prof Pedro Nueno, President  
Prof John Quelch, Vice President and Dean  
Prof Zhang Weijiong, Vice President & Co-Dean



## 习近平总书记会见我院欧方院长雷诺教授

### CEIBS President Prof Nueno Addresses China's Leader Xi Jinping

12月5日，中共中央总书记习近平在北京人民大会堂会见了中欧国际工商学院欧方院长佩德罗·雷诺（Pedro Nueno）教授等20位在华工作的外国专家代表，并与他们亲切座谈。

座谈会于当天下午4点开始，由习总书记亲自主持，这是他当选中共中央总书记后第一次会见外宾。雷诺教授作为4位获邀发言的外国专家代表之一第一个发言。专家们结合各自研究领域阐述了对中国经济及社会发展的看法和建议。

雷诺教授就如何通过推进创新改善社会福利、通过鼓励创业增加就业岗位、通过加强国际交流拓展国人视野等

问题提出了一系列建议。雷诺教授也介绍了中欧在这些方面所做的切实努力。例如中欧在今年初成立了中国创新中心，推动本土创新实践；同时，中欧积极支持学生和校友创业，举办了创业营等系列活动，并与两家风险投资基金深度合作，为校友创业提供资金支持等。

习总书记认真倾听专家发言，并不时低头记下要点。4位专家代表发言后，习总书记发表讲话。他说，专家们的意见和建议很有见地，也很中肯，听了很受启发，我们将认真研究。中国改革开放事业取得的巨大成就，外国专家功不可没。我们的事业是向世界开放学习的事业。我们要坚持对外开放的基本国策不动摇、不封闭、不僵化，打开大

门搞建设、办事业。我们欢迎外国专家和优秀人才以各种方式参与中国现代化建设，一如既往支持大家来中国创业和发展。

中欧院长受邀为中国领导人建言献策，印证了中欧国际化、专业权威的学术地位，也说明学院一直以来的发展道路及方向符合中国经济社会的发展趋势。中欧以“培养兼具中国深度和全球广度、积极承担社会责任的领导者”为使命，以“融合中西教育、研究和商业实践，促进知识创造和知识传播，推动中国经济社会发展，成为全球最受推崇的国际商学院”为愿景，不断追求卓越，使其亚洲顶级国际商学院的美誉得到了不断充实和提升。



On December 5, CEIBS President Professor Pedro Nueno made a brief presentation to General Secretary of the Communist Party of China's Central Committee Xi Jinping during the Chinese leader's first meeting with foreign guests since assuming his new role in November. Prof Nueno was among a group of foreign experts in China who were invited to share their views with the party leadership at the Great Hall of the People. He spoke about how the Chinese government is perceived by the rest of the world, and shared his opinions on what he believes are priorities for China in the years ahead. The CEIBS President's invitation to address the Chinese leadership is seen by the CEIBS team (alumni, staff and faculty) as an indication that they are working together in the right direction: contributing to the shaping of China's future by educating socially responsible business

leaders. It also highlights the synergies between the school's goals and those of the Chinese government. CEIBS aims to educate responsible leaders with in-depth China knowledge complemented by a thorough understanding of global management, while providing a bridge between the East and West (in terms of teaching, research, and business practices) and promoting China's economic and social development through the creation and dissemination of knowledge.

As the first speaker from among the group of distinguished foreign experts invited to the Great Hall of the People, Prof Nueno began with an introduction of CEIBS and its operations in China and Africa. Then drawing on knowledge gained from his close ties to the business communities in Europe, America and Africa, Prof Nueno noted that he has observed an increasingly friendly and positive attitude about China. General Secretary Xi



Jinping commented that this trend is appreciated.

In his address, Prof Nueno made two main points as he offered suggestions on areas which he believes it would be in China's interest to explore:

China, like many other countries, is concerned about social benefits for its citizens, Prof Nueno said. He commended the government for its efforts to focus on education, healthcare and the pension system. China's decision to also make innovation a priority, he added, was a wise move. CEIBS has also made innovation a priority, establishing the Centre on China Innovation (CCI) earlier this year. Among the CCI's goals: to analyse the local and global impact that Chinese companies can make through innovation and explore the practical applications of this

research.

Another concern which China shares with other countries, Prof Nueno noted in making his second point, is job creation. He told the government officials and his peers gathered at the meeting that it is important to urge the banking sector and other financial institutions to provide adequate support for SMEs, as he stressed the importance of stimulating entrepreneurial activity. CEIBS, he added, is playing an important role in encouraging entrepreneurship among its students and alumni. For alumni launching start-ups, for example, CEIBS has established the Centre for Entrepreneurship and Investment, the CEIBS China Entrepreneurial Leadership Camp, and has also collaborated on the launch of two venture capital funds that provide

access to capital.

Prof Nueno was among a group of about 20 foreign experts invited to share their thoughts with the Chinese leadership. In a general response after all the presentations, General Secretary Xi Jinping reiterated China's goal of peaceful development, one that is not a threat to any other country.

Prof Nueno's expertise in the world of international business has long been acknowledged, as has the role he has played in shaping management education in China and fostering greater ties between China and Europe. To recognise his outstanding contributions to business education in China, the Shanghai municipal government awarded him the "Golden Magnolia Award" on September 29, 2007. He also received the "China Friendship Award" from the PRC State Council on September 29, 2009. His dedication to business was also recognised by the Government of Spain, with the Order of Civil Excellence, and the Government of Catalonia with the Saint Jordi Cross. On October 4, 2012 Prof Nueno and CEIBS Executive President Zhu Xiaoming were presented with the prestigious Spain-China Foundation Awards by Spain's Minister for Foreign Affairs and Cooperation José Manuel García-Margallo. The CEIBS presidents were honoured for the role they have played in strengthening the ties between China and Spain, through education.



## 中欧国际工商学院举行办学展期协议签约仪式 Joint Venture Extended Another 20 Years

12月2日，中欧国际工商学院在上海浦东香格里拉大酒店举行办学展期协议签约仪式。全国人大常委会副委员长严隽琪、上海市人大常委会副主任杨定华出席仪式。学院董事长、上海交通大学校长张杰与欧洲管理发展基金会总干事兼首席执行官埃里克·科尼埃尔（Eric Cornuel）分别代表双方办学单位签署协议，上海市副市长沈晓明与欧盟驻华大使艾德和（Markus Ederer）分别代表上海市人民政府与欧洲联盟在协议上签字见证。仪式由中欧中方院长朱晓明教授主持。

由于1994年签署的中欧国际工商学院办学合同将在2014年到期，因此中欧双方政府、办学单位和学院为协议到期后办学的展期进行了友好的协商，达成了为期20年（2015-2034年）的办学展期协议。在签约仪式上，沈晓明副市长与艾德和大使分别代表上海市政府和欧盟表示将继续对学院的发展予以大力支持。

中方院长朱晓明教授与欧方院长佩德罗·雷诺教授对双方政府和办学单位以及社会各界的关心支持深表感谢，并表示中欧新20年的目标是建成一所国际顶尖商学院。朱晓明教授说，这是又一个值得载入中欧校

史的日子。雷诺教授则把中欧喻为中国和欧洲的“孩子”，他代表教授和员工向大家承诺这个“孩子”将继续努力工作，茁壮成长。

VIP guests representing the Shanghai Municipal Government, the EU Delegation to China, the Shanghai Municipal Education Committee, Shanghai Jiao Tong University, EFMD, CEIBS Board of Directors, and consulates general of EU member states in Shanghai gathered at the Shangri-La Hotel in Pudong for the CEIBS Extension Agreement Signing Ceremony on December 2.

Hosted by CEIBS Executive President Prof Zhu Xiaoming, the event marked the 20-year extension of the joint venture under which the China Europe International Business School (CEIBS) was first established 18 years ago. The original agreement expires in 2014. The signing ceremony extended the agreement from 2015 to 2034.

## 第十届中欧论坛在意大利成功举办

### Italian Prime Minister Mario Monti & Romano Prodi Attend 10th Euro-China Forum



意大利总理马里奥·蒙蒂  
Italian Prime Minister Mario Monti

Current and former Italian Prime Ministers Mario Monti and Romano Prodi were among the guests at the November 28 gala dinner that marked the end of the first day of CEIBS 10th Euro-China Forum. Held on the villa-style campus of co-organiser Alma Graduate School at the University of Bologna, the forum explored the theme of “The Chinese Renaissance, Challenges and Opportunities for a Globalising World”.

11月28日，中欧国际工商学院第十届中欧论坛在意大利博洛尼亚大学成功举办。本次论坛以“全球化环境下中国的复兴、挑战和机遇”为主题。意大利总理马里奥·蒙蒂（Mario Monti）和意大利前总理、欧盟委员会前主席、中欧国际工商学院欧盟教席教授罗马诺·普罗迪（Romano Prodi）出席了闭幕晚宴。



意大利前总理罗马诺·普罗迪（中），前中国驻德国大使卢秋田（右），成为资本创始人、中欧欧方董事李世默（左）  
Former Italian Prime Minister Romano Prodi (centre), Lu Qiutian, former Chinese Ambassador in Germany (right) and Eric X. Li, Founder, Chengwei Capital, Board Member of CEIBS



博洛尼亚市长弗吉尼奥·莫罗拉斯  
Mayor of Bologna Virginio Merolasee



西班牙驻华大使欧亨尼奥·布雷戈拉特（右），中欧论坛创始人高大伟教授（左）  
Eugenio Bregolat, Ambassador of Spain in China (right) and Founder of the Euro-China Forum David Gosset.





## 2012中欧EMBA课程排名首次进入全球前十，排名第七 FT Ranks CEIBS EMBA Programme #7, Up 4 Places

10月15日，英国《金融时报》(Financial Times)在伦敦发布了最新的全球EMBA100强榜单，中欧国际工商学院EMBA作为中国乃至亚洲唯一一个非合作的独立课程，首次进入全球前十，其排名跃升至第七名。

相较于2011年的排名，今年中欧的EMBA课程上升了4位，并且连续12年在该项排行榜中跻身全球50强。英国《金融时报》年度EMBA排行榜是目前世界公认的评选流程最规范、最权威的商学院课程排名体系之一。

CEIBS EMBA Programme is #7 in the *Financial Times*' 2012 ranking of the Top 100 Executive MBA Programmes in the world, moving up four spots from last year. CEIBS is the only Asian school in the Top 10 that offers its own independently-run EMBA programme with no western partner business schools. The annual *FT* survey of global EMBA programmes is one of the longest-running, most rigorous, and best respected media rankings. This is the first year that CEIBS has made it to the Top 10.

CEIBS began offering EMBA classes 18 years ago and the programme has been among the *FT*'s Top 50 since 2001, despite an increasingly larger pool of schools being included. Over the last three years, CEIBS EMBA has steadily moved up the *FT* ranking: 26th in 2009, 18th in 2010 and 11th in 2011.



## 2012年中欧国际工商学院董事会会议在上海举行 2012 Board of Directors Meeting Held in Shanghai

12月2日下午，2012年中欧国际工商学院董事会会议在位于上海浦东的中欧陆家嘴国际金融研究院举行。学院董事长、上海交通大学校长张杰教授与欧洲管理发展基金会总干事兼首席执行官埃里克·科尼埃尔（Eric Cornuel）教授共同主持了会议。

出席会议的中方董事为：全国人大常委会副委员长严隽琪女士、中国上市公司协会会长陈清泰教授、上海市人大常委会副主任杨定华女士、中欧名誉院长刘吉教授与上海市教委副主任印杰教授。

出席会议的欧方董事为：英特华咨询公司总裁杨亨（Jan Borgonjon）先生、女王大学商学院院长戴维·桑德斯（David M. Saunders）教授、成为投资公司执行董事李世默先生。埃里克·科尼埃尔教授同时受欧洲管理发展基金会名誉会长赫拉德·范斯海克（Gerard Van

Scahik）副董事长委托参会。欧洲管理发展基金会发展与外联部副部长黑尔克·卡瓦略·埃尔南德斯（Helke Carvalho Hernandez）女士受欧洲管理发展基金会副会长汤姆斯·萨特尔伯格（Thomas Sattelberger）董事委托参会。

During the 2012 CEIBS Board of Directors Meeting held at the CEIBS Lujiazui Institute of International Finance on December 2, Board Members assessed the school's performance over the last year and mapped a strategy for its future. The meeting was co-chaired by Shanghai Jiao Tong University President and CEIBS Board Chairman Professor Zhang Jie, along with EFMD Director General and CEO Professor Eric Cornuel.



房地产下半场：谁主沉浮——  
中欧第三届中国房地产业高峰论坛成功举办  
3rd China Real Estate Forum

9月22日，以“房地产下半场：谁主沉浮”为主题的第三届中国房地产业高峰论坛在中欧国际工商学院上海校区成功举办。本次论坛由中欧与中欧陆家嘴国际金融研究院联合主办，世联地产与莱蒙国际协办。

来自政界、学界与商界的各方精英汇聚于此，共同探讨房地产领域受到严厉调控后的应对之策。本次论坛共吸引了约300名房地产市场专业人士及40余家中外主流媒体。

The impact of frequent policy changes on China's real estate sector, the need for clearly defined property tax structures and a detailed roadmap for the planned construction of more than 30 million homes, as well as assessing securitisation as an option for infusing capital into the country's real estate sector, were among the issues discussed during CEIBS' 3rd China Real Estate Forum. Hosted at the school's Shanghai Campus on September 22, the event brought together the political, academic, and business communities to explore how the Chinese real estate industry and individual enterprises can develop healthily and steadily in the long-term. The theme was "The Real Estate Show's Second Act: Who's in Charge?"



中欧举办2012第十届中国汽车产业高峰论坛  
10th Annual China Automotive Industry Forum  
2012

10月28日，以“谋局汽车产业未来：行业整合、技术进步与政府角色”为主题的中欧国际工商学院2012第十届中国汽车产业高峰论坛在中欧上海校园成功举办。

本次论坛由中欧与欧洲汽车工业协会（ACEA）携手主办，中国汽车工业协会（CAAM）、上海国际汽车城与交通银行上海市分行联合协办。

论坛期间，政府官员、行业领袖以及知名学者共同聚焦中国及国际汽车产业未来格局，探讨影响产业未来发展的关键因素。本次论坛共吸引了300余名来自汽车业界的精英及70余家中外主流媒体。

The challenges facing the global automotive industry, including overcapacity, increasing R&D costs, and pressure to achieve technological advances in safety, energy consumption and emissions, were analysed during the 10th Annual China Automotive Industry Forum 2012, held at CEIBS Shanghai Campus on October 28. Leaders from the political, academic and business communities shared their expertise at the event, hosted by CEIBS and the European Automobile Manufacturers Association (ACEA).



## 中欧汽车研究中心举办专业研讨会 CCAR Hosts Seminars

10月26日，由中欧国际工商学院汽车研究中心（CCAR）、中欧MBA汽车俱乐部及欧洲商学院汽车管理研究所联合举办的“2022——中国汽车产业畅想”高层圆桌会议在中欧上海校园成功举办。此次活动汇聚30多名行业专家，深入探讨中国汽车产业未来10年的发展趋势。

同日，中欧汽车研究中心亦与中欧MBA商业发展俱乐部及普华永道联合举办了另一场研讨会，关注“中国公司在欧洲扩张的机遇”。在目前欧债危机的背景下，这一课题的重要性愈发显著。包括多位高层管理者在内的近50名业内人士展开了热烈讨论。

The CEIBS Centre for Automotive Research (CCAR) and the CEIBS MBA Auto Club, in collaboration with the European Business School's Automotive Institute

for Management (AIM), hosted a half-day Scenario Development Executive Roundtable on “China’s Automotive Premium Segment in 2022” on October 26. The workshop brought together more than 34 industry experts to engage in in-depth discussions and creative debates about how China’s automotive premium segment might develop over the next ten years. On the same day, the CCAR teamed up with CEIBS MBA Business Development Club and PricewaterhouseCoopers to host a half-day workshop that examined “Overseas Expansion Opportunities for Chinese Firms in Europe”. That event brought together more than 45 participants – including several senior managers – eager to gain fresh insights and to discuss this topic that is increasingly important in light of the current economic situation in the EU.

10月30日，为向“圣雄”甘地诞辰暨联合国“国际非暴力日”献礼，中欧国际工商学院第三届“中印合作论坛”在中欧上海校园成功举办。本次论坛由中欧携手印度驻上海总领事馆共同主办，塔塔集团独家赞助。论坛期间，与会专家、学者和中印知名企业领导人就中印经贸关系等话题进行了广泛而深入的讨论。

On October 30 the 3rd China-India Cooperation Forum, jointly organised by CEIBS and the Consulate General of India in Shanghai with support from Tata Group, was staged at CEIBS Shanghai Campus. The event commemorated the birthday of Mahatma Gandhi, a day which has been designated by the United Nations as the International Day of Non-Violence.



## 中欧国际工商学院成功举办 第三届中印合作论坛 3rd China-India Cooperation Forum



## 2012 中欧-EFMD论坛探讨 在华创新之道 2012 CEIBS-EFMD Conference

11月29日至30日，2012 中欧-EFMD（欧洲管理发展基金会）创新论坛在中欧国际工商学院北京校园成功举办。本次论坛主题为“中国和欧洲企业的在华创新之道”，以欧盟资助的中国-欧盟商务管理培训项目为指导框架，由中欧中国创新中心提供专业支持。各界企业高管、创新领袖、战略顾问和知名学者汇聚于此，为创新问题把脉献智。

Chief executives, innovation leaders, strategy consultants and leading academics gathered at CEIBS Beijing Campus on November 29 & 30 for the 2012 CEIBS-EFMD Conference. The event theme was “Innovative Business in China: How Chinese and European Companies Do It”. The conference, organised within the framework of the EU-China Business Management Training (BMT) Project, drew on the expertise of the Centre on China Innovation at CEIBS.



### 中欧创业营2013届招生宣讲会启动 Entrepreneurial Leadership Camp Info Sessions

9月20日，中欧国际工商学院校友、万通控股董事长冯仑（CEO 2003）先生“创业与人生”讲座暨中欧创业营2013级招生宣讲会在中欧上海校园举办。冯仑校友同200多名中欧学生、校友以及创业者分享了创业与人生的重要关系和意义。

10月14日及16日，中欧创业营2013级招生宣讲会分别在中欧北京校园和深圳代表处成功举办。中欧创业与投资中心主任、创业学兼职教授李善友出席并主持了宣讲会。现场互动频频，气氛十分热烈。

Chairman of Vantone Holdings and CEIBS alumnus Feng Lun (CEO 2003) gave a group of about 200 CEIBS students, alumni and entrepreneurs a taste of the China Entrepreneurial Leadership Camp course content on September 20, with a lecture on “Entrepreneurship and Life”. Earlier, on October 14 and 16, Entrepreneurial Leadership Camp info sessions were held respectively in Beijing and Shenzhen, with more than

100 CEIBS students, alumni and entrepreneurs attending. Adjunct Professor of Entrepreneurship and Executive Director of the Centre for Entrepreneurship and Investment Kevin Li presided over the lively and interactive sessions.

### 中欧陆家嘴国际金融研究院举办伦敦金融城市长吴达为访沪招待鸡尾酒会 Talking Finance

9月20日，伦敦金融城市长吴达为（Alderman David Wootton）访沪招待鸡尾酒会在中欧陆家嘴国际金融研究院举办。来自中国与英国的数十位金融界、学术界和政界精英汇聚一堂，共同探讨国际资本市场和中国的资本市场改革。

Lord Mayor of the City of London Alderman David Wootton joined leaders from China's financial sector in a discussion on Capital Market Reform on September 20. The event, held at CEIBS Lujiazui Institute of International Finance, was jointly hosted by CEIBS, UK Trade & Investment and the City of London. (From left: Alderman David Wootton and Shanghai Financial Services Office Director-General Fang Xinghai)



### 两位新教授加盟中欧 New Faculty Members

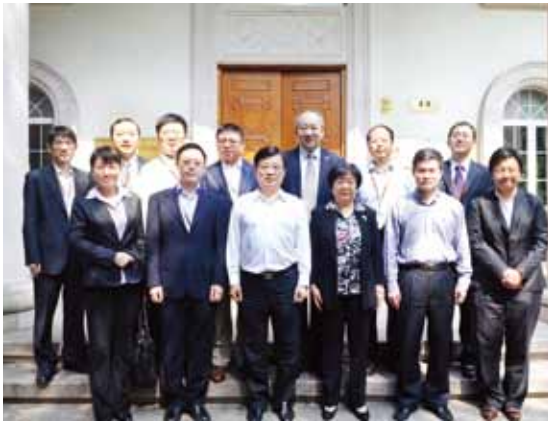
日前，两位新教授加盟中欧国际工商学院。他们是：管理学访问教授多米尼克·乔利（Dominique Jolly）和工商管理学访问助理教授阿瑟·达姆利奇（Arthur Daemrlich）。CEIBS has added two professors to its already impressive list of faculty members: Visiting Professor of Management Dominique Jolly (left) and Visiting Assistant Professor of Business Administration Arthur Daemrlich.

### “2012中欧—华安锐智沙龙”聚焦“资本市场变革与投资者保护” CEIBS-Hua'an Salon 2012

9月23日，中欧陆家嘴国际金融研究院携手华安基金共同举办了“2012中欧—华安锐智沙龙”，这是双方第五次携手合作。本次沙龙以“资本市场改革中的投资者保护”和“资本市场展望”为主题，吸引了近百位金融界精英人士和30余家主流媒体。

This year's CEIBS-Hua'an Ruizhi Finance Salon, co-organised by the CLIF and Hua'an Funds, attracted nearly 100 VIPs from the financial sector, as well as more than 30 members of the domestic and international media. The participants gathered, on September 23, to discuss the issues of “Investors' Protection during the Capital Market Reform” and “Outlook for the Capital Market”.





### 中欧陆家嘴国际金融研究院2012年度理事会会议召开 CLIIF Holds 2012 Board of Directors Meeting

9月23日，中欧陆家嘴国际金融研究院2012年度理事会会议召开。出席会议的有：中欧国际工商学院院长朱晓明教授、副院长兼中方教务长张维炯教授、中欧陆家嘴国际金融研究院院长吴晓灵、研究院执行副院长刘胜军、上海市金融服务办公室主任方星海、上海银监局局长廖岷、上海证监局局长张思宁、中国人民银行上海总部金融稳定部副主任杜要忠等。

10月11日，中欧陆家嘴国际金融研究院2012年检察官培训项目第三期正式启动，这也是研究院举办的第六期“金融法律高级培训项目”。

On September 23, the annual meeting of the CEIBS Lujiazui Institute of International Finance (CLIIF) Board of Directors was held in Shanghai. Attendees included: CEIBS Executive President Prof Zhu Xiaoming, Vice President and Co-Dean Prof Zhang Weijiong, CLIIF Director Madame Wu Xiaoling, CLIIF Executive Deputy Director Gary Liu, Shanghai Financial Services Office Director-General

Fang Xinghai, Shanghai Bureau of China Banking Regulatory Commission Director Liao Min, Shanghai Bureau of China Securities Regulatory Commission Director Zhang Sining and People's Bank of China Shanghai Financial Stability Office Vice-Director Du Yaozhong. Then on October 11, CLIIF launched the 3rd Governmental Prosecutor Education Programme, which aims to equip prosecutors with updated knowledge on financial laws and systems.

### 中欧中方院长朱晓明、欧方院长佩德罗·雷诺获颁西中理事基金会奖

#### CEIBS Presidents Honoured

10月4日，中欧国际工商学院中方院长朱晓明教授和欧方院长佩德罗·雷诺（Pedro Nueno）教授在西班牙马德里获授西中理事基金会奖，这一殊荣是对两位院长为推动中西两国友好关系发展所做的辛勤工作和特殊贡献的认可。西班牙外交大臣加西亚·马加略（D. José Manuel García-Margallo y Marfil）、西中理事基金会主席胡安·利亚多·阿尔布鲁阿（D. Juan Lladó Arburúa）、中国驻西班牙大使朱邦造以及50余位西班牙商界领袖一同出席颁奖典礼。

On October 4, CEIBS Executive President Zhu Xiaoming and President Pedro Nueno were presented with the prestigious Spain-China Foundation Awards by Spain's Minister for Foreign Affairs and Cooperation José Manuel García-Margallo. They were being honoured for the role they have played in strengthening the ties between China and Spain, through education.



### 中欧成功举办欧洲创新论坛 European Innovation

10月16日，以“孕育创业及创新精神，欧洲企业家的成功范例”为主题的中欧国际工商学院欧洲创新论坛在中欧上海校园成功举办。本次论坛由中欧携手爱尔兰、芬兰及波兰驻上海总领事馆联合举办。欧洲企业家们分享了他们的创业经验和个人心得，包括如何在欧洲创业并获得成功、如何在中国发展业务、如何在当今经济形势下更好地鼓励并推动创业等议题。

CEIBS, in association with the Consuls General of Ireland, Finland, and Poland, hosted a group of business executives from the three countries on October 16. They shared compelling speeches about “Fostering Entrepreneurship and Innovation – European Success Stories.”

## 摩立特集团合伙人做客中欧 Pricing Strategy

10月18日，摩立特集团合伙人及摩立特旗下子公司战略定价集团创始人汤姆·纳格（Tom Nagle）博士在中欧高层管理论坛上发表了题为“实施战略定价管理，通过价格提升利润”的精彩演讲。

On October 18, Partner at Monitor and Founder of the company's Strategic Pricing Group Dr Tom Nagle shared his extensive knowledge on the topic of "Manage Pricing More Strategically to Make Prices More Profitable." He was speaking at an Executive Forum to a packed room of students and alumni.



## 法国依视路集团主席谈“企业成功十二战略要素” Essilor Chairman Lectures on Strategy

10月19日，全球最大的视光企业之一法国依视路集团主席格萨维埃·冯达磊（Xavier Fontanet）到访中欧校园，为中欧MBA学生带来以“企业成功十二战略要素”为主题的演讲。

Xavier Fontanet (right), Chairman of the Board of Essilor International SA, a French company specialising in producing optical products, gave a lecture at CEIBS, on October 19, entitled "The Twelve Keys of Strategy". The address covered a variety of topics including the value of market share, the experience curve, as well as growth strategies and the life cycle for businesses and products.



## 中欧培训上海旅游人才 CEIBS Trains Executives in Shanghai Tourism Industry

10月23日至25日，由上海市旅游局与中欧国际工商学院共同合作的2012年上海市区县旅游局长、骨干旅游企业负责人短期培训课程圆满结束。院长朱晓明教授亲自为培训班学员授课。此次培训历时三天，主题为“数字时代的战略思考与营销”。来自上海市各区县旅游管理部门、旅游行业大型企业和主流媒体的近50名学员参加了本次培训。

CEIBS, together with the Shanghai Municipal Tourism Administration, offered a training course on "Strategic Thinking and Marketing in the Digital Era" for a group of more than 50 executives and senior officials from the tourism industry from October 23 to 25. Participants included Directors-General of Tourist Bureaus in Shanghai, heads of major tourist agencies and the mainstream media. The course was taught by a team of high-calibre CEIBS professors, including Executive President Prof Zhu Xiaoming (standing) and Adjunct Professor of Management Jeff Sampler.



## 首届中国创新论坛成功举办 CCI's Inaugural Innovation Forum

10月24日，由中欧中国创新中心（CCI）主办的首届中国创新论坛在中欧上海校区成功举办。

More than 20 companies participated in the first China Innovation Forum organised by the CEIBS Centre on China Innovation (CCI) on October 24.





### 中欧国际顾问委员会委员李彦宏到访北京校园 Dialogue with Robin Li

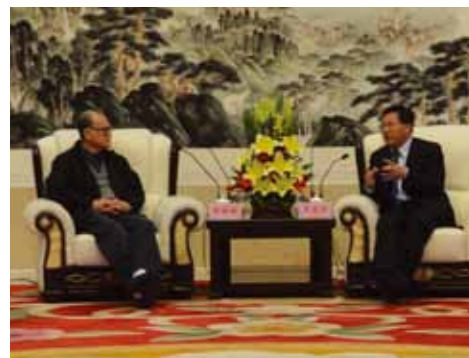
10月27日，中欧国际工商学院国际顾问委员会委员、百度公司董事长兼CEO李彦宏先生做客中欧北京校园，与战略学副教授陈威如展开巅峰对话。副院长兼教务长约翰·奎尔奇教授出席并致辞。

Robin Li (right), Co-founder, Chairman and CEO of Internet search giant Baidu.com, was one of the main speakers during an event held at the Beijing Campus on October 27. He was joined by CEIBS Associate Professor of Strategy Chen Weiru (left), while Vice President and Dean John Quelch delivered the opening speech. Li is also a member of CEIBS International Advisory Board.

### 合肥市委书记吴存荣校友会见朱晓明院长与刘吉院长一行 CEIBS Presidents Meet High-ranking Official in Anhui

10月29日，学院院长朱晓明教授、名誉院长兼教育发展基金会理事长刘吉教授、专程来参加中欧中坤桐城论坛的中国社会科学院原常务副院长王洛林先生以及多位中欧校友在合肥考察期间，受到安徽省省委常委、合肥市委书记吴存荣校友（EMBA 2007）的热情接待。

CEIBS Honorary President Liu Ji and Executive President Zhu Xiaoming met with Member of Anhui Provincial Standing Committee and Party Secretary of Hefei Wu Cunrong (EMBA 2007), during the Zhongkun Tongcheng Forum on October 29.



### 中欧与约翰·霍普金斯大学彭博公共卫生学院联合提供MBA/MPH双学位课程 CEIBS, Johns Hopkins Degree Programme

11月1日，中欧国际工商学院宣布将与约翰·霍普金斯大学彭博公共卫生学院联合提供双学位课程。这一课程为学生们提供了在两所顶尖教育机构学习工商管理知识和公共卫生知识的机会。成功申请并完成学业的学生将获得中欧的工商管理硕士学位（MBA）和约翰·霍普金斯大学彭博公共卫生学院的公共卫生硕士学位（MPH）。CEIBS and the Johns Hopkins Bloomberg School of Public Health have teamed up to offer a coordinated degree programme in which students will receive both a Master of Business Administration (MBA) from CEIBS and a Master of Public Health (MPH) from the Johns Hopkins Bloomberg School of Public Health.

### 朱晓明院长为国防大学90名教学骨干授课 3rd Industrial Revolution

11月1日，国防大学副政委郭俊波中将、国防大学教育长夏兴有少将、国防大学科研部部长于国华少将、国防大学政治部副主任洪晓东少将及国防大学教研骨干班90位领导干部到访中欧。国防大学的干部们深入了解了中欧这座非营利性中外合作的高等学府。随后，学院院长朱晓明教授亲自为他们讲授了《第三次工业革命》课程。

On November 1, CEIBS Shanghai Campus welcomed 90 faculty members from the National Defence University of the PLA China. Executive President Prof Zhu Xiaoming addressed the visitors on "The Third Industrial Revolution".



## 中欧国际顾问委员会首次年度全体会议在沪隆重举行 Historic IAB Meeting

11月2日，中欧国际工商学院国际顾问委员会（IAB）首次年度全体会议在中欧上海校园隆重举行。近20名国际顾问委员会成员出席了会议。该委员会集结了来自中国和全球知名跨国公司的众多商业领袖，他们将与学院领导一起商讨中欧未来的发展战略；此外，他们还将为学院的教学和研究项目提出建议，以期进一步提升中欧的国际知名度和竞争力。

CEIBS hosted almost 20 top level executives during the inaugural meeting of its International Advisory Board (IAB) on November 2. The IAB brings together Chinese business leaders and their peers from multinational companies to advise CEIBS Presidents and Deans on the school's strategy.



## 中欧新增四名学术委员会成员 New Academic Council Members

近日，中欧学术委员会新增四名成员。他们是：约翰·霍普金斯大学彭博公共卫生学院院长迈克尔·克莱格（Michael J. Klag，左一）、伦敦商学院院长及会计管理实务学教授安德鲁·里奇尔曼（Andrew Likierman，左二）、阿根廷IAE商学院院长及GESE研究中心教授马塞洛·帕拉迪诺（Marcelo Paladino，左三）和巴黎高等商学院（HEC）院长伯纳德·拉玛南嗒（Bernard Ramanantsoa，右）。



Johns Hopkins Bloomberg School of Public Health Dean Michael J. Klag (left), London Business School Dean and Professor of Management Practice in Accounting Andrew Likierman (2nd left), Dean of IAE and Professor of GESE Research Centre Marcelo Paladino (2nd right) and HEC Paris Dean Bernard Ramanantsoa have been appointed to CEIBS Academic Council.



瓦伦·查达  
Varun Chadha

拉胡尔·戴维迪  
Rahul Dwivedi

塔尔哈·可汗  
Talha Khan

## 中欧MBA在新国大2012“Cerebration”商业挑战赛中荣获亚军 CEIBS Team is 1st Runner-Up in Global Business Case Competition

11月2日，经过与来自世界各地81所商学院的724个队伍之间长达4个月的激烈竞争，中欧国际工商学院2012级MBA团队“IBTIDA”在新加坡国立大学商学院“2012 Cerebration”商业挑战赛中取得了第二名的好成绩。来自伦敦商学院的EMBA队伍获得了一等奖。“Cerebration”大赛的名称由两个英文单词“cerebral（大脑）”和“celebration（庆典）”组合而成，是世界领先的研究生级别商业挑战赛之一。

After four months of intense competition with 724 teams from 81 business schools around the world, a team of CEIBS MBA 2012 students took the first runner-up prize in the NUS Business School “Cerebration 2012” global MBA challenge in November. The Cerebration competition – the name is a combination of “cerebral” and “celebration” – is one of the world's leading Master's level business challenges. This year's field included teams from the global top 30 business schools.



## 2012中国最佳商业领袖奖在沪盛大启动 China Business Leaders Award 2012

11月3日，由第一财经主办的“2012中国最佳商业领袖奖”评选于上海正式启动。上海东方传媒集团副总裁、第一财经传媒有限公司总经理秦朔，中欧国际工商学院副院长兼中方教务长张维炯教授，德勤中国合伙人王大威等人共同揭晓了本年度“中国最佳商业领袖奖”的评选主题——“领导力·定”。

A ceremony to mark the launch of China Business Leaders Award 2012 was held in Shanghai on November 3. SMG Vice-President and CBN General Manager Qin Shuo, CEIBS Vice-President and Co-Dean Zhang Weijiong and Deloitte China Lead Partner Jungle Wong announced the theme for this year's award: Leadership – Concentration.

## 中欧与安永合作设立新兴市场研究中心

### Ernst & Young, CEIBS Establish Research Centre for Emerging Market Studies

11月7日，中欧国际工商学院与安永国际会计公司（Ernst & Young）宣布正式合作成立中欧“新兴市场研究中心”（RCEMS, Research Centre for Emerging Market Studies）。该中心将聚焦新兴市场，重点开发与领导力相关的著作，并向商业团体和政府部门提供与此类市场相关的最新知识。中欧战略与国际商务教授麦克罗（Klaus E. Meyer）担任该中心学术主任。

On November 7, Ernst & Young and CEIBS announced the launch of the CEIBS Research Centre for Emerging Market Studies. The Centre will focus on developing thought leadership in Emerging Markets, as well as providing the business community and governmental organisations with new knowledge of these markets. CEIBS Professor of Strategy and International Business Klaus Meyer will be the academic director.



## 弗兰西斯科·鲁宋做客中欧

### Santander's Francisco Luzón Speaks at CEIBS Executive Forum

11月7日，桑坦德银行拉美地区执行副总裁、董事会副主席及战略负责人弗兰西斯科·鲁宋（Francisco Luzón）先生做客中欧高层管理论坛，以“拉丁美洲——21世纪的赢家”为题发表了精彩演讲，并与上百名中欧校友探讨拉美地区的机遇与挑战。中欧管理学教授、国际EMBA课程学术主任范悦安（Juan Fernandez）出席并主持了此次活动。

Francisco Luzón, Senior Executive Vice President, Deputy to the Chairman and Head of Strategy Banco Santander Latin America, shared his extensive knowledge of the region with the CEIBS community on November 7. Discussing the challenges and opportunities of the region, he spoke on “Latin America – A Winning Continent of the 21st Century”. CEIBS Professor of Management and Academic Director of the Global EMBA Programme Prof Juan A Fernandez moderated the event, which attracted more than 100 attendees.



## 中欧培训非洲技术工人

### CEIBS Trains Artisans in ICT and Business Management

11月8日，中欧国际工商学院奥赛·图图二世管理培训和研究中心“信息技术与商业管理”公益课程的首批学员——近30名非洲技术工人正式毕业。今年8月至10月，中欧为这批来自加纳库马西市汽车产业集群的技术工人提供了包括基础信息技术、基础财务管理及服务营销等方面内容的培训课程。

The first group of artisans trained through CEIBS Osei Tutu II Centre for Executive Education & Research – part of the school's drive to encourage corporate social responsibility – graduated on November 8. In this first round of the programme, called ICT and Business Management for Artisans, CEIBS trained close to 30 artisans who come from Suame Magazine, an auto industrial hub in Kumasi. The students were trained in Basic ICT, Basic Financial Management and Service Marketing from August to October, 2012.



### 中欧成功举办首场假面舞会“红枫之约” CEIBS Holds Masquerade Ball

11月9日，中欧国际工商学院MBA学生会携手校友会共同打造了首场华丽典雅的假面舞会“红枫之约”。舞会吸引了150余名中欧MBA、EMBA、FMBA学生和校友，同时，包括朱晓明院长，副教务长、MBA学术主任陈世敏教授，校友关系事务部主任王庆江，EMBA课程副主任赖卫东，中坤集团市场营销学访问教授陈宇新，MBA招生和职业发展部主任李瑗瑗和MBA课程部副主任马宁在内的多名学院领导和教授也到场助兴。

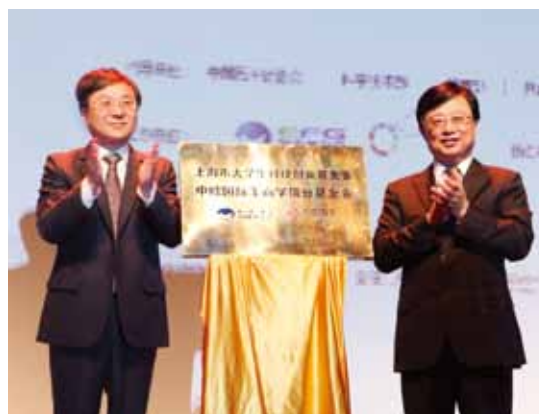
A spectacular masquerade ball, organised by the MBA student committee and the Alumni Office, with the support of CEIBS Executive President Zhu Xiaoming, attracted more than 150 MBA, EMBA, and FMBA students and alumni on November 9. Associate Dean and Academic Director of the MBA Programme Prof Chen Shimin, Director of the Alumni Office Wang Qingjiang, Zhongkun Group Visiting Chair Professor of Marketing Chen Yuxin, EMBA Associate Director Weldon Lai, Director

of MBA Admissions and Career Services Yvonne Li, and MBA Department Deputy Director Ning Ma, also attended the memorable event.

### 上海市大学生科技创业基金会在中欧设立分基金会 EFG Foundation Establishes CEIBS Branch

11月9日，“上海市大学生科技创业基金会中欧国际工商学院分基金会”在2012创业周暨全球创业周中国站开幕式上正式成立。上海市教委副主任印杰与学院院长朱晓明教授共同为此揭牌。十一届全国人大常委会副委员长、民进中央主席、创业基金会会长严隽琪，上海市副市长姜平，上海市金融办主任方星海，联想控股有限公司董事长柳传志等出席开幕式并发表精彩演讲。

The CEIBS branch of the Shanghai Technology Entrepreneurship Foundation for Graduates (EFG) was launched on November 9 during a ceremony attended by CEIBS President Prof Zhu Xiaoming (right), Deputy-Director of Shanghai Municipal Education Commission Yin Jie (left), as well as other high-level city officials and prominent entrepreneurs such as the Vice Mayor of Shanghai Jiang Ping and President of Lenovo Liu Chuanzhi.



### 中欧颁发“2012年度中欧最佳雇主奖” CEIBS Honours 2012 MBA Recruiters

11月20日，由中欧MBA职业发展中心主办的2012雇主答谢会在中欧上海校园举行。此次活动邀请到来自微软、中金、霍尼韦尔、科尔尼、安盛、拜耳、杜邦、陶氏、华侨银行等60余家国内外知名企业的百余名代表参加，并在现场颁发了“2012年度中欧最佳雇主奖”。

On November 20, more than 100 recruiters from 70 renowned multinational and Chinese enterprises attended the 2012 MBA Recruiters' Appreciation Workshop & Cocktail Reception. Leading companies such as Microsoft, Honeywell, CICC, A. T. Kearney, Bayer, Dupont, Dow Chemical, and OCBC were represented at the event, while CEIBS Vice President and Dean John Quelch, Associate Dean and Academic Director of the MBA Programme Chen Shimin, and MBA Director of Admissions and Career Services Yvonne Li, were there to express their gratitude to the recruiters.



黄奇帆  
Huang Qifan



王玉普  
Wang Yupu



杜家毫  
Du Jiahao



曹广晶  
Cao Guangjing



刘剑  
Liu Jian

### 五位中欧校友当选中共第十八届中央委员和候补委员 5 CEIBS Alumni on 18th Central Committee of the Communist Party of China

11月15日，中国共产党第十八次全国代表大会胜利闭幕。中欧国际工商学院共有5位校友当选中国共产党第十八届中央委员会委员和候补委员。其中，当选中央委员的是：重庆市市长黄奇帆校友（EMBA 1998）和中华全国总工会党组书记、副主席、书记处第一书记王玉普校友（EMBA 2003）；当选中央候补委员的是：黑龙江省省委副书记杜家毫校友（EMBA 2005），中国长江三峡集团公司董事长、党组书记曹广晶校友（EMBA 2007）和中共阿勒泰地委书记刘剑校友（EMBA 2002）。学院向这五位校友表示热烈的祝贺。

5 CEIBS alumni were chosen as members or alternates of the Central Committee of the CPC during its 18th National Congress. They are: Huang Qifan (EMBA 1998), Mayor of Chongqing; Wang Yupu (EMBA 2003), Party Secretary and Vice-President of All-China Federation of Trade Unions; Du Jiahao (EMBA 2005), Vice Party Secretary of Heilongjiang Province; Cao Guangjing (EMBA 2007), Board Chairman and Party Secretary of China Three Gorges Corporation; and Liu Jian (EMBA 2002), Party Secretary of Altay, Xinjiang.



### 中欧大讲坛之“大选后的美国经济与资本市场”讲座成功举办 Kenneth Griffin at Alumni Forum

11月15日，中欧大讲坛系列讲座之“大选后的美国经济与资本市场”在中欧国际工商学院陆家嘴国际金融研究院成功举办。美国城堡集团创始人兼首席执行官肯尼斯·格里芬（Kenneth C. Griffin）应邀担任主讲人。学院院长朱晓明教授、副院长兼中方教务长张维炯教授出席并致辞。多名中欧金融行业校友欢聚一堂，聆听了本次讲座。

On November 15, CEIBS welcomed Kenneth Griffin, Founder and CEO of Citadel, a Chicago-based hedge fund. He spoke about “The World Economy and Capital Markets after the U.S. Presidential Election” during a forum at the CEIBS Lujiazui Institute of International Finance. The event was supported by the CEIBS Alumni Finance Club, with CEIBS Executive President Zhu Xiaoming and Vice-President and Co-Dean Zhang Weijiong among the attendees.

### 中欧国际工商学院校庆论坛成功举办 2012 Anniversary Forum on Domestic Consumption

11月18日，中欧国际工商学院校庆论坛于北京校园成功举办。本次论坛以“国内消费：中国经济的新引擎？”为主题，为学者、政策制定者和商界领袖提供了绝佳的交流对话平台。

On November 18, the challenges of China's economic transition, boosting domestic consumption, and whether a higher domestic consumption rate is the best long-term prescription for stable economic growth were among the issues analysed during the 2012 CEIBS Anniversary Forum. Held at CEIBS Beijing Campus under the theme of “Domestic Consumption: A New Growth Engine in China?” the forum was an opportunity for economists, government policy makers and business leaders to exchange ideas.





### 中欧教授给蓉城企业家支招 EMBA Forum in Sichuan

11月15日，中欧国际工商学院EMBA管理论坛在成都举行。副教务长、拜耳领导力教席教授忻榕以“促进企业持续发展的人才战略”为题发表了主题演讲。近400名当地知名企业家、中欧校友和10余家当地主流媒体参加了这一论坛。

More than 400 local entrepreneurs and alumni turned out for a November 15 EMBA Forum in Sichuan where Professor of Management, Bayer Chair in Leadership, Associate Dean (EDP) Katherine Xin was the guest speaker. The event also attracted more than ten local mainstream media.

### 中欧举办第五届欧盟主题日活动 Fifth Annual EU Day Held at CEIBS Beijing Campus

12月1日，第五届欧盟主题日活动在中欧北京校园顺利举办。此次活动邀请多位重量级嘉宾发表演讲，其中包括：塞浦路斯共和国驻华大使伊欧娜·玛莉奥蒂斯（Ioanna Malliotis），欧盟委员会教育、文化、多语言和青年事务委员安吉拉·瓦西利乌（Androulla Vassiliou，右图），中欧管理学特聘教授兼全球管理和中欧商务联系教席教授苏理达（Hellmut Schütte）以及来自欧盟伊拉斯谟世界之窗项目的代表。

The 5th Annual EU Day was held at the CEIBS Beijing Campus on December 1. Speakers included H.E. Mrs Ioanna Malliotis, Ambassador of the Republic of Cyprus; H.E. Mrs Androulla Vassiliou (right), EU Commissioner for Education, Culture, Multilingualism and Youth; Prof Hellmut Schütte who is CEIBS European Chair for Global Governance and Sino-European Business Relations; and representatives from the Erasmus Mundus Programme of the European Commission.



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# 中欧国际工商学院

## 成功举办首次海外高端峰会 2012 “中欧一成为” 欧洲论坛 CEIBS-Chengwei Europe Forum 2012



文 / 夏敏 By Charmaine N. Clarke



11月6日，2012“中欧一成为”欧洲论坛在英国伦敦圣潘克拉斯万丽酒店隆重举行。在“中国经济：寻找新的成长力量”这一主题之下，中欧国际工商学院、成为资本、中国印·李岚清篆刻书法艺术展组委会和中华人民共和国驻大不列颠及北爱尔兰联合王国大使馆联合主办了本次论坛，伦敦商学院为本次论坛合作伙伴。论坛力邀各方专家学者，深入探讨中国经济向上生长的新力量，并在全球大背景下展开东西方的对话与交流。300余名中外政、商、学界嘉宾参加论坛。请继续阅读此次论坛上的精彩演讲节选：



Government officials, academics and business executives gathered in London on November 6 to explore the topical issue of 'China's Economy: Seeking Momentum for New Growth' during CEIBS-Chengwei Europe Forum 2012. Hosted by CEIBS, The Committee of Contemporary Chinese Seals by Li Lanqing and the Embassy of the People's Republic of China in the United

Kingdom of Great Britain and Northern Ireland, the forum provided a platform for a focused and intellectual East-West dialogue within a global context. London Business School was event partner. Participants included current and former Chinese government officials, scholars from China and Europe, as well as prominent individuals from the global business world. Read on for outtakes:



**朱晓明教授 中欧国际工商学院院长、中天集团管理学教席教授**  
**Prof Zhu Xiaoming, CEIBS Executive President & Professor of Management**

“中国正处在历史上最重要的转型时期。经济体制变革和增长模式的转变使中国面临着前所未有的挑战和机遇。为此，‘中欧—成为2012欧洲论坛’特以‘中国经济：寻找新的成长力量’为主题。让世界充满期待，使中国肩负责任。”

“China too faces its most important period of transition, which will bring unprecedented challenges and opportunities from economic restructuring and a shift in the model of growth. Thus, CEIBS-Chengwei Europe Forum 2012 has chosen ‘China’s Economy: Seeking Momentum for New Growth’ as its theme. With great expectations from the world at large, China shoulders its due responsibilities.”



**钟山 中国商务部副部长兼国际贸易谈判副代表、党组成员**  
**Zhong Shan, Vice Minister of Commerce, PRC**

“今天的论坛是在英国举办的展览及学术研讨等系列活动的一部分，旨在促进中国与欧洲在文化、教育及经贸等多方面的交流。中欧国际工商学院正是中国与欧盟在教育文化领域最成功的合作典范。”

“Today’s forum is part of a series of activities being staged in the UK in an effort to promote the Sino-European exchange in respect of culture, education, economy and trade. In the area of education and culture, CEIBS is the most successful example of collaboration between China and Europe.”



成思危教授 原全国人大常委会副委员长  
Prof Cheng Siwei, Former Vice Chairman of the Standing Committee of China's National People's Congress

“我认为，未来中国经济的发展需要从依靠外需和投资转向依靠内需消费，从粗放式发展转向集约式发展，从依靠外部力量转向依靠内部力量。时不我待。”

“My thoughts on China's future economic development: we need to change from relying on foreign demand and investment to relying on domestic consumption; to change from extensive growth to intensive growth; to change from external momentum to internal momentum. The time [that we have available to make this change is] limited.”

李籁思博士 渣打银行首席经济学家兼全球研究部负责人  
Dr Gerard Lyons, Chief Economist and Group Head of Research, Standard Chartered Bank



“当今中国贸易面临的问题需要从以下三个方面来考虑：第一，贸易本身面临哪些问题；第二，这些问题对中国的启示；第三，如果贸易不再是问题，中国还面临哪些问题？”

对中国而言有许多积极因素：新贸易渠道涌现；中产阶级不断增多；人口多元化；供应链整合等等。但是挑战在于：西方世界增长乏力，人们需要一个替罪羊。

这对中国而言意味着什么？这意味着中国应当重视货币问题；意味着中国应当在G20集团中扮演更加重要的角色；意味着中国应当在产业价值链中提升自己的分工地位；也意味着中国应当购买更多具备较高附加值的海外资源。

中国还面临哪些挑战呢？当今中国面临的巨大挑战在于基础设施方面。基础设施不仅仅是指硬件设施，例如火车站和高楼大厦，这方面中国的确做得不错；但基础设施也包括软性的方面，比如社会结构和教育。民主和法律制度也是基础设施的一部分，它们都与贸易问题及知识产权问题相关。因此，我认为贸易并不是个大问题，中国还面临着其他方面的挑战。”

“In terms of trade and challenges facing China there are three issues. First what are the challenges or issues relating to trade itself? Second what are the implications for China; and third, given that trade is not the challenge, then what is the challenge?”

The new trade corridors, the emerging middle class, the diversity, the supply chains – these are all positives for China.

The big challenge is the fact there is the lack of growth in the West and people need to look to someone to blame.

That [brings us to] the second issue: What does it mean for China? It means [addressing issues related to] currency, it means taking a bigger role in the G20, it means China moving up the value chain, and China buying more resources overseas. But those resources need to be higher value added resources and that in itself will pose greater challenges for the recipient countries. [However] it doesn't mean recipient countries will react negatively.

Where are the challenges for China then? ...China's biggest challenge is its institutionalised infrastructure. Democracy and the legal system is one aspect of that, and [these issues are] linked in with the trade issue, and international property rights as well. So I don't think trade is the big problem; there are other challenges that China faces.”



**吉迪恩·拉赫曼** 英国《金融时报》首席外交事务评论员  
Gideon Rachman, Chief Foreign Affairs Commentator, *Financial Times*

“在政治体制方面，美国的制度或多或少使领导人治理起来比较困难，而中国的体制则使治理相对容易。正如美国总统奥巴马在过去四年中所经历的那样，他提出了各种各样的计划，但若不能控制国会，那些计划都非常难以实现。

哪种体制更佳呢？目前，许多西方人士都颇为羡慕中国拥有解决长期问题的能力。例如美国债务危机，尽管目前中国并不存在这样的问题，但我认为即便中国会面临这个问题，也一定能找到一个更加稳健的应对解决方案来化解危机。而在美国的体制下，这一过程则会因为国会与总统的角力而产生种种问题。

美国的三权分立体制当然也有其可取之处。在美国，推动一项政策成立生效的过程十分艰难，但当其最终获准实行时便会拥有广泛的共识。有时，能够阻止一些人步子迈得太大也是美国体制的优点所在。”

“The American system is more or less designed to make it hard to govern, and the Chinese system is designed to make it easy to govern... As [US President Barack] Obama has discovered in the last 4 years, you could come in with all sorts of plans, but if you don't control Congress, it's very, very hard to get things done.

Now which system is better? At the moment, there would be many in the West who have looked with some envy at China's ability to deal with long-term problems. [Take the issue of] the US debt [for example]. I know that China doesn't have this problem, but if the Chinese did, I think they would be able to set up a more sustainable way of dealing with and bringing it down... [as compared to] the incredible problems that any American system will have in getting it down, given the problems of Congress and so on.

There are also certain things to be said about the American system of checks and balances. Things that get approved in America are very hard to get done; but when it's done, you get... a broad consensus. And sometimes there are merits to being able to stop a fellow member from taking rapid action.”

**方文建** 中国银行伦敦分行总经理、中国银行（英国）有限公司董事兼首席执行官  
Fang Wenjian, General Manager, Bank of China London Branch; Director & Chief Executive Officer, Bank of China (UK) Limited

“我们应该吸取西方的经验教训。回望过去，金融危机爆发的直接原因之一就是银行业问题。当银行业陷于困境，政府不得不帮助它们脱困，而纳税人要为此承担成本。中国政府和银行业要从中吸取教训。目前中国的银行治理得确实不错，但并不意味着未来就不会有问题。

银行业应该重点关注公司治理，积极协助推动中国的金融改革。”

“We should learn from the lessons here in the West. If we look back over the past few years, one of the immediate reasons for economic or financial crises is that the banks fold. The banks are in trouble [and] that is a big problem because the government has to bail them out and tax payers might have to take on the cost of that. So it's very important for Chinese banks and the Chinese government to learn from this. I think all Chinese banks are managed properly... but that does not mean you won't have problems in the future.

The banks should focus on proper management... and they should help promote financial reform in China.”





**列昂·布里坦爵士**  
 前欧盟委员会副主席、瑞银投资银行全球副主席  
**Lord Leon Brittan, Former Vice President of the European Commission, Vice Chairman of UBS Investment Bank**

“我想与各位分享的是：我们如何才能尽最大可能实现稳定的增长，以期在2022年迎来最佳的局面。

我有三个建议：第一，中国要继续开放市场和推动经济自由化；第二，中国要加速向消费经济转型，因为依靠外贸出口拉动的经济模式已经不再有效；第三，中国经济的增长率仍应保持在全球相对较高的水平，但较之过去十年而言则应当放慢速度。

我也想就本次论坛中的一些议题发表观点。首先，关于人民币应该升值还是贬值。我认为升值或贬值不应由政策直接决定。汇率的变化应该是在某种正确政策的指导下进行，而非直接由政策决定。我认为，应当综合考虑各种因素来选择正确的汇率政策，然后接受在其指导下变化的汇率。

第二，中国将如何继续进行经济转型并刺激消费？中国的社保体系并不完善，特别是农村与城市之间的差距较大。如果要想实现向消费经济的转型，我认为建立一个更有力的社会保障体系将是最为行之有效的手段，因为社保体系能够影响到人民的消费习惯。

下一个问题是：中国企业的全球化发展是否能带来经济繁荣？我的建议是，不要为了全球化而全球化。

我鼓励中国用自己的影响力不断推动贸易自由化，消除贸易壁垒。这对中国也有好处，也依然需要一个长久的过程来实现。”

“I will share my views on what should be done to maximise the chance of achieving stable sustainable growth in order to achieve the best possible outcomes for 2022.

My three recommendations will come as no surprise: First of all, China should continue to open up and liberalise its economy. Secondly, China should celebrate the switch to consumption based economy because the export-led model has reached its expiry date; and, thirdly, China should go for a growth rate which is high by global standards but not as fast as has been achieved in the past decade.

Now let me turn to the specific questions that are interposed in [the forum's] programme. The first one is: should the currency appreciate or depreciate. I'm going to give you an answer which some may find difficult to accept: I don't believe that the question of the appreciation or depreciation of the currency should be the determinant of policy. I think that the exchange rate would be the *consequence* of right policy and not the *determinant* of policy. I think you should choose the right policy for other reasons and accept the rate for that reason.

How will China continue its transformation [and stimulate] consumption? We all know about the inadequacy of the social security system of China up to now, and in particular the differences between what's provided in rural areas and what is divided in urban areas. If we wish to switch to a consumption based economy [an enhanced social security system] is the most productive route to do so.

...The next question is: will globalisation lead to a prosperous economy? [My answer is simple]: Don't pursue globalisation for its own sake.

If I may conclude on a policy note that relates to the Chinese role in the world. ... I would urge China to use its influence in the global economy in the trade world in the direction of pressing and pushing for further globalisation for the further removal of barriers... Because it will be in your interest in the future – as it has been in the past – and because there's a long way still to go.”

深入了解2012“中欧-成为”论坛请访问中欧网站  
 Complete story at [www.ceibs.edu](http://www.ceibs.edu)



# 领军人物 不会停下前进的脚步

中国CEO领导力课程：领导力巅峰之旅，2013年6月开课(模块制)，上海/瑞士

当全世界的目光都聚焦于中国的时候，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，明日身陷困局的案例。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

领导力是一门艺术，需要不断地琢磨，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，铸造内力，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。

## 联系我们

上海：徐女士 电话：021-2890 5300 / 139 0173 8667  
北京：王先生 电话：010-8296 6886 / 139 1075 0360  
深圳：何先生 电话：0755-3337 8159 / 136 3280 5019  
<http://www.ceibs.edu/lcp/>

## 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

- 模块一：从“我”到“我们”，当好教练，培养高效团队
- 模块二：培养内在领导力
- 模块三：发挥积极正向领导力，打造非凡文化，超越绩效预期
- 模块四：可持续领导力：挑战极限，引领卓越





## 全球领导力，多元化品牌

塔塔集团是一家总部位于印度的跨国企业，其2011/12财年销售额达到1000亿美元。塔塔通过道德准则与商业价值完美结合，成为了全球最受信赖和最受尊敬的企业品牌之一。塔塔与中国的渊源可追溯到1859年，今天塔塔集团旗下在中国开展业务的主要企业包括：塔塔咨询服务公司、众达钢铁公司、捷豹路虎公司、塔塔汽车零部件系统公司、塔塔全球饮料公司、营口铁瑞耐火材料有限公司、霍高文建筑系统公司、优克运输设备公司、TKM国际货运公司、塔塔工程公司及塔塔通信公司等。中国正在成为塔塔集团日益重要的增长市场和采购中心。塔塔集团在中国拥有11家公司、3400多名员工。



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# 中欧2012“返校日”活动精彩纷呈

## Alumni Reunion 2012

11月9日至11日，中欧国际工商学院一年一度的“返校日”活动在上海、北京和深圳同步举办。数千名校友重回母校，通过一系列精彩的活动，分享智慧，交流成长，共同再创一段情谊融融的珍贵回忆。

Thousands of CEIBS alumni gathered in Shanghai, Beijing and Shenzhen from November 9 to 11 for the highly-anticipated CEIBS 2012 Alumni Reunion. It was an opportunity for them to share their experiences and knowledge, reconnect with old friends, classmates and professors and re-engage with CEIBS during three days of exciting activities.



朱晓明院长（左）向招商局集团前董事长、博源基金会理事长秦晓博士（右）赠送礼物  
CEIBS Executive President Zhu Xiaoming (left) presents a gift to Dr. Qin Xiao (right), former Chairman of China Merchants Group and Council Chairman of Boyuan Foundation



欧方院长佩德罗·雷诺教授致欢迎辞  
President Pedro Nueno



在奎尔奇教授的带领下，大家一起高声拼出了“CEIBS”  
Dean John Quelch





左起依次为：王倩、傅骏、杨焕凤和宗毅  
From left: Wang Qian, John Fu, Yang Huanfeng and Zong Yi

精彩活动掠影请见照片：

### 一、11月9日，2012中欧校友返校日欢迎晚宴

在中欧上海校园隆重举行的欢迎晚宴拉开了今年校友返校日的序幕。

### 二、11月10日，2012中欧校友年度论坛

中欧校友年度论坛以“传统企业迎接电商新时代”为主题，由汇付天下高级副总裁乙壤月（EMBA 2009）主持，发言嘉宾包括：

- 艾瑞咨询集团研究院院长、首席分析师曹军波先生
- 谷歌全球副总裁、中国区总裁刘允（SEP 2011）
- 腾讯集团高级执行副总裁、腾讯电商控股公司CEO吴宵光（EMBA 2006）
- 东方风行集团首席技术官姜海东（EMBA 2012）
- 银泰网CEO廖斌先生

随后请继续阅读以上五位发言嘉宾的精彩演讲节选。

### 三、11月10日，第五届中欧校友创业论坛

中欧创业学兼职教授、创业与投资中心主任李善友教授主持本次论坛，并总结了中欧近年来在创业领域所作出的努力。

随后，四位校友分享了创业经历及心得，他们依次为：

- 傅骏（EMBA 1998），上海慕斐、丰收蟹庄和创意功夫网创始人，主讲品牌定位问题；
- 杨焕凤（EMBA 2001），上海开能环保设备有限公司总经理，主讲“选择道德的行业”；
- 宗毅（EMBA 2009），芬尼克兹总裁，主讲“裂变式连续创业”；
- 王倩（EMBA 2010），合润传媒创始人兼董事长，主讲“创业就是一次人生”。

### 四、11月10日，“2012中欧秋晚”（爱心联谊晚会）

晚会由中欧校友女性领导力联盟（SHEO）联合中欧校友爱心联盟、中欧校友剧社和乐活会共同举办。

### 五、11月11日，2012中欧校友行业协会论坛

四个校友行业协会论坛同时平行举办，主题分别为：

- “中国模式：直营VS加盟”
- “舌尖上的中欧——食品安全论坛”
- “企业家与摄影家的狭路相逢”
- “创业中的三角关系——创业者、资本方和职业经理人”

### 六、11月11日，返校日教授演讲活动

四位中欧教授发表了主题演讲，四位中欧校友分别担任现场主持，详情如下：

- 庄汉盟教授，主讲“管理战略行为中管理者和激励制度的角色”，由上海汇华企业管理咨询有限公司总经理高航（EMBA 1997）主持；
- 穆恩教授，主讲“了解个性：责任感与成就感的区别”，由上海天佺管理咨询公司总裁康武平（EMBA 2003）主持；
- 芮萌教授，主讲对政治资本与企业行为的看法，由上海钧齐投资管理公司董事长徐智麟（EMBA 2005）主持；
- 张燕教授，主讲“潮起潮落，人来人往——公司高管离职原因之分析”，由上海国盛（集团）有限公司总裁池洪（EMBA 1997）主持。

深入了解“返校日”活动请访问中欧网站

[www.ceibs.edu](http://www.ceibs.edu)



左起：穆恩教授、芮萌教授、庄汉盟教授、张燕教授  
From left: Professors Henry Moon, Oliver Rui, Daniel Chng and Anthea Yan Zhang

Highlights from the events:

### 1. November 9, Welcome Dinner

This elegant event took place at the Shanghai Campus, marking the beginning of this year's Annual Reunion.

### 2. November 10, CEIBS Alumni Annual Forum 2012

Held under the theme "Traditional Enterprises Meet the New Era of E-commerce" and moderated by Ray Yi (EMBA 2009), Senior Vice-President of ChinaPNR, the forum featured five keynote speakers:

- Cao Junbo, President and Chief Analyst of the Research Institute of iResearch Consulting Group
- John Liu (SEP 2011), Vice President of Google Inc
- Free Wu (EMBA 2006), CEO of Tencent E-commerce
- Jiang Haidong (EMBA 2012), CTO of Fleet Entertainment Group
- Liao Bin, CEO of Yintai.com

*This issue includes outtakes from the forum.*

### 3. November 10, The Fifth CEIBS Alumni Entrepreneurship Forum

Adjunct Professor of Entrepreneurship and Executive Director of the Centre for Entrepreneurship and Investment Kelvin Li hosted this forum and took a look back at CEIBS' efforts in encouraging entrepreneurship over the years.

Four alumni shared their experiences and thoughts on entrepreneurship with the audience. They were:

- John Fu (EMBA 1998), Founder of Moviola, Fengshou Crab and AdKungfu.com
- Yang Huanfeng (EMBA 2001), General Manager of Shanghai Canature Environmental Products Co, Ltd
- Zong Yi (EMBA 2009), President of PHNIX
- Wang Qian (EMBA 2010), Founder and President of Herun Media

### 4. November 10, CEIBS Autumn Gala 2012 (Loving Care Charity Union Party)

CEIBS Women Leadership Union collaborated with the Alumni Charity Union, Alumni Drama Club and LOHHAS Club, to host the gala.

### 5. November 11, Alumni Industry Association Forum

Four parallel forums with different themes were held on the same day, exploring topics such as:

- Chinese Mode: Direct Sales vs. Franchise
- A Bite of CEIBS – Forum on Food Safety
- Historical Development of Chinese Camera Industry and Chinese Contemporary Photographic Culture
- Triangle Relationship in Entrepreneurship – Entrepreneur, Investor and Professional Manager

### 6. November 11, Professor Presentations

Four professors delivered excellent speeches while four alumni moderated:

- Prof Daniel Chng: The Roles of Manager and Incentive System in Strategic Management Behaviours, moderated by Gao Hang (EMBA 1997)
- Prof Henry Moon: The Difference between a Sense of Responsibility and a Sense of Achievement, moderated by Kang Wuping (EMBA 2003)
- Prof Oliver Rui: Political Capital and Corporate Behaviour, moderated by Xu Zhilin (EMBA 2005)
- Prof Anthea Yan Zhang: Executive Turnovers in Publicly-Listed Companies: A Comparison of US and Chinese Companies, moderated by Chi Hong (EMBA 1997).

*For the complete report on  
CEIBS Alumni Reunion 2012,  
see [www.ceibs.edu](http://www.ceibs.edu)*



特别报道

CEIBS Alumni Annual Forum 2012

# 传统企业迎接电商新时代

Traditional Enterprises Meet the New Era of E-Commerce

2012年11月10日 November 10, 2012

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## 中国电商发展十年回顾及趋势解读 E-Commerce in China: Looking Back, & at What's Ahead

文 / 艾瑞咨询集团研究院院长兼首席分析师 曹军波

By Cao Junbo, President and Chief Analyst of iResearch Consulting Group's Research Institute

中国电子商务交易的萌芽始于2001年，当年交易规模仅5.5亿元，经过十余年的发展，今年交易规模预计将跃至1.2万亿元。就网络零售交易的规模来看，中国不久就会超过美国，这是因为：C2C（Consumer-to-Consumer，消费者与消费者之间的电子商务）市场大；网民基数大；网购渗透率增长空间大。

美国实体零售业经历了200年的演变才形成了如今的规模，中国实体零售业却在15年间经历了美国近200年的演变过程，在市场竞争程度、发展成熟度以及客户体验等方面远远不及当今美国的水平。因而在近年的急速演变中，中国的实体零售业遭受重大的冲击，用户倾向于选择方便快捷、用户体验更优的电子商务模式。

美国网络零售的前10名中，亚马逊一家独大，其余大多是连锁商店和品牌制造商的线上渗透。而在中国，前10名中除了苏宁易购来自传统零售业之外，其余都是纯电商血统。我相

信，未来中国B2C（Business-to-Customer，企业对终端消费者的电子商务）企业类型的结构将渐渐均衡，会有更多的传统品牌厂商和零售商投入这一领域。

电子商务的盈利模式丰富多样。例如广告收入，淘宝的广告收入今年将突破180亿元，明年淘宝将超过百度成为中国广告收入最多的互联网公司；又如支付平台的应用、天猫佣金的收入等等。这些都是传统零售业所没有的。电商企业的盈利模式主要依靠这些多元化收入，包括购销差价、平台佣金、媒体收入、仓储物流服务费及云服务收益等。多元的盈利模式是支撑电商发展和高估值的一个核心原因。

2012年之后，中国电商将步入成熟发展阶段，B2C领域将会快速发展并在2015年超过C2C。尽管网络购物市场集中度加剧，竞争激烈，但市场格局最终将在未来1至2年内趋于稳定。

平台式运营的效率将会决定未来电商格局的走向，平台

化是整个B2C交易结构演变和交易规模增长的发展方向。

移动零售仍处于早期阶段。2011年中国的移动零售交易规模增长率高达400%，目前更多是从PC（个人电脑）向移动终端转移；相信未来一定能创造新的消费体验和消费模式。

网络零售是零售业中出现最晚、发展速度最快的一种模式。而今，互联网快速由PC互联网向移动互联网转移，整个零售业又将向移动零售转变与升级。O2O（Online-to-Offline，线上与线下结合的模式）带动了 this 市场，O2O市场最大的机会在于对线下资源的整合。

China's e-commerce industry began to emerge in 2001, with an annual turnover of merely RMB 550 million. After more than a decade of development, annual turnover is expected to reach RMB 1,200 billion in 2012. China will soon surpass the US in terms of the volume of online sales because of its enormous C2C (Consumer-to-Consumer) market, huge number of Internet users and the considerable room for growth in online sales.

It took two centuries for the brick-and-mortar retail sector in the US to reach its current size. Meanwhile the sector in China has only had 15 years of development and lags behind that of the US in terms of maturity, competition, and customer experience. China's brick-and-mortar retail sector has not enjoyed the same rapid development that other industries have had in the country in the past two decades, and so increasing

numbers of Chinese consumers prefer the convenience and better customer experience of e-commerce platforms.

In the US, Amazon.com holds the top spot among that country's Top 10 online retailers. The others are mostly online outposts of traditional chain stores and big-brand manufacturers. By contrast, among the Top 10 online retailers in China, only Suning comes from the traditional retail sector, the rest are pure e-commerce players.



I believe that in the future the B2C (Business-to-Customer) business will feature a more balanced structure as more manufacturers and retailers from traditional sectors join the competition online.

E-commerce offers many avenues for revenue, such as advertising. Taobao is expected to take in RMB 18 billion in advertising revenue in 2012, and is forecast to overtake Baidu in the coming year to become the No.1 Internet company by advertising income. Taobao also earns revenue from its payment platform and T-mall commissions. None of these revenue sources are available to traditional brick-and-mortar retailers. Most e-commerce companies earn their revenues from a wide range of channels,

such as the spread between the buying and selling prices, online platform commissions, media earnings, storage and logistics services and online cloud computing services. The diversified profit streams help these companies to develop steadily and at a high valuation.

As 2012 ends, China's e-commerce sector is heading into a mature stage. The B2C business will develop rapidly and overtake the C2C business by 2015. Although the markets for online sales tend to be more concentrated and the competition more intense, the overall market will stabilise during the next couple of years. The future structure of China's e-commerce industry will be determined by the efficiency of platform operations.

Mobile retailing is still in the early stages of development. From 2010 to 2011, the sales volume of China's mobile retailers has increased at an amazing rate of 400% and there is a noticeable shift from transactions done on PCs towards those done on personal mobile devices. I believe that new customer experiences and new consumption methods will be created for this business.

Online retailing is the latest and fastest-developing model in the retail sector. With the e-commerce experience now rapidly migrating from PCs to mobile devices, the entire retail sector must shift its focus towards mobile retailing. The O2O (Online-to-Offline) business helps to energise the market, and the best way to embrace O2O is to integrate offline resources.



## 数字时代的零售业 How the Digital Era has Reshaped the Retail Sector

文 / 谷歌全球副总裁、谷歌大中华区业务总经理 刘允 (SEP 2011)

By John Liu (SEP 2011), Vice President of Google Inc

**在**日常生活中，我们常常能看到人们拿着手机，扫描二维码获得优惠券和打折信息。这正是互联网在改变零售业版图的真实写照。

零售业将来的发展趋势是怎样的？

**首先**，必须明确指出，贸易和商务已经开始更多地通过手机和平板电脑来开展。目前电子商务的交易量近10%来自这些移动终端设备。2011年有超过1亿人使用移动终端设备进行网络交易；

**第二**，社交网络对零售业影响巨大。

我们发现社交网络对交易行为有巨大的影响力。之前用过的人或其他可信赖的人对某一产品或旅游目的地发表的评价，往往会影响之后的客户所做的选择。因此许多中国社区网站开始嵌入商务概念，引导客户发生采购行为。此外，很多人愿意去分享和评价购物的体验和信

**第三**，在线营销正从媒体购买转化为受众购买。广告和营销最终目标是受众，由传统互联网和移动互联网带来的更多精准方式，使得受众购买成为现实。广告的目标客户可以变得非常明确；

**第四**，真正做到无边界的全球消费。亚马逊就真正做到了全球无边界。亚马逊提供的相关数据显示，来自于中国用户的采购量快速增长；巴西的“全球购”意愿最高，接下来是印尼，中国排在第四位，近70%的用户愿意接受全球范围的购物；

**第五**，电子商务拥有灵活的支付和送货方式，包括在线支付、货到付款、免费送货以及第三方支付等，甚至有“线上点击，门店提货”的模式或者将便利店、加油站等地变成取货点的方式。

互联网最伟大的价值在于用数据说话。只有通过分析数据，才能知道以前做得怎样，以及以后要怎样做。电子商务经营者应当具有强大的数据分析能力，不关注数据分析的后果将会很严重。



We often see people scanning 2D codes with their smart phones to get coupons and information about discounts. This is just one example of the many changes that the Internet has brought to the retail sector.

What does the future hold?

**First**, it should be noted that business and commerce is increasingly done through smart phones and tablet PCs. Currently almost 10% of e-commerce transactions are done on such mobile devices. In 2011 more than 100 million people used mobile devices for Internet transactions.

**Second**, social networking sites have a significant impact on the retail sector, and research shows that social networking has a great influence on Internet transactions. Comments posted by previous users about their experience with a product or destination will often

influence the choices of new customers. Many Chinese Internet communities have begun to introduce business concepts on their websites to attract online customers. In addition, many people are willing to share their comments and shopping experiences online.

**Third**, online marketing is moving from being a ‘media buying’ approach to being an ‘audience buying’ one: the ultimate target for advertising and marketing is the audience, and the greater precision that both the traditional and mobile Internet bring to online marketing makes ‘audience buying’ a reality. The customers at which advertising is aimed can be very precisely targeted.

**Fourth**, truly global consumption is becoming free from national boundaries. Amazon has been successful in its boundary-free business.

The data Amazon provides shows that purchases from Chinese users are growing rapidly, while Brazilians are the most willing to “buy globally”, with Indonesians ranking second, and Chinese fourth. Nearly 70% of Chinese Internet users say they are willing to “buy globally” when shopping online.

**Fifth**, e-commerce offers increasingly flexible payment and shipping methods, such as online payment, cash on delivery, free shipping and third-party payment, as well as the “Click and Collect from Store” model, along with picking up goods at convenience stores and gas stations.

The greatest value of the Internet, however, is its precise statistical analysis. Only through data analysis can we assess our progress and plan ahead. E-commerce players therefore must do powerful data analysis, as there are serious consequences for neglecting this.

## 消费体验升级，电商发展的下一波浪潮 Improved Customer Experience: The Next Wave of E-Commerce Development



文 / 腾讯电商首席执行官 吴宵光 (EMBA 2006)

By Free Wu (EMBA 2006), CEO of Tencent E-Commerce

2011年全球电子商务继续快速发展，中国增速最快，电商巨头中B2C (Business-to-Customer，企业对终端消费者的电子商务) 优势明显，但赢者通吃并不绝对。

未来，多渠道布局是发展趋势，电子商务将经历从销售低价产品到注重消费者体验的升级。

对于渴望转型电商的传统零售企业，我的建议是：不要做标准类目的

B2C网站，可以通过成熟的电商开放平台进行商品分销；同时，也可以建立自己的B2C官网，作为品牌展示窗口，再通过有效的客户关系管理系统 (CRM) 进一步将客户从其他电商网站转移过

来。

腾讯拥有7亿活跃用户，今年的经营收入约300亿元，其中绝大多数收入来自游戏娱乐类业务和互联网增值服务。我们也在思考，如何将收入再做投入，以推动产业发展。

我们认为电子商务产业的机会很大。腾讯的战略是希望为用户提供“一站式服务”，除了游戏和娱乐之外，我们认为生活服务也是互联网服务中非常重要的环节。去年我们在电子商务行业投入了20多亿元，并控股了易迅网，以在建立起物流体系的同时发展高质量的用户。

但是我们也清晰地认识到，我们是一家互联网公司，最重要的是打造一个开放的互联网平台；因此我们不希望把自己打造为零售企业。

我们基本的战略包括三个方面：第一是自营易迅网，把标准类目做透做强，吸引客户；第二是搭建起我们的物流布局，再通过QQ网购这个平台向所有商铺开放；最后是微信，微信可以很容易地做到传统行业最想做的会员制，我们把所有的优惠信息积累在客户的微信优惠卡包里，可以随时随身携带。

移动互联网会在很大程度上改变未来人们的生活方式。

今天我们只是刚刚开始走出第一步，还有很多基础设施并不完善，尚在摸索当中。但是我们觉得这是一个非常重要的变化，对整个行业也意味着巨大的机会。

因此，就腾讯电商而言，我们会自营B2C作为电商平台基础，打造一个开放的平台，在移动领域坚决地开展与线下服务结合的业务。我们希望通过移动互联网把线上和线下有机结合在一起。

我们的愿景是：通过无处不在的互联网服务，用户可以随时随地解决包括购物需求在内的各种生活需求。我们希望未来腾讯电商平台的每日独立访客（UV，Unique Visitor）数量突破1亿人，腾讯电商平台的年度交易总额（GMV，Gross Merchandise Volume）突破2000亿元。

In 2011 China ranked first worldwide, in terms of growth rate, in the “great leap forward” of e-commerce. Among the major e-commerce players in China, B2C (Business-to-Customer) companies had an apparent competitive advantage, but winners don't always take all. In the future, as the sector develops and multiple channels emerge, e-commerce platforms will upgrade from offering cheap goods to providing better customer experience.

For the companies in the traditional retail sector who want a share of the e-commerce profits, I have some suggestions. Don't simply create a generic B2C website with the standard categories.

Instead, you should distribute your goods through the open platforms of mature e-commerce channels while also establishing your own official B2C website to showcase your brand, and try to attract customers from other e-commerce websites by utilising effective CRM (customer relationship management).

Tencent has 700 million active users. Its total income for 2012 is estimated at RMB 30 billion, which comes mostly from gaming and entertainment, and Internet value-added services. We are thinking of how we can best invest our income in order to move the industry forward.

We believe that e-commerce will be a great opportunity. It is Tencent's strategy to provide one-stop services for its users. Aside from gaming and entertainment, we know

# CUSTOMER SERVICE



that providing daily necessities is also an important component of Internet service. Last year, we invested over RMB 2 billion in e-commerce and started a shareholding partnership with 51buy.com, in the hopes of establishing a logistics system and attracting high income customers.

We understand clearly, however, that we are still an Internet company focused on creating an open platform. We don't want to brand ourselves as a retail company.

There are three aspects to our basic strategy: First, we operate 51buy.com independently to attract customers with a strong e-commerce website; second, we have established our own logistics system which is open to all sellers through the QQ e-commerce

platform; finally, we have Wechat, a mobile application which creates a membership system highly desired by traditional retail companies because all discount information can be sent directly to “WeChat discount packages” on customers' mobile devices.

The continued evolution of the Internet will, in the future, reshape people's lifestyles. Today we are just taking our first steps. Much of the infrastructure is far from perfect, and various methods are still being explored. But we believe that change is very important and will bring wonderful opportunities for the entire industry.

As for Tencent E-Commerce, we will base our platform on our

independently-run B2C channel and make it open to everyone. In the mobile sector, we will definitely carry out businesses that will involve offline services. We hope that with the help of the mobile Internet we can unite online and offline experiences.

It is our vision to enable our customers to satisfy all their needs (including shopping) anytime, anywhere, with the assistance of Internet services that are also available anytime, anywhere. It is our sincere hope that the daily number of unique visitors to the Tencent E-Commerce platform will eventually exceed 100 million and the annual GMV (gross merchandise volume) on the Tencent E-Commerce platform will exceed RMB 200 billion.



## 电子商务中的“电子”力量 The Power of E-Commerce

文 / 东方风行集团首席技术官 姜海东 (EMBA 2012)

By Jiang Haidong (EMBA 2012), CTO of Fleet Entertainment Group

**我**的演讲主题是：运营和技术如何支持电子商务。

电子商务的本质实际上就是由数据和技术驱动的零售业务。电子商务的内涵在于拉近与品牌商的距离、优化供应

链、提高运营效率以及深入挖掘数据优势。

**首先**，电子商务使得各个品牌产品通过网站和用户直接联系在一起，这是一个非常大的突破；

**第二**，电子商务优化了供应链，让利给消费者。然而，这背后有大量的工作要做，需要实现整个物流体系的全局优化；

**第三**，电子商务提高了运营效率，

降低成本。建立自动化体系之后，电子商务平台能够非常高效地运转，规模越大成本越低，体现规模效应。电子商务的整个体系建设从一开始便要打好基础，随着企业发展，你会发现它的威力。如果企业想做大规模，前期一定要把自动化体系做好，否则后期做迁移非常麻烦，成本非常高；

**第四**，在数据挖掘方面，电子商务能够收集非常全面的数据。电子商务的“货架”是无限的，但是展示空间是有限的，因此我们推出了个性化推荐和搜索。我们一定要精准地拿到

用户所有数据从而做到正确地分析和推荐。这是电子商务企业未来要打造的竞争力之一，也是一定要依赖技术才能实现的。

围绕以上这些核心要素与需求，电子商务企业需要配备四大流程体系：一是要建立自己的库存管理体系；二是能创造良好用户体验的网站营销系统；三是成熟的仓储管理系统；四是完善的配送系统。

除此之外，良好的售后服务体系、财务系统和数据平台也同样重要。只有健全的业务体系才能保证大规模电商企业的顺畅运营。

**O**perations and technology can help e-commerce prosper. The e-commerce business is, essentially, the retail business driven by data and technology. It has proven to have enormous potential for creating a closer relationship with customers, improving supply-chain management, achieving operational efficiency, and collecting and mining data.

E-commerce has made it possible for brands to connect directly with their customers through websites, which is a giant leap forward in ensuring a satisfactory customer experience.

E-commerce has also revolutionised supply-chain management, allowing customers to enjoy

the resulting benefits. However, much more needs to be done to optimise the entire logistics system.

By automating systems, e-commerce platforms also enable companies to lower costs and operate at high efficiency. The larger the scale, the lower the costs. Beginning with a company's early planning stages, attention should be given to platform deployment, or it will lead to continuous problems when the original platform fails to meet growing business needs and all data must be transferred to a new platform.

In terms of data mining, e-commerce offers unparalleled advantages. Online shopping websites are able to collect a significant amount of customer data to learn the individual preferences of their customers and then adjust purchase recommendations accordingly. This is the future for all e-commerce enterprises and it relies on technology development.

In order to tackle the problems that arise in the above mentioned areas, in my opinion, an e-commerce company should be equipped with four procedural systems: 1) its own inventory management system; 2) an online marketing system; 3) a warehouse management system; and 4) a national delivery system.

In addition, good after-sales service, a healthy corporate financial system and a stable data platform are also indispensable to ensure the smooth operation of a successful large-scale e-commerce enterprise. The power of e-commerce can never be reached without a complete business circle.





## 未来的零售——泛渠道零售 Multi-channel: The Future of Retail

文 / 银泰网CEO 廖斌

By Liao Bin, CEO of Yintai.com

作为传统零售企业的一员，我想与大家分享的话题是“泛渠道零售”。电子商务给传统业态带来的冲击非常大。圈内公认的是，未来十年中所有的传统零售业和传统服务业都将电子化。

我们认为零售的核心价值是用户体验。如今，用户的购买渠道是多种多样的。以前，当顾客走进我们的商店，我知道他是我们的用户；但是现在，走进我们商店的顾客并不一定是我们的用户。因为他手上还拿着手机和平板电脑，或者佩戴由谷歌出品的谷歌眼镜；看了我的产品之后，他会通过这些网络设备来进行比价，随即可能变成淘宝、京东或者腾讯的用户。这是无法规避的，我们只能拥抱这种变化。如今，客户在购物的时候其实拥有两重身份，一种是真实的身份，一种是虚拟的身份。因此，我们已设定了一个目标：在客户购物的时候，让他的这两种身份都能受到我们的影响，从而实现良好的沟通。将来我们和客户的沟通可能是通过网站、移动设备、社区、门店、移动应用程序（APP）等等，有太多的新方式。

全方位地识别用户、感知用户、分析用户，并与用户形成互动——这就是我们在未来需要做的非常重要的工作。

零售的核心到底是什么？其实零售的核心是满足用户的需求。为此，首先我们要发现用户，随着数据采集等信息化技术的发展及应用，我们可以知道，走进门店的用户是“谁”；第二，要分析用户的数据，判断用户的需求，制订

精准营销策略，满足他的需求。

但是，最重要的还是在于如何创造需求。对于零售业而言，我们要不断地创新，提供优质服务，由此我们才真正能够拥抱变化，迎接着随着信息科技发展而生的全新零售业态。

Coming from the traditional retail sector I would like to discuss ‘Multi-channel Retailing’. E-commerce has brought great challenges to the traditional retail sector. It is generally recognised within the industry that all the traditional retail and service industries will go digital in the next decade.

The core value of retailing is the user’s experience. Customers now have a wide range of shopping channels. In the past, when a person walked into our store, he was definitely our customer. But nowadays, a person who walks into our store will not necessarily be our customer. Using his cell phone, tablet computer or Google glasses he can compare the prices in our stores with those of online shopping sites and may instantly become a user of Taobao, 360buy or Tencent.

This trend is irreversible. We have no choice but to embrace the change. A customer today actually has two identities while shopping. One is his actual identity, and the other is a virtual one. Therefore

at Yintai.com we have already set a goal to influence both customer identities to improve communication and results. In the future we may communicate with customers in many ways, including through websites, mobile devices, communities, chain stores, and apps.

Recognising customers, sizing them up, analysing them and interacting with them through all available channels – in the future these will be our most important tasks.

What is the core of retailing? Actually the core of retailing is fulfilling the needs of customers. To achieve that goal, we need to first find out who our customers are. Through the development and utilisation of information technology such as data collection, we can know ‘who’ the customer is as soon as he walks into our store. Then we must analyse his personal data, identify his needs, and make a precise sales strategy to satisfy him.

However, creating needs is even more important. The retail industry must continue innovating and providing high-quality services. Only in this way can we truly embrace the changes and the brand-new form of retailing which has been created by the development of information science and technology.