

罗平教授解析国际监管的改革措施

Prof Luo Pin Expounds on International Regulatory Reform Measures



International regulatory reform measures and Basel III were among the topics explored at the 33rd CEIBS Lujiazui Finance Salon on June 8. The keynote speaker was Professor Luo Pin, a research fellow at the Chinese Academy of Social Sciences' Institute of Finance and Banking. The salon was organized by CEIBS Lujiazui International Finance Research Centre.

According to Professor Luo, it is vital to adapt banks' development direction to the overall regulatory environment, and to integrate Chinese- and international regulatory policies. He noted that since the founding of the PRC, Chinese regulatory policies have never been more directly affected by international regulatory policies. In addition, he said, China's active involvement in the international financial market can be seen as a symbol of the country's intention of meeting its goals by taking advantage of global resources, rather than simply being in line with the world market.

The outcome of the second round of the China-US Strategic and Economic Dialogue indicates that both parties will continue to reform their respective regulatory frameworks, so that financial institutions support growth in the real economy and foster innovation in the context of the overall stability of the financial system, Professor Luo said.

6月8日下午，中国社会科学院金融研究所罗平教授做客由中欧陆家嘴国际金融研究院主办的第33期“陆家嘴金融家沙龙”，为80余位中欧校友和金融机构高管分析了国际监管的改革措施以及“巴塞尔协议III”改革草案。

罗平教授认为，我们需要将大的监管环境和银行的发展方向结合起来，把中国监管政策和国际监管政策结合起来。自改革开放甚至建国以来，国际监管政策从来没有像今天这样对中国的监管政策产生一一对应的直接影响，而中国现在这种积极的态势，与其说是积极地和国际接轨，倒不如说是借国际之力办好中国自己的事。中美第二轮战略与经济对话成果表明，中美双方将继续改革各自的监管框架，使金融机构在金融系统整体稳定的环境下支持实体经济、促进金融创新。



新书推荐 NEW BOOKS

成分品牌：使无形可见

Making the Invisible Visible

所谓“成分品牌”，顾名思义，就是指产品中某项必不可缺的成分本身即拥有自己的品牌。《成分品牌：使无形可见》一书（Ingredient Branding: Making the Invisible Visible, Springer Publishing Heidelberg, July 2010）全面介绍了成分品牌运作及品牌经营者成功推进成分的市场表现过程，是这一领域的开山之作。

该书由西北大学凯洛格管理学院美国庄臣国际营销学特聘教席教授菲利普·科特勒博士（Dr Philip Kotler）和中欧工商学院营销学副教授弗沃德博士（Dr Waldemar Pfoertsch）共同撰写。

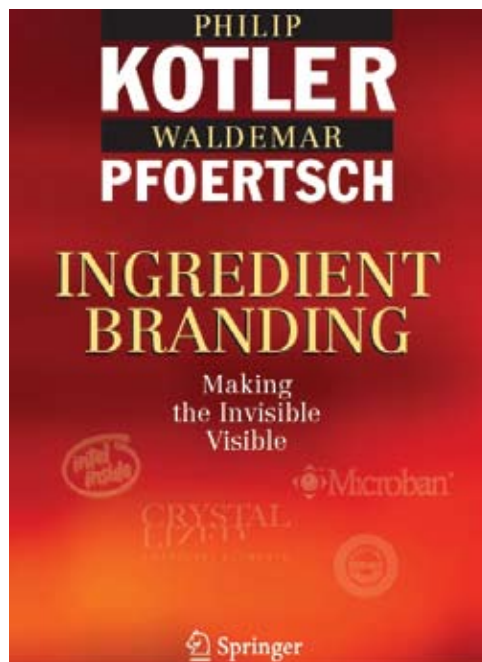
在调查了一百多个成分品牌之后，作者以横跨四个产业领域的分析以及九个详细个案研究，阐述了这项富有生命力的营销新方式。作者立足于英特尔、戈尔特斯、杜比、利乐、禧玛诺、微霸、特富龙、施华洛世奇和碧萃等品牌的成功故事，预言成分品牌战略将越来越多地为供应商所运用。

哈佛商学院（Harvard Business School, Cambridge）管理学教授约翰·奎尔奇（John A Quelch）如此评价本书：“突显产品中某项成分，能够提高产品对于消费者的吸引力，本书解释了这一现象的运作过程及其背后的原因，以使经营者和企业领袖认识到这一全新的营销概念，并加以实施。”奎尔奇教授著有《优秀的市场造就更好的民主国家》（How Good Marketing Makes for Better Democracy）一书。

中欧国际工商学院副院长兼教务长郭理默教授（Rolf D Cremer）也高度评价此书，认为它“以有趣的全新视角审视了复合产品的定位和营销，对于希望推介产品及其成分的企业领袖来说，是一部极具可读性和实际价值的参考书。”

An Ingredient Brand is exactly what the name implies: an ingredient or component of a product that has its own brand identity. *Ingredient Branding: Making the Invisible Visible* (Springer Publishing Heidelberg, July 2010) is the first comprehensive book that explains how Ingredient Branding works and how brand managers can successfully improve the performance of component marketing.

The book was penned by S.C. Johnson & Son



Distinguished Professor of International Marketing at the Kellogg School of Management, Northwestern University, Evanston, Illinois Dr Philip Kotler and Associate Professor of Marketing at CEIBS Dr Waldemar Pfoertsch.

After researching more than 100 examples of ingredient brands, the authors analyze four industries and develop nine detailed case studies to demonstrate the viability of this marketing innovation. Based on the success stories of Intel, GoreTex, Dolby, TetraPak, Shimano, Microban, Teflon, Crystallized from Swarovski and Bitrex; the authors predict that component suppliers will increasingly use Ingredient Branding strategies in the future.

“This book explains how and why putting the brand of an Ingredient on the outside of a product increases its appeal to the customer. The authors give managers and business leaders important insights into how this innovative marketing concept works and implement it,” notes John A Quelch, Lincoln Filene Professor of Business Administration at Harvard Business School, Cambridge, MA and author of *Greater Good: How Good Marketing Makes for Better Democracy*.

Ingredient Branding has also earned high praise from CEIBS Dean and Vice President Rolf D Cremer who described it as a “fascinating, eye-opening perspective on the marketing and positioning of new, complex products, and a most valuable, wonderfully practical and readable book and guide for business leaders wanting to communicate the qualities of their products and components.”

新书推荐 NEW BOOKS

欧洲公司在中国的商业信心

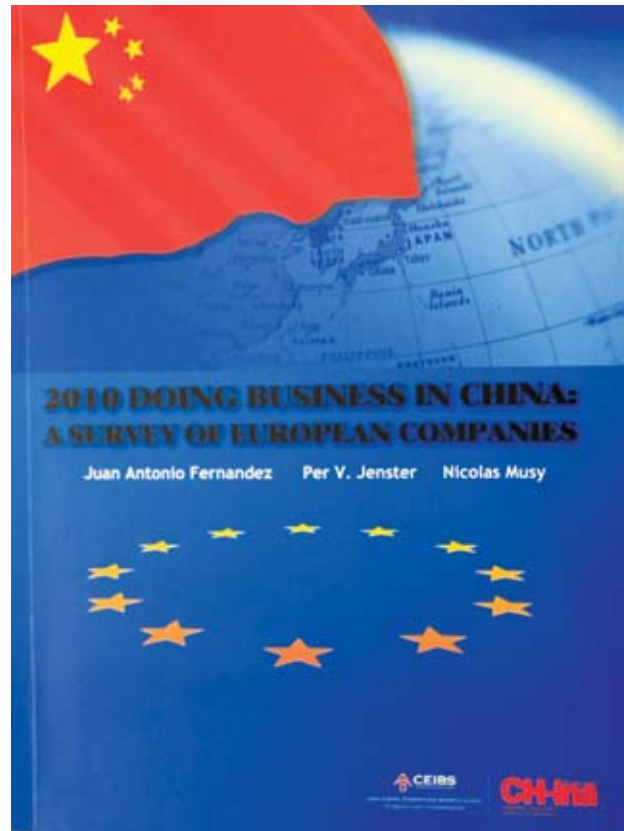
Business Confidence of European Companies in China

“如今欧洲企业在中国不仅扎下了根，而且更加懂得如何才能获得成功，”《2010年在中国做生意：欧洲公司调查报告》（2010 Doing Business in China: A Survey of European Companies）的作者如是说。该报告根据136位欧洲在华公司总经理的反馈，指出了欧洲企业在中国市场中所关注的三大焦点问题，即：人才竞争、全球经济发展减缓以及含糊、矛盾的法规政策，分析并总结了在中国成功经营的关键因素。

《2010年在中国做生意》的特别之处在于其不仅论及服务业和制造业企业，也论及企业对企业（B2B）、企业对消费者（B2C）的电子商务领域。该书作者为中欧国际工商学院管理学教授范悦安（Juan Antonio Fernandez）和言培文（Per V Jenster），以及CH-ina总裁尼古拉斯·穆西（Nicolas Musy）。书中更收录了一批具有影响力的学者、政府官员、商业专家对2009年的分析和对2010年的预测。

正如作者在结论中所说，中国的环境日益复杂，国内企业的竞争日益加强，欧洲企业想获得成功，必须付出更大的努力。“欧洲公司将面临全新的挑战：消费者要求越来越高，中国企业越来越强，而政府更倾向于在法规方面支持中国企业，”作者认为。“欧洲企业或许能够在今后数年继续享受优渥的商业条件，然而，最后得以生存的将仅仅是那些适应能力最强的优秀企业。”

“Not only are European firms becoming more firmly entrenched in China, they are also solidifying their understanding of how to become successful here,” note the authors of *2010 Doing Business in China: A Survey of European Companies*. Based on 136 responses from the general managers of European subsidiaries in China, the report identifies the three main concerns faced by European companies in navigating the China market: competition for talent; the



global economic slowdown; and unclear or inconsistent laws and regulations. The report concludes with an analysis of key success factors for doing business in China.

2010 Doing Business in China is unique in that it explores both service and manufacturing companies as well as B2B and B2C groupings. The authors are CEIBS Professors of Management Juan Antonio Fernandez and Per V Jenster, and President of CH-ina Nicolas Musy. The publication also includes analyses of 2009 and predictions for 2010 from an impressive list of scholars, government officials and business experts.

As the authors note in their conclusion, China is becoming increasingly complex, and as domestic firms become more competitive, European firms will have to fight harder to succeed. “European companies will face new challenges in the future: an increasingly demanding Chinese consumer, more capable Chinese companies, and a Chinese government interested in supporting Chinese companies with favourable legislation,” they note. “European companies will likely enjoy benevolent business conditions for a few more years; but in the end only the best and most adaptable will survive.”

新书推荐 NEW BOOKS

刘胜军博士新书 《管理的力量：中国挑战的制度求解》

Dr Gary Liu Writes on the *Power of Management*

改革开放30年，中国经济创造了年均9.8%的增长奇迹，但也面临深刻的考验：环境污染导致群发性事件此起彼伏；铁矿石、石油等战略性资源瓶颈凸显；经济体制改革步入深水区，正面临越来越大的既得利益阻力。中国企业如何才能走向创新之路？中国企业海外收购为何险象环生？国有企业的未来路在何方？金融危机之后的国际博弈如何展开？完善公司治理为何如此艰难？环境危机为何愈演愈烈？证券市场过度投机和腐败根源何在？中国在走向市场经济的康庄大道还是权贵资本主义？

针对上述问题，中欧陆家嘴国际金融研究院副院长、中欧国际工商学院案例中心副主任刘胜军博士最新力作《管理的力量：中国挑战的制度求解》为读者提供了深



证券市场过度投机和腐败 根源何在？中国在走向市场经济的 康庄大道还是权贵资本主义？

入浅出的剖析。他尖锐地指出了国人“制度性思维”的缺失，表现在企业管理上就是“老板文化”和对管理流程和制度的漠视；表现在政府层面就是以“监管”之名而行“管制”之实。

中欧国际工商学院执行院长朱晓明教授、名誉院长刘吉教授、宝钢经济学教席教授吴敬琏作序推荐此书。

吴敬琏教授认为，随着中国公共媒体的发育和舆论空间的扩展，时事评论已成为一种广为采用的表达个人观点、展开公共讨论的文体。这是一种可喜的现象，有助于公民对社会事务的广泛参与和公民意识的勃兴。公众舆论也许已经表达了各种看法，然而刘胜军往往能够提出一些别出新意的话题，这些观点对于打算更深入地思考有关问题的人们，是有启发性的。

《第一财经日报》主编秦朔在推荐语中说，凯恩斯有言：“观念可以改变历史的轨迹。”然而在一个碎片化的社会中，那些理性而负责的分析，往往会被淹没在浮躁的情绪和极端化的声音之中。在这个时候，选择坚持，还是流俗，还是放弃，就变得异常重要。他赞赏刘胜军博士一以贯之的认真，他直面问题，却又以理性常识回应问题，探讨解决之道。

著名财经作家、蓝狮子出版人吴晓波强调：即使所有的博士论文、学术研究都不发表，地球也一样会转动。但如果知识分子失声，专栏作者无语，我们在吃面包喝牛奶时，却一定会嚼而无味。刘胜军博士在过去的每天里，为我们贡献了很多思想与观点，而适此更献上了一份思想大餐。更重要的是在他背后，展现了一位知识分子应有的形象——独立、敏锐，但始终跟社会同行。



Despite China's impressive growth rate averaging 9.8% annually over the past three decades of economic reform and opening up, the nation now faces a series of challenges. These issues range from pollution-related riots to the soaring price of iron ore and oil. Meanwhile, further reform is becoming increasingly difficult due to resistance from interest groups. In today's increasingly complex business environment, Chinese companies are grappling with new demands and expectations. The country's business leaders are struggling with questions such as: How can Chinese companies learn to compete based on innovation, rather than price? Why are overseas acquisitions of leading Chinese companies largely unsuccessful? What is the future of large SOEs, and how can their corporate governance structures be improved? How will the reformation of the global financial system be resolved? What is the root cause of widespread corruption and speculation in China's stock market? Is China marching on a path toward a healthy market economy or crony capitalism?

In his new Chinese-language book, *Power of Management: Institutional Solutions to China's Challenges* (Shanghai Far East Publishers, 2010), Deputy Director of CEIBS Case Centre and Lujiazui International Finance Research Centre Dr Gary Liu provides an in-depth analysis of, and solutions to, these questions and more. Dr Liu argues that Chinese nationals are hampered by a lack of systematic thinking, a shortcoming manifested in the "boss culture" in Chinese enterprises, and confusion between government supervision and government control.

CEIBS Executive President Zhu Xiaoming, Honorary President Liu Ji and Baosteel Chair Professor Wu Jinglian wrote forewords for the book. Prof Wu noted that

commentaries on current events are becoming more popular as an effective way of expressing different opinions, which helps promote public participation. He also praised Dr Liu for examining issues from new perspectives and providing thought-provoking and inspiring analysis of social issues.

In recommending the book to readers, *China Business News* Chief Editor Dr Qin Shuo spoke of the power that some opinions have to change the course of history. In a fractured society, rational and responsible voices often give way to emotional and extreme ones, he said, adding that making the right choices is vital. Dr Liu has consistently faced reality and engaged in rational analysis, Dr Qin said. Meanwhile, Blue Lion Publisher Wu Xiaobo also praised Dr Liu's writing as "independent, sharp, and unforgettable," calling the book a "true indication of the spirit of an intellectual."

WHAT IS THE ROOT CAUSE OF
WIDESPREAD CORRUPTION AND
SPECULATION IN CHINA'S STOCK
MARKET? IS CHINA MARCHING ON A
PATH TOWARD A HEALTHY MARKET
ECONOMY OR CRONY CAPITALISM?

2010世界杯的领导启示

Leadership Lessons from the

2010 World Cup

中欧管理学访问教授Shalom S. Saar建议企业管理者向世界顶级国家队的教练学习,借鉴经验,吸取教训。

CEIBS Visiting Professor of Management Shalom S. Saar advises business managers to look to the world's elite football teams for examples of excellent—and not so excellent—coaching.

文/安若丽

6月和7月,声调高亢、如同昆虫鸣叫的呜呜祖拉声在我们的耳畔回响,我们的睡眠也因为凌晨两点半的比赛而遭到干扰,两个月来中国的球迷们可受了不少罪。几周的时间里,经常能看到眼泡浮肿的球迷在看球和工作之间苦苦挣扎。

所有这一切在7月11日凌晨5点钟前后达到了最高潮,这一刻西班牙在历史上首次捧得了世界杯。尽管荷兰队的身体侵犯动作不断,以至于拿到了创纪录的14张黄牌和1张红牌,西班牙队的6号伊涅斯塔还是取得了一个进球,将比分改写为1:0。在上海,此时旭日已经东升,照亮了中欧校园的周边街区,数十名穿着红黄队服的西班牙队拥趸喜气洋洋地从运动酒吧涌出,高唱“哦也、哦也、哦也”,和身着橙色球衣、面露失望神色的荷兰队球迷握手。

2010世界杯的激情和骄傲终会逐渐逝去,但在我们回过头来抓紧工作学习的时候,还是能从世界杯中学到不少东西。在麻省理工学院和中欧任教的Shalom S. Saar教授说,认真观察一下几位教练,就能学到很有价值的东西,对团队领导力建设有着很高的价值,不管是在赛场还是在商场都是如此。下面我们就来看看2010世界杯的领导启示。

教练和球队的获胜心态

“参加世界杯的国家队,都是由个人能力很强的球员组成的。那么问题就是:球队最终成功的关键因素有哪些?”

我认为这要归结为以下三方面:

首先,也是最重要的,就是教练的情感成熟度、能力水平和信念。球队没有好坏,教练才有好、差和疲劳之分。

第二个影响成功的因素是球队的成熟度。我所说的‘成熟度’指的是球员的技术水平、球队的情商水平和球队团结一致、向共同目标迈进的能力。

第三个因素就是运气,这在体育运动和商业活动中都是一样的。”



BY LAURIE UNDERWOOD



With the high-pitched, insect-like drone of the air-horns from South Africa’s football fans ringing in our ears, and our sleeping patterns seriously disrupted by a series of matches starting at 2:30 AM Asian time, many China-based World Cup fans suffered in June and July. During those weeks, it was easy to spot the puffy-eyed football aficionados struggling through the work week.

It all culminated on July 11, at nearly 5 AM China time, when Spain grabbed its first-ever World Cup victory. After 116 minutes of play, and despite the uber-physical Dutch team receiving a record 14 yellow cards and one red, Spain’s #6 Andreas Iniesta executed a goal which brought the score to 0:1. Here in Shanghai, as the sun brightened the sky in the neighbourhood surrounding the CEIBS campus, scores of red-and-yellow clad Spanish fans marched jubilantly out of the sports bars chanting “Oye, oye, oye” and shaking hands with the disappointed orange-shirted fans.

As the passion and pride of the 2010 World Cup fade away, there are lessons to learn from this event. Professor Shalom S. Saar, who teaches at MIT and CEIBS, says a close look at the tournament’s key coaches offers valuable lessons in leadership for any team – in the sports arena or in the business arena. Read on for Prof Saar’s leadership lessons from the 2010 World Cup.

Winners’ Mindset for Coaches, Teams

“In the World Cup, we are talking about very competent players on any national team. So the question is: which differentiating elements are success factors? I

believe it comes down to three areas:

First, and most important, is the emotional maturity, the level of competency and the conviction of the coach. There is no such thing as a good team or a bad team. There is only a good coach, a bad coach, or a tired coach.

The second success factor is the maturity level of the team. By maturity, I mean the level of competency, the level of emotional intelligence of the team, and the ability to focus on a common goal.

Third is the role of luck, in sports and business alike.”

What Not to Do: Follow ‘Les Bleus’

“From my point of view, the 2010 World Cup team with the lowest maturity level and the poorest coaching skill, as well as bad luck, was the French team.

For a coach to be truly successful, he or she needs more than exceptional technical skills and expertise. He also needs qualities such as empathy, sensitivity, and caring. A team can accept a coach who sometimes loses his temper if that is offset by other human qualities. Unfortunately, this did not happen with the French team, when the coach resorted to negative one-way communication to a point where the players refused to go to training. [A widely publicized dressing room argument during the June 17 match, in which the French lost to Mexico 0:2, resulted in the striker Nicolas Anelka being expelled from the tournament for cursing coach Raymond Domenech, and refusing to apologize. Following this, the French team staged a reported “full-scale revolt” and protested Anelk’s dismissal by refusing to train.]

跟着感觉走不可取

“在我看来，2010年世界杯球队成熟度最低、教练水平最低、运气最差的，就是法国队了。”

真正成功的教练，需要的决不仅仅是出众的执教技能和专业水平，还需要诸如移情能力、敏感性、关心他人等品质。如果一位教练有时发脾气，却能用其他人性的手段加以平衡，那么球队是能够接受的。不幸的是，法国队并非如此。法国队主教练采用的是一种负面的单向沟通方式，结果球员们拒绝参加训练。（6月17日比赛期间的一次更衣室争执被广为报道，比赛中法国队0:2败给了墨西哥队。球员阿内尔卡因为辱骂教练多梅内克而被逐出本届世界杯，对此他拒绝道歉。据报道，法国队队员集体罢训，以此作为对阿内尔卡被逐的“全面反抗”和抗议）

如果法国队是一支坚强的队伍，他们本来应该能进行坦诚的对话沟通，而不是采用这种被动的寻衅行为，最终导致类似罢工的局面。不管是队长还是其他队员都没有跟教练建议说：“我们冷静一下吧，不要再相互指责，来探讨一下我们为什么输掉了比赛。”如果教练仅仅依靠命令和控制管理球队，对球队的需要不能感同身受，成功的可能性就小多了。

多梅内克教练本可以更多地使用理解和成熟的情感手段来和球队沟通。法国队的情况对商业同样适用。能力平衡的商业领袖能够很好地动员团队成员。另外，成熟的团队会相互支持，从而能够补偿领袖缺乏的技能。商场即赛场。表现上佳的团队需要有能力和有同情心的领袖。另一方面，如果团队致力于完成自身的任务、达成目标，并相互支持，领袖的职能也就更容易完成了。

阴与阳

“如果队伍的教练或老板喜欢高压、威吓，队员们会因为怕出现负面的后果而不敢接近他。而如果队伍的



老板只会用‘软性’手段，队员就会不够尊重他。不管太硬还是太软，只有单一手段的教练效率总显得低下。”

例如，伟大的足球教练必须深刻理解这项运动。但是在运动中，就如同在商场，我们经常低估人的因素，而这才是真正鼓舞士气的因素。伟大的教练感知力极强，了解对每一位选手产生影响的职业和个人问题。伟大的教练会根据不同选手的情况调整自身的执教风格，同时关注运动本身。

作为教练，你必须赢得队伍的尊重，表现出你的人格魅力。其次，要明确指出成功的前景所在，并从团队和个人层面因材施教，帮助他们达成并超越设定的目标。至关重要的就是要一个一个赢得队员的心，保持敏锐的感觉，根据他们的个性调整自己。孙子说，领袖必须有水的品质，根据地形变化自身（“兵无常势，水无常形”，出自《孙子兵法·虚实篇》）。作为教练，你必须从自己的“工具箱”中找出不同的管理风格加以采用——有时是指导、要求，有时是支持，有时是放手委托。就算是发号施令，你也要表现出尊重，这样队员的士气就不会受到影响。”

向墨西哥队看齐

“本届世界杯最鼓舞人心的球队之一就是墨西哥队。他们的主教练阿吉雷给了我很大的触动。他表现出了很高的专业素养，把球队团结在一起，

并且不遗余力地理解并鼓舞队员。球队的每一名球员都是这位教练亲自招募的，他还花了大量时间倾听他们的声音，鼓励他们，将球员们训练成为一支整合起来的球队。这位足球教练给商界领袖上了很好的一课。对于业务团队来说，一个至关重要的成功因素就是要在面对压力前共同度过一段时间。这样做能够培养起团队成员之间的默契，以及他们对团队的责任感，培养他们相互信任、相互支持的能力。记住：绝大多数情况下，这是促使‘硬性’技能生效的‘软性’技能。

今日中国当如何

“运用软性和硬性技能灵活地领导团队，这对今日中国也非常适用。今天的年轻一代劳动力对文化大革命、严重贫困和计划经济体制中的平等概念已经没有什么切身体会。如今，软性技能对他们有影响力，而他们不大可能对仅靠命令与控制来领导的带头人惟命是从。

底线是如果你只用一种教练方法进行领导，是无法获得认可的。比如，如果你太过铁腕，团队会丧失士气，队员也不会留下来。如果过软，就无法获得尊重。所以，今日在中国或者任何别的地方成功的商业领袖都需要阴阳兼备。领袖必须专注目标，但也要对团队中每一个人加以关注和关心。这样才能充分发挥团队的潜力，获得成功。 **TheLINK**

A strong team could have had an honest dialogue instead of resorting to passive aggressive behaviour, culminating in going on strike. Neither the team captain nor any other team member approached the coach to suggest: ‘Let’s calm down, stop blaming, and find out why we lost.’ If a coach relies solely on command and control and is non-empathetic to the needs of the team, the likelihood for success is low.

Coach Domenech could have used more empathy and emotional maturity in dealing with his team. This example applies to business as well. A balanced business leader can mobilize team members. Furthermore, a mature team can support each other to compensate for the skills lacking in the leader. Business is a game. A high performance team needs a competent and compassionate leader. On the other hand, the leader’s job becomes more feasible if the team is committed to the mission, goals, and to each other."

Both Yin and Yang

“A team with a very intimidating coach, or boss, will be afraid to approach him because of negative consequences. But teams with a very ‘soft skills’ style of boss will not respect him. Either way – too hard or too soft – the coach is ineffective.

A great football coach, for example, obviously must know the sport. But in sports, as in business, we often underestimate the human factor, which is what really mobilizes people. A great coach is extremely perceptive, knowing professional and personal issues impacting each player. A great coach adapts his style to the needs of each player, while keeping his eye on the ball.

As a coach, you must win the respect of your team, demonstrating your integrity. Next, articulate a clear vision of victory, and coach the team individually and collectively to achieve and exceed the established target. Winning your team over, one by one, being sensitive and adapting to their personalities, is crucial. Sun Tzu declared that the leader must be like water, adapting to the terrain. As a coach, you must use different management styles in your “toolbox” – sometimes instructing and demanding, sometimes supporting, and sometimes delegating. But even when commanding, you can do this with respect so that he or she does not lose morale."

Look to ‘El Trio’

“One of the most inspiring teams in the World Cup this year was the Mexican team. I was very touched by the coach, Javier Aguirre. He showed expertise in bringing the team together, and was relentless in his efforts to understand and motivate them. The coach personally recruited each team member and spent a great deal of time listening to them, encouraging them and training them to play as an integrated team. This football coach offers a lesson for business leaders. One critical success

factor for any business team is to spend time together before performing under stress. This develops the human connection and commitment of the team, the ability to trust and support one another. Remember: in most cases, it is the soft skills of the team that make the hard skills go."

And in Today's China?

“The need to be a flexible leader, using both hard and soft skills, is very relevant in China today. The young work force cannot relate to the Cultural Revolution, the severe poverty, and to the idea of equality of the state-controlled economic system. Instead, soft skills appeal to them, and they are unlikely to be mobilized by a leader who relies solely on command and control.

The bottom line is this: If you lead by only using one coaching approach, you won’t be accepted. For instance, if you are too hard, the team will lose morale and people will leave. If you are too soft, you won’t be respected. Therefore, successful business leaders today in China, or anywhere else, need both Yin and Yang. The leader must be focused on the goal, but also sensitive and caring for each member of the team. This will unleash the full potential of the team to achieve victory.” **TheLINK**





佩德罗·雷诺教授 Prof. Pedro Nueno

行动在巴塞罗那

7月6日，中欧国际工商学院主办了“行动在巴塞罗那”研讨会，这也是巴塞罗那市议会2010年世博会的活动之一。研讨会由巴塞罗那市政府第一副市长Jordi William Carnes主持，邀请了各方贵宾前来探讨巴塞罗那广泛的投资机遇。该市是通往西班牙、欧洲、拉丁美洲和非洲的桥头堡。

论坛期间，Carnes副市长阐述了巴塞罗那对中国的投资吸引力所在，强调了该市的战略地位及其成熟的劳动力队伍。中欧国际工商学院院长佩德罗·雷诺（Pedro Nueno）作了题为“巴塞罗那——欧洲大陆的入口”的演讲，对在巴塞罗那投资的种种优势与在其他城市投资的情况作了对比。他还举例说明了巴塞罗那的优点，尤其是具有高度竞争力的汽车工业。随后，巴塞罗那企业领袖小组探讨了包括市场推广及人才招聘等在内的实际问题。参加小组讨论的有西班牙双丽集团总监威丽玲女士，启盟律师事务所主任威丽丹女士等。

接着，巴塞罗那设计中心经理Sonia Monclus简要阐述了该中心所取得的成功。乐家中国总经理Ferran Vilaclara则探讨了该中心的近期发展。巴塞罗那科技园主席Miquel Barcelo就巴塞罗那的“创新生态系统”作了案例分析。最后，巴塞罗那科技园Drug Discovery平台项目负责人Jordi Quintana阐述了该园适合中国投资的种种特点。

Invest, Do it in Barcelona

As part of the Barcelona City Council's roster of Expo events, CEIBS hosted an "Invest. Do it in Barcelona" seminar on July 6. Chaired by Deputy Mayor of Barcelona City Council Jordi William Carnes, the event invited guests to explore the wide range of investment opportunities offered by Barcelona as a gateway to Spain, Europe, Latin America and Africa.

During the forum, Deputy Mayor Carnes outlined the reasons why Barcelona is an attractive destination for Chinese outbound investment, highlighting the city's strategic location and its well qualified work force. CEIBS President Pedro Nueno then spoke on "Barcelona, the landing platform in Europe," comparing the advantages of investing in the city versus those of other European destinations. He illustrated Barcelona's good points by focusing on its highly competitive auto industry. Next, a panel of Barcelona business leaders discussed real life issues including marketing challenges and hiring scenarios. Panellists were: Liling Qi, Director of Puente China

Espana S.L. consulting firm, and Lidian Qi, Director of Qimeng Law Firm.

Then, speaker Sonia Monclus, Cluster Manager for Barcelona Centre of Design, outlined the centre's successes while Ferran Vilaclara, General Director of Roca China, discussed the centre's recent development. Next, B_TEC Foundation President Miquel Barcelo presented a case study of an "innovative ecosystem" in Barcelona. Last, Drug Discovery Platform Director of Barcelona Science Park Jordi Quintana explained the park's suitability for Chinese investment.

中欧全力支持上海世博会加泰罗尼亚周活动

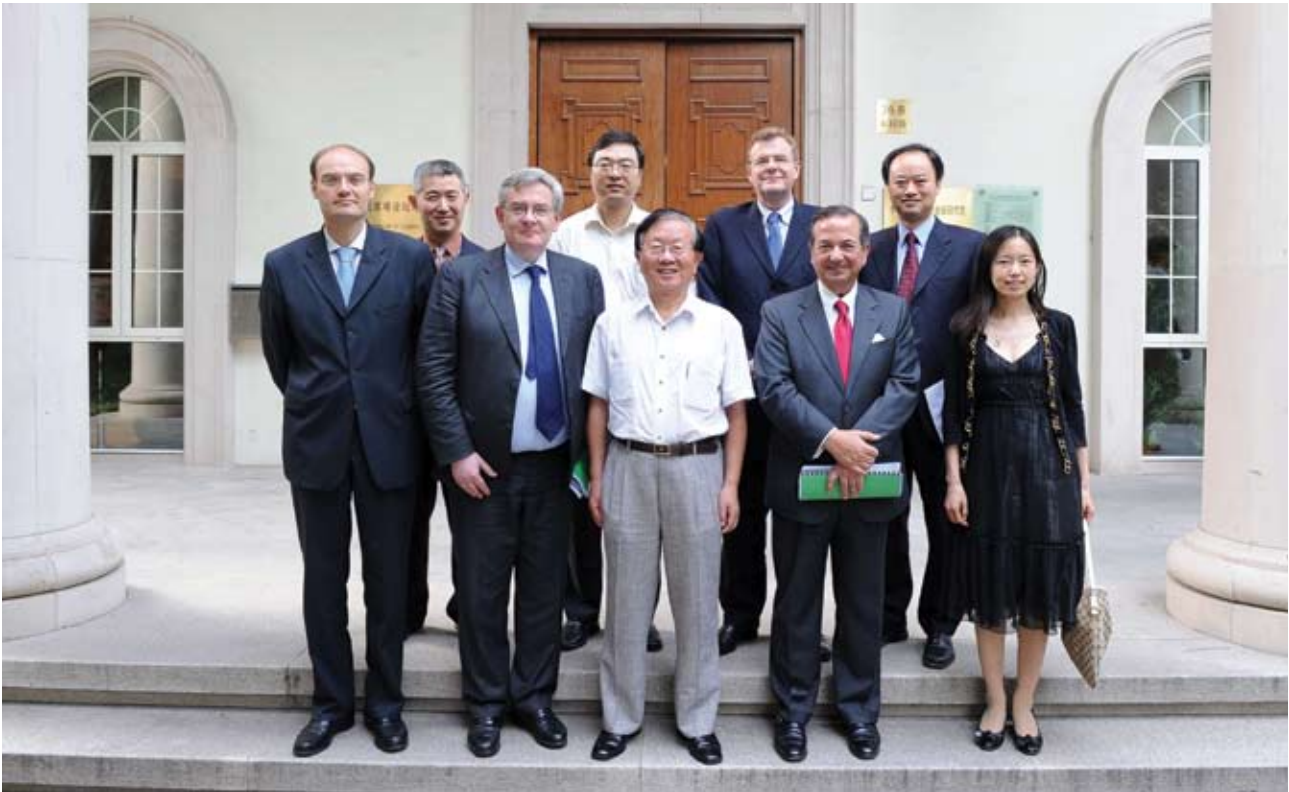
5月30日是“加泰罗尼亚日”，于该日结束的加泰罗尼亚周庆祝活动得到了中欧的积极支持。5月29日在上海校区举行了一场由中欧协办的名为“加泰罗尼亚·催化剂”的投资研讨会。

加泰罗尼亚政府创新、大学、企业部部长Josep Huguet阁下在演说中对该地区（贡献西班牙全国GDP总额的20%）进行了总体介绍，并向在座嘉宾介绍了加泰罗尼亚地区的主要工业

加泰罗尼亚周活动正式晚宴前与会嘉宾合影，左起：郝蕾、艾敬、杨澜、Josep Huguet、Carlos Blasco、佩德罗·雷诺、Margaret Kan (MBA 2008)

CATALAN FLAIR – From left, Singer Hao Lei, Artist Ai Jing, Sun Media Chairman Yang Lan, Catalonia Minister for Innovation, Universities and Enterprise Josep Huguet, Spanish Ambassador to China Carlos Blasco, CEIBS President Pedro Nueno and Miss Hong Kong 2000 Margaret Kan (MBA 2008) capture the moment before the start of Catalonia Week's Official Dinner during the Shanghai World Expo.





6月21日巴黎银行圆桌会议的与会嘉宾合影

FINANCIAL EXPERTISE – Participants during the June 21 BNP Paribas roundtable at the CLFC.

以及在该地区获得发展的外国企业。部长阁下还特别强调了加泰罗尼亚作为交通枢纽的重要性，以及该省的商学院的重要性，中欧与这些商学院也有合作，并设有巴塞罗那港教席教授职位。

CEIBS Supports Catalonia Week at Shanghai World Expo

CEIBS actively supported Catalonia Week at the Shanghai World Expo, a celebration which closed on May 30, Catalonia Day. The weeklong event featured a May 29 investment seminar titled “Catalonia. Catalyst,” co-organized by CEIBS and held at the Shanghai campus.

During his speech, Government of Catalonia Minister of Innovation, Universities and Enterprise, the Honourable Josep Hugué, gave an overview of the region (which accounts for 20% of Spain’s GDP) and briefed the audience on the key industries and foreign enterprises that

have thrived in Catalonia. The Minister also highlighted the importance of Catalonia’s business schools – with which CEIBS collaborates – and the importance of the province as a transportation hub, a field to which CEIBS contributes research via the Port of Barcelona Chair.

巴黎银行在中欧陆家嘴国际金融研究院举行圆桌会谈

6月21日，巴黎银行在中欧陆家嘴国际金融研究院举办了一场题为“中国的经济与政治改革”的圆桌会谈。活动由巴黎银行（中国）顾问委员会主席 Jean Lemierre 和巴黎银行（中国）总裁 Francois Cristofari 主持，后者还在会议期间参加了一场高级金融专家小组的讨论活动。

会谈由中欧国际与工商关系中心主任、中欧论坛创办人高大伟教授主持，中欧名誉院长刘吉教授、上海银行董事会办公室主任韩文亮博士、中

欧德国银行与金融中心主任霍斯特·洛切尔教授、中国浦东干部学院副院长陈维力教授、启明研究院（上海）主席陈朝晖、上海现代建筑设计（集团）有限公司海外事业部副总经理陆红花等出席会谈。



BNP PARIBAS

BNP Paribas Holds Roundtable Talk at CLFC

“China’s economic and political reforms” was the topic of a June 21 roundtable organized by BNP Paribas at the CEIBS Lujiazui International Finance Research Centre. The event was hosted by Chairman of BNP Paribas (China) Advisory Council Jean Lemierre and President of BNP (China) Francois Cristofari, who joined a high-level panel of financial experts during the meeting.

Moderated by Director of the Euro-China Centre for International



霍斯特·洛切爾教授
Prof Horst Loechel

and Business Relations at CEIBS and founder of the Euro-China Forum David Gosset, the discussion was attended by CEIBS Honorary President Professor Liu Ji; Director of the Board of Directors' Office at Bank of Shanghai Dr Han Wenliang; Director of the German Centre of Banking and Finance at CEIBS Prof Horst Loechel; Vice President of the China Executive Leadership Academy Pudong (CELAP) Prof Chen Weili; Chairman, First Light Academy of Finance and Management (Shanghai) Prof Harvey Chen; and Deputy General Manager of Overseas Business Department, Shanghai Xiandai Architectural Design Group Co. Lu Honghua.

霍斯特·洛切爾教授向施耐德电气访华代表团作报告

6月6日，在施耐德电气CEO兼总裁Chris Curtis的带领下，11位施耐德电气楼宇公司执行官到访中国，进行“熟悉之旅”。中欧德国银行与金融中心主任霍斯特·洛切爾（Horst Loechel）教授向他们作了题为“工商业在中国——前景与挑战”的报告，主要论及宏观经济学，中国的商业发展，中国的管理学等三个议题。

洛切爾教授高度评价了中国对全

球金融危机的有效应对，对上海作为国际金融中心崛起及其短期经济前景持乐观态度：“中国并没有抄袭西方，而是汲取了西方发展的精华部分，整合进自己的‘中国模式’。我对中国经济很乐观。没有理由认为近期中国的增长速度会减缓——宏观经济政策是好的。”



Prof Horst Loechel Briefs Schneider-Electric Delegation to China

Director of the CEIBS German Centre of Banking & Finance Prof Horst Loechel addressed a group of 11 Schneider-Electric Buildings Executives led by company CEO and President Chris Curtis during a June 6 “familiarization trip” to China. Prof Loechel spoke on “Business in China – Prospects and Challenges,” covering three issues: macroeconomics, business development in China, and management in China.

Key points included China’s effective management of the global financial crisis, the country’s positive short-term economic outlook, and the prospects for Shanghai’s emergence as an international

financial centre. “China does not copy the West, but rather takes the best of the West and integrates it into the China model,” said Prof Loechel, later adding: “I am very optimistic about the Chinese economy. I see no reason why this growth rate will be blocked in the near future – the macroeconomic policy is fine.”

桑坦德银行与中欧再续合作关系-梦想：中欧15周年校庆展纪念册”发布

5月28日，桑坦德银行集团在中欧上海校区举办隆重的仪式，与中欧再续长期合作关系。仪式上还发布了双方的最新合作成果——设计精美、极具纪念意义的校庆展和校庆系列活动精装纪念册，书名为《梦想：中欧15周年校庆展暨校庆系列活动纪念册》，面向中欧校友、学员、教授和企业合作伙伴发行，扉页上附有桑坦德银行的贺信。

仪式上，中欧执行院长朱晓明教授对桑坦德银行的来访代表：上海亚太区及香港分部负责人Juan Pedro Oechsle先生、上海分部负责人Angel Ortiz先生和关系经理Jaime de la Mora Hernando表示了欢迎，并高度评价了经由佩德罗·雷诺院长建立起来的、中欧与西班牙的长期合作关系，并表示这在桑坦德银行对中欧的有力支持中可见一斑。雷诺院长在讲话中追溯了自己家族与西班牙桑坦德银行之间历史渊源：正是这家银行雪中送炭，向他父亲发放了贷款，使他父亲得以创办其后蓬勃发展的事业。念及桑坦德银行的恩德，雷诺院长说：“我没有别的选择——桑坦德银行，永远在我心！”

桑坦德银行上海亚太区及香港分部负责人Juan Pedro Oechsle先生代表该行就中欧在校庆纪念册中特别彰显桑坦德银行表示了感谢。他表示，桑坦德银行非常荣幸，能够向一所公认的地区、全球领先的教育机构提供赞助。桑坦德银行上海分部负责人Angel Ortiz先生说起他对校庆纪念册的投入，表示每次想到中欧，就想到了“人才”和“发展”两个词：“我们从中欧招聘人才，并在这一友好而成功的关系中

获得了发展。”

桑坦德银行2006年成为中欧的教席赞助商，并创立了桑坦德银行全球化管理中心。新的合作协议将把这一教席赞助关系延伸到2011年。



Banco Santander Renews Partnership with CEIBS, Launches “Dreaming A Dream: Album for 15th Anniversary Exhibition of CEIBS”

In a ceremony at the Shanghai campus, Banco Santander Group renewed its long-standing partnership with CEIBS on May 28, and proudly launched the latest cooperative project – the production of a beautifully designed commemorative book on CEIBS 15th Anniversary photo exhibition. The silk-bound hardcover book, entitled “Dreaming A Dream: Album for 15th Anniversary Exhibition of CEIBS,” will be sent to CEIBS alumni, students, faculty and corporate partners. The album opens with a Letter of Congratulations from Santander.

During the ceremony, CEIBS Executive President Zhu Xiaoming welcomed the Banco Santander representatives: Head of Asia-Pacific & Hong Kong Branch Manager Juan Pedro Oeschle; Shanghai Branch Manager Angel Ortiz, and Relationship Manager Jaime de la Mora Hernando. He then commented on CEIBS’ longstanding ties to Spain, created through President Pedro Nuño and clearly visible in the strong support given by Banco Santander. In his address, CEIBS President Pedro Nuño told of his personal and family ties to Santander, the bank which loaned his father the necessary cash to launch a business that later flourished. Thus, Prof Nuño quipped: “I don’t have any alternative – I always keep Banco

Santander in my heart.”

Representing Banco Santander, company Head of Asia Pacific & Hong Kong Branch Manager Juan Pedro Oeschle thanked CEIBS for including the company in the album launch. He said Banco Santander is proud to sponsor a school that is recognized as a regional and global leader in education. Commenting on his work on the album, Shanghai Branch Manager Ortiz said the best adjectives to describe CEIBS are ‘talent’ and ‘growth.’ “This represents the talent we are attracting from CEIBS and the growth that we are undertaking together in this friendly and successful relationship,” he said.

Banco Santander has been a Chair Sponsor of CEIBS since 2006, when the company founded the Banco Santander Centre for Globalisation Management. The new partnership agreement will continue this Chair Sponsorship through 2011.

王建翎教授就中国经济前景向瓦克化学作报告

7月13日，中欧经济学教授王建翎向瓦克化学的管理人员、客户和商业伙伴作了一场题为“2010年中国经济展望及未来”的专题报告。活动于瓦克化学赞助的上海世博会汉堡馆举行。瓦克化学总裁兼CEO Rudolf Staudigl博士听取了报告。

王建翎教授在讲座开始时，提到了“发展世纪”语境下的中国“中等水平

发展高原”，随后简述了中国政府未来15年的科技发展规划，强调了城市化和创新的重要性。王教授提出，想要确保经济U型复苏而非W型震荡，就要持续进行改革，包括强调法制建设、取消金融管制、打击房地产投机、实行每户“两个半”孩子的生育政策等措施。

Prof Wang Jianmao Briefs Wacker on China’s Economic Outlook

CEIBS Professor of Economics Wang Jianmao delivered a customized lecture on “The Chinese Economy in 2010 and Beyond” to Wacker executives, customers and business partners. The July 13 event was held in the Shanghai Expo Hamburg Pavilion, which is sponsored by Wacker. Attendees included Wacker President and CEO Dr Rudolf Staudigl.

Beginning his lecture by describing China’s “medium-level growth plateau” within the context of “the century of development,” Prof Wang went on to outline the Chinese government’s 15-year Plan for the Development of Science and Technology, emphasizing the importance of urbanization and innovation. To ensure a U-curve economic recovery, rather than a W-curve, Prof Wang advocated reforms that emphasize rule of law, abolish financial repression, curb real estate speculation and adopt a “2.5” child per family policy.

王建翎教授 Prof Wang Jianmao



中欧参与戴姆勒可持续发展论坛

7月15日，戴姆勒集团与中欧企业领导力与责任研究中心、中欧国际工商学院协力，共同组织了“戴姆勒可持续发展论坛——道德标准与企业责任”。论坛持续一整天时间，在上海世博会联合国馆举办，戴姆勒是该馆的官方赞助商。本次活动是戴姆勒在德国以外举办的第一次可持续发展论坛，这也标志着该公司对论坛主题和对中国市场的重视程度。

论坛吸引了150名企业管理人员、官员和中欧学员参加。论坛开始，中欧副院长、中方教务长张维炯致欢迎词，他强调，中欧高度重视社会责任和可持续发展。其后联合国2010世博会总干事沃尼·伯楠（Awni Behnam）博士阐述了戴姆勒公司在企业社会责任领域的重要领导地位，2000年戴姆勒加入联合国全球契约组织，即是明证。

下午的论坛活动主题为“负责任的管制与企业社会责任的底线”，由中欧国际工商学院全球责任领导力特聘教授翟博思(Henri Claude de Bettignies)主持，发言的有四位嘉宾：戴姆勒公司副总裁马丁·叶格（Martin Jaeger）向与会者简要介绍了“跨国公司的责任：全球思考，地方行动”；联合国全球契约组织中国代表刘萌女士介绍了该组织的十大原则和“企业可持续发展蓝图”；商务部对外经济合作司处长李明光先生详细阐述了中国的对外投资，以及中国公司在海外的企业社会责任项目；上海证券交易所公司管理部副总监林勇峰阐述了“中国上市公司的治理与企业社会责任”，北京新世纪跨国公司研究所所长王志乐先生则呼吁中国企业在制定自身企业社会责任战略、强调“合规”重要性的过程中学习跨国公司的经验。

论坛的最后一个环节讨论的是“企业社会责任和可持续移动性”，四位业界专家在戴姆勒公司Christian Hochfeld先生的主持下进行了讨论。戴姆勒奔驰技术公司总经理托比亚斯·莫登（Tobias Monden）先生强调了在中国快速增长的汽车市场上排放控制和电动车辆的重要性；同济大学汽车学院院长余卓平探讨了电动汽车在中国的前景；北汽福田汽车公司副总裁、汽

车研究院院长郎学斌就“新能源汽车”作了演示；最后，上海中科深江电动车辆公司副总经理罗建探讨了国际国内电动车辆供应商的机遇所在。

戴姆勒集团的马丁·叶格在闭幕词中强调了该公司对可持续发展的责任感，并表示有决心在中国蓬勃发展的汽车市场上学习、成长。

CEIBS Participates in Daimler Sustainability Forum

Daimler AG joined forces with CEIBS' Euro-China Centre for Leadership and Responsibility (ECCLAR) and CEIBS to jointly organize the “Daimler Sustainability Forum – Ethics Standards and Corporate Responsibility” on July 15. The full-day forum was held in the Shanghai World Expo United Nations Pavilion, for which Daimler is an official Sponsor. The event marks the first sustainability forum Daimler has organized outside of Germany, symbolizing the importance the company places on the forum topic and on the China market.

The forum, which attracted 150 executives, officials, and CEIBS students, began with a welcome address from CEIBS Vice President and Co-Dean Zhang Weizhong, in which he emphasized the high priority the school places on social responsibility and sustainability. UN Pavilion's Commissioner General Awni Behnam next outlined the important leadership role that Daimler has played in the field of CSR, including joining the UN Global Compact Initiative in 2000.

The afternoon session on “Responsible Governance and Bottom Line of CSR,” moderated by CEIBS Distinguished Professor of Global Responsible Leadership Henri Claude de Bettignies, featured four panellists. First, Daimler Vice President Martin Jaeger briefed the audience on “MNC's Responsibility: Think Globally, Act Locally.” United Nations Global Compact China

Representative Liu Meng then introduced the compact's 10 Principles and “Blueprint for Corporate Sustainability.” Next, MOFCOM Director of Outward Investment and Economic Cooperation Department Li Mingguang detailed the development of Chinese outbound investment and the CSR projects of the Chinese companies overseas. Vice Director of the Management Department of the Shanghai Stock Exchange Lin Yongfeng spoke on “Corporate Governance and CSR for Chinese Public-listed companies,” while NATC President Wang Zhile urged Chinese companies to learn from the experience of MNCs when designing CSR strategy and stressing the importance of compliance.

The forum's final session, covering “CSR and Sustainable Mobility,” featured four industry specialists in a panel discussion moderated by Daimler's Christian Hochfeld. MB Sim Technology Managing Director Tobias Monden stressed the importance of emissions controls and electric vehicles, given China's fast-growing auto market. Tongji University Dean of the Automotive Engineering College, Prof Zhoping, spoke on the future of electric cars in China, while Beiqi Foton Motor Co Vice President and Director of the Automotive Engineering Research Institute Wu Xuebin presented on “new energy cars”. Last, Shanghai Zhongke Shanjiang Electric Vehicle Co Deputy General Manager Luo Jian outlined opportunities for domestic and international suppliers of electric vehicles.

Daimler's Martin Jaeger closed the forum by emphasizing the company's commitment to sustainability and its determination to learn from and grow with the burgeoning China market.

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- 确保持续发展
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- To provide an inspiring environment

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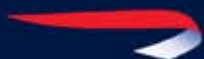


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欧盟委员会前主席、意大利前总理 普罗迪出任中欧国际工商学院 “欧盟教席教授”

His Excellency Romano Prodi Appointed as
CEIBS “EU Chair of Sino-European Dialogue”

中欧国际工商学院任命欧盟委员会前主席、曾两次出任意大利总理的罗马诺·普罗迪(Romano Prodi)先生为“欧盟教席教授”，任期至2012年。

作为欧盟教席教授，普罗迪教授将在每个学年里，在中欧授课、发表演讲，参与学术研究和其他活动。在2010年3月的第一次工作访问中，普罗迪教授就向中欧的MBA、EMBA学员和校友作了演讲，与中欧教授共同进行了圆桌讨论，并在京沪两地的欧盟商会发表了演说。

中欧副院长兼教务长郭理默表示：“能够聘请到罗马诺·普罗迪教授加盟中欧，我们备感荣幸。普罗迪教授是全球政坛最受尊重的领导人之一，

CEIBS has appointed His Excellency Romano Prodi, former EU Commission President and two-time former Prime Minister of Italy, as “EU Chair of Sino-European Dialogue,” effective through 2012.

As EU Chair of Sino-European Dialogue, Prof Prodi will be, during the course of each academic year, delivering lectures, participating in events and research discussions at CEIBS. During his first working visit in March 2010, Prof Prodi presented to CEIBS MBA and EMBA students and alumni, participated in an evening roundtable with CEIBS faculty, and spoke to the EU Chambers of Commerce in both Shanghai and Beijing.

Said CEIBS Dean and Vice President Rolf D Cremer in making the announcement: “We feel honoured and privileged to have Prof Romano Prodi, one of the world’s most respected

他对近期欧洲和全球事务的真知灼见将会极大地丰富我院师生的精神生活。”

普罗迪教授曾任欧盟委员会主席（1999年—2004年），并曾两次出任意大利总理（1996—1998，2006—2008）。普罗迪教授的政坛成就和他的学术造诣一样，给世人留下了深刻印象。在伦敦经济学院完成了博士阶段学习后，普罗迪教授于1963年在波洛尼亚大学开始了学术生涯，担任政治经济学副教授、产业组织和产业政策教授至1999年。普罗迪教授还担任过哈佛大学与斯坦福研究所的访问教授。作为学术界的佼佼者，普罗迪教授获得过多项荣誉，包括伦敦经济与

senior political leaders, joining CEIBS. His perspectives on recent European and global developments will greatly enrich the intellectual life of our students and faculty.”

Prof Prodi served as President of the European Commission (1999-2004), and served two terms as Prime Minister of Italy (1996-98; 2006-2008). Prof Prodi’s political and academic careers are both highly impressive. After completing postgraduate work at the London School of Economics, Prof Prodi began his academic career at the University of Bologna in 1963, where he served as assistant in political economics and professor of industrial organization and industrial policy until 1999. He was also visiting professor at Harvard University and the Stanford Research Institute. During his academic and institutional



政治科学院荣誉会员称号、国际约瑟夫·阿·熊彼特学会熊彼特奖等。

普罗迪教授1978年进入政坛，被任命为意大利工业部部长。1982年至1989年，任工业重建学会主席，该会为当时意大利最大的控股公司。1995年，普罗迪教授创立了“橄榄树”——中左联盟，并于1996年大选中被推举为该联盟候选人。“橄榄树”联盟赢得了1996年大选，普罗迪政府执政至1998年。该届政府的成就之一是，确保意大利进入了首批采用欧元的国家行列。

career, Prof Prodi has received several prestigious awards including Honorary Member of the London School of Economics and Political Science (1989) and the Schumpeter Prize by the International Joseph A. Schumpeter Society (1999).

Prof Prodi entered politics in 1978, when he was appointed the Italian Minister of Industry. From 1982 to 1989, he chaired the Institute for Industrial Reconstruction (IRI), then Italy’s largest holding company. In 1995, Prof Prodi founded the Ulivo – “The Olive Tree” – the centre-left coalition, which made him its candidate for prime minister in the 1996 elections. Ulivo won the general elections that year and the Prodi government remained in office until 1998. One of its achievements was to secure Italy’s place among the first countries to adopt the Euro.

金融学教授黄明博士加盟中欧

CEIBS Welcomes Professor of Finance Dr Ming Huang

今年七月，康奈尔大学约翰逊管理学院金融学教授黄明博士（Dr Ming Huang）被任命为中欧国际工商学院金融学教授。

黄教授近期的学术研究工作主要集中在行为金融学——重点是认知心理学在理解金融资产定价方面的应用——与信用风险和衍生品，非流动性对资产价格的影响，以及拍卖理论在兼并中的应用等。黄教授对中国的金融市场和公司金融也有深入的研究。黄教授是《美国经济评论》副主编，他的著作曾发表于《政治经济学杂志》、《经济学季刊》、《美国经济评论》、《经济学理论杂志》以及《金融学杂志》等著名刊物。

On July 1, Professor of Finance at Johnson Graduate School of Management at Cornell University, Dr Ming Huang, was appointed Professor of Finance at CEIBS.

Prof Huang's recent academic work has focused mainly on behavioural finance – especially applications of cognitive psychology in understanding the pricing of financial assets – as well as credit risk and derivatives, the effects of illiquidity on asset prices, and the application of auction theory to takeovers. Prof Huang has also conducted extensive research on



financial markets and corporate finance in China. He serves as Associate Editor for *The American Economic Review* and his articles have been published in the *Journal of Political Economy*, *Quarterly Journal of Economics*, *American Economic Review*, the *Journal of Economic Theory*, and *Journal of Finance*.

管理学副教授许德音加盟中欧

Associate Professor of Management Dean Xu Joins CEIBS

今年七月，许德音博士加盟中欧，担任管理学副教授。许教授此前曾在香港大学商学院和北京大学光华管理学院担任副教授。

许教授的主要研究方向是跨国企业战略、中国企业战略以及中国外来企业与国内企业间的竞争等。他的论著曾发表于《管理学会评论》、《国际商业研究月刊》、《管理学报》、《战略管理》等著名刊物。

Dr Dean Xu joined CEIBS as Associate Professor of Management in July. Prof Xu's previous experience includes serving as Associate Professor at the University of Hong Kong School of Business, and Associate Professor at Peking University's Guanhua School of Management.

Prof Xu's research interests focus

on multinational firm strategy, Chinese firm strategy, and competition between foreign entrants and local firms in China. His publications have appeared in premier academic journals such as *Academy of Management Review*, *Journal of International Business Studies*, *Journal of Management*, and *Strategic Management Journal*.



丁远教授任金融学和会计学系系主任

Prof Ding Yuan Chairs Finance & Accounting Dept

中欧会计学教授丁远被任命为金融学和会计学系系主任，任期为2010年12月31日，接替处于学术休假期间的张春教授。丁远教授2003年起在中欧任教，2006年9月正式加入中欧，担任全职教学工作。

丁远教授在欧洲和中国讲授管理学硕士、工商管理硕士、高级工商管理硕士和博士课程，主要课程包括财务会计、财务报表分析、国际会计和公司治理等。此外，他还参与中国和欧洲一些公司特设课程和高层经理培训公开课程的咨询、策划和授课工作。在中欧国际工商学院，他是2005年中国首届首席财务官公开课程的共同发起人之一，并参与了学校与哈佛商学院、沃顿商学院、欧洲工商管理

学院、纽约大学、伦敦政治经济学院、IESE商学院和巴黎高等商学院共同举办的高层经理培训课程。丁博士获中欧国际工商学院“2005年度教学优秀奖”和“2007年度教学优秀奖”。2008年和2009年，他被EMBA毕业学生选为中欧最受欢迎教授之一。

CEIBS Professor of Accounting Ding Yuan has been appointed as Chair of the Department of Finance and Accounting, replacing Prof Chang Chun who is currently on leave until December 31, 2010.

Prof Ding Yuan began teaching at CEIBS in 2003, and formally joined the school as full time faculty in



September 2006. He co-founded the first CFO open programme in China in 2005 while at CEIBS. Over the years, he has also participated in many top executive programmes co-organized with Harvard, Wharton, INSEAD, New York University, London School of Economics, IESE and HEC Paris. He received the CEIBS Teaching Excellence Award in 2005 and 2007. In 2008 and 2009, he was elected by EMBA graduates as one of the most admired CEIBS professors.

蔡舒恒教授出任中欧案例中心主任

Prof Terence Tsai is Director of CEIBS Case Development Centre

蔡舒恒教授获任命，从5月1日起出任中欧案例研究中心主任。他将领导案例研究中心开发中国相关的教学案例，为中欧的教学、乃至全球的管理教育作出进一步的贡献，并促进对中国动态的商业环境的理解。

蔡教授2007年9月1日加盟中欧，担任管理学全职教学工作。此前他曾担任过香港中文大学工商管理学副教授、代理副院长（硕士生教育），案例教学研究中心主任以及MBA课程代理主任兼副主任。

Professor Terence Tsai has been appointed the new Director of CEIBS Case Development Centre. The appointment took effect on May 1.

With this new additional responsibility, Prof Tsai will lead the development of China-related teaching cases to further contribute to teaching at CEIBS, as well as worldwide management education – especially in terms of improving the understanding of China's dynamic

business environment.

Prof Tsai joined CEIBS on September 1, 2007 as full-time faculty in management. He previously served as Associate Professor of Business Administration, Acting Associate Dean (Graduate Studies), Director of Centre for Case Teaching and Research and Acting Director & Associate Director of MBA Programmes at the Chinese University of Hong Kong.



“创意中国2010”

国际MBA挑战赛：前所未有的挑战

INNOVATE
China 2010:
More Challenging
Than Ever



“创意中国2010”国际MBA挑战赛的难度是前所未有的。本次竞赛中，参赛队伍面对只有一页的企业背景信息需对太原通泽重工有限公司进行深度分析，这种情况在“创意中国”挑战赛举办3年以来还是头一次。此外，参赛学校只有不足36小时的时间为通泽重工的未来制定一份详尽透彻的改革战略，并加以阐述和论证。中欧队是怎样在决赛中击败其他6支参赛队伍，令人心悦诚服地捧回“创意中国”的奖杯，并获得3万元人民币奖金的呢？他们为太原通泽重工有限公司董事长杨泽提供了什么样的建议呢？详情激动人心，敬请阅读。

BY BERNARD CHEUNG, VIJAY CHOWDHARY & RITWIK GHOSH

INNOVATEChina 2010 was tougher than ever before. For the first time in the competition's three-year history, competing teams were given only minimal background information (1 page) on the company they were to analyze in depth – Taiyuan Tongze Heavy Industries. In addition, competing schools had less than 36 hours to formulate, present and defend a clearly-defined innovative strategy for Tongze's future. How did the CEIBS team beat out the six other finalists and pull off a convincing victory that earned them the INNOVATEChina 2010 trophy and RMB30,000 in cash? What advice did they offer Taiyuan Tongze Chairman Yang Ze? Read on for the exciting details in their own words.

We knew winning wouldn't be easy. The first clue was the significant reduction (compared to previous competitions) in the amount of background information the teams were given about the sponsor company, Taiyuan Tongze Heavy Industries. Each team received a bare bones two-page packet: since the first page outlined the requirements of the contest, there was only a single page of information on Taiyuan Tongze. The message: each team had to determine which of the scant facts given were critical in order to win.

The challenge

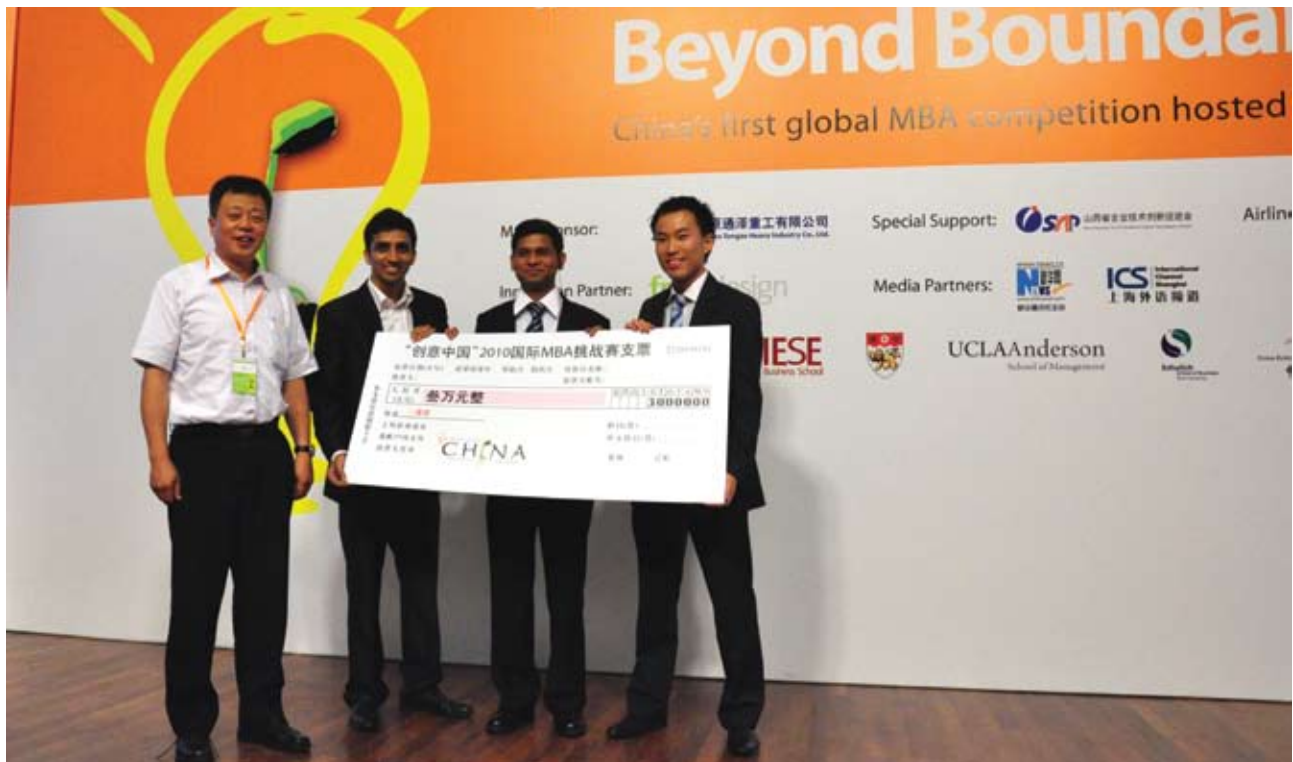
INNOVATEChina 2010 centred on a high-tech company specialising in the customized design and sale of seamless pipe manufacturing equipment – Taiyuan Tongze Heavy Industries. Since its founding in 2000, the company had experienced significant year-on-year growth – until 2008. That year, they saw a roughly 10% dip in overall revenue. This was due to a combination of increased protectionism in the United States and the European Union, and chronic overcapacity in the domestic Chinese market. In addition, a large portion of the company's growth had been indirectly driven by the Chinese central government's stimulus package. Now that the majority of this stimulus has been exhausted and the effects of the recession are still being felt, Tongze was seeking advice on: whether it should expand into international markets, how it could maintain – and further develop – its high level of technical expertise, and

whether, as a result of international expansion and talent development initiatives, the company should reform its organizational structure.

Originally formed from a partnership between local engineers in the landlocked central Chinese province of Shanxi, Tongze had developed a continuous knack for innovation in its seamless pipe manufacturing equipment. Perhaps due to the company's strong engineering roots and its production of highly customized and relevant product- and service offering to its clients, Tongze had earned a reputation for high quality. In fact, the company ranked among the world's top three suppliers of seamless pipe manufacturing equipment.

Our approach

From the competition's outset, the CEIBS team agreed on a rigorous process of analysis which we believed would provide the most robust, practical and relevant recommendations for Tongze. We even ran through a practice case on Haier a few days ahead of the contest to test the effectiveness of our approach. This intense preparation gave us the confidence we needed for the high-pressure grand final on June 19. During the contest we knew, for example, how vital it was to begin brainstorming sessions with all challenges, problems and issues faced by the company listed on a whiteboard. Then we completed various strategy frameworks that we believed were relevant to the case. We then prioritized



太原通泽重工董事长杨泽先生为中欧参赛队伍颁奖

WINNING TEAM – The CEIBS team which took the INNOVATEChina 2010 trophy with Tongze Chairman Yang Ze.

文/ BERNARD CHEUNG, VIJAY CHOWDHARY & RITWIK GHOSH

我们知道，胜利得来不易。本届参赛队伍获得的关于赞助商——太原通泽重工有限公司的背景信息与往届赛事相比大为缩减。每支队伍只拿到两页纸：前一页列出了竞赛要求，关于通泽重工的信息只有后面一页的篇幅。这意味着，每支队伍都不得不从极其有限的事实中判断哪些是赢得比赛的关键。

挑战

“创意中国2010”国际MBA商业挑战赛的焦点是太原通泽重工有限公司，这是一家专事无缝钢管制作设备的用户定制和销售的高科技企业。该公司从2000年成立以来，每年都取得了引人瞩目的发展——直到2008年为止。这一年，他们发现总收入下降了10%左右。原因是多方面的：美国和欧盟加强了自我保护，中国国内市场长期产能过剩，此外，公司的发展也有很大一部分间接受到中国政策刺激政策的推动。如今，刺激政策大部分都已用尽，衰退仍令人忧心忡忡，通泽重工正在寻求以下方面的建议：是否应当向国际市场扩张？如何保持并提高原有的高超技术水平？通泽重工是否应当重建其组织结构为国际扩张和人才优先发展做好准备？

太原通泽重工有限公司起初由中国内陆省份山西的地方工程师们合伙成立，在无缝钢管制造设备的设计制造方面不断进行技术创新。通泽重工设计力量雄厚，能够为客户量身定制高度适应客户需求的产品，并提供优质的客户服务，因此以高超的品质赢得了声誉。事实上，通泽重工已进入无缝钢管制造设备供应商的世界三强行列。

我们的历程

比赛伊始，中欧队即一致通过了一个严格的分析流程，我们相信只有如此才能为通泽重工提供最具活力、最实用也最契合的建议。在竞赛开始前几天，我们甚至还用了一个海尔的练习案例热身，以测试我们的方法是否有效。深入的准备让我们获得了自信，能够在6月19日面对压力巨大的决赛。在这次竞赛中，我们学到了许多，我们懂得了面对写满公司面对的所有挑战、难点和问题的白板开一场头脑风暴会议有多么重要。接着，我们完成了多种我们认为与案例有关的战略框架。下一步，我们列出了通泽重工面对的最重要的十个问题、难点和挑战的次序。我们确定的每一个步骤都在一个二维图表上得到标示，图表的Y轴代表经济效益，X轴代表解决问题的可能性。那些经济效

the top 10 issues, problems and challenges faced by Tongze. Each item identified was plotted along a two-dimensional chart, with economic impact on the Y-Axis and feasibility of resolving the issue on the X-Axis. The items that had both a high economic impact and a high level of feasibility would form the basis of our recommendations going forward.

Through this analysis, we identified three key issues hindering the company: stagnant growth in the domestic Chinese market; a domestic-focused organisational structure; and a narrow R&D focus. Next, we brainstormed to find all possible methods for attacking these issues, and each team member who recommended an action plan had to answer probing questions on rationale, feasibility and relevance to Tongze. This formed the crucial pillar that made our recommendations robust and practical. In addition, the questions that we lobbed at each other prepared us for the grilling to come from the panel of experts – a critical advantage for our team during the heat of competition.

As we worked to find the best solution for Tongze, each member of our team naturally gravitated towards a particular role. While each contributed equally to the brainstorming process and the generation of various frameworks, once we began formulating recommendations, our roles became crystal clear – Bernard was the instigator of new ideas, unique recommendations, and played a key role in providing the vision for implementation; Ritwik provided the crucial questioning of any gaps in Bernard’s recommendations and implementation roadmap, which in turn helped us refine our strategy; while Vijay mediated any conflicts between Bernard and Ritwik. Despite the heated arguments, this process provided a strong foundation by forcing our team to understand and agree on every aspect of our analysis by the time we made the final presentation on stage, in front of a tough panel of judges.

Our recommendations

The result of all our hard work? A three-pronged strategic recommendation for Tongze to expand, step-by-step, into the Indian market; create client services teams; and create an Innovation Laboratory.

Expanding into India was our solution to the overcapacity of the domestic Chinese market. China’s production of seamless pipes in fiscal year 2010 was

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COMPETITION

forecast to decrease by nearly 50%. This, combined with increased protectionism in key US and EU markets, suggested to us that India was the most geographically convenient market for expansion. The fact that Tongze was already serving one client in India, coupled with the boom in oil and gas-related infrastructure and its proximity to the Middle Eastern market, plus Indian companies’ lack of sufficient capacity in the seamless pipe industry, all proved to us that entering India made good economic and strategic sense. However given its lack of physical presence and in-depth knowledge about the Indian market, we thought it would be best for Tongze to enter the market via a representative office focusing on sourcing market information. The next step would be for Tongze to form partnerships with Indian technical colleges, and to recruit and temporarily post new hires to the Shanxi R&D centre for training. These measures would help the company acclimatise to the Indian culture while also fostering the development of local talent. The ultimate goal: to attain in-depth knowledge of the local market and to provide consulting services to showcase Tongze’s high standards and industry expertise. These measures will translate into the traditional EPC (engineering, procurement and construction) services.

We also suggested creating client service teams, manned by personnel from different divisions to enhance companywide information sharing and collaboration. These team would not only transform potential clients into actual revenue sources, but would create a client-focused organisation capable of transcending domestic operations and launching Tongze overseas.

The Innovation Laboratory would function as an autonomous R&D centre where initiatives are taken from the “grassroots” engineer level in order to develop

益高、解决的可能性也高的步骤，将会为我们将要出台的建议奠定基础。

通过以上分析，我们确定了影响公司的三大关键问题：中国国内市场的发展止步不前；公司的组织结构着眼于国内市场；研发目光不够长远。接着，我们召开头脑风暴会议，找出所有可能攻克这些难点的方法，每一名拿出行动计划的队员都必须回答一些追根究底的问题，如该计划的基本原理是什么，可行性如何，以及与太原通泽重工的相关性有多大。这相当于夯实基础，让我们的建议强大而实用。此外，我们相互抛出的问题也使得我们为接受专家评审团的询问做好了准备——这是我们小组在预赛阶段的关键优势。

当我们致力于找出通泽重工的最佳解决方案时，我们小组的每一名成员都自然地融入到特有的角色中去。每个人都在头脑风暴和不同框架的形成过程中作出了同等的贡献，当我们开始起草建议的时候，我们的角色立刻变得非常明晰——Bernard总是能冒出新颖的想法和独到的建议，并在想象其执行过程时饰演关键角色；Ritwik对Bernard的建议和执行设想中的欠缺予以关键性的质疑，这有助于我们改进战略；而Vijay则在Bernard和Ritwik的多次冲突中起到调停作用。尽管我们吵得面红耳赤，这一过程还是为我们在挑剔的评委面前所作的最终现场陈述奠定了坚实的基础，它迫使我们小组赶在最终陈述的时间之前，就我们所分析的每一个方面都达成了理解和一致。

我们的建议

我们的一切努力，成果如何？我们为通泽重工提出了三头并进的战略性建议：逐步扩张到印度市场；创建客户服务队伍；建立创新实验室。

向印度扩张是我们针对中国国内市场产能过剩问题的解决方案。2010财政年度，中国的无缝钢管产量预计将减少近50%。结合美国和欧盟关键市场越来越强烈的保护主义，这意味着印度将成为我们最得地利的扩张市场。通泽重工已经拥有一家位于印度的客户，此外，印度的石油与天然气周边的基础设施在大量兴建，在地理位置上接近中东市场，再加上印度企业在无缝钢管工业方面缺乏足够的产能，所有这一切都向我们证明，进入印度具有重大的经济和战略意义。就算假设印度市场尚未成形，对它缺乏深度了解，我们仍然认为，对于通泽重工而言，最佳做法是通过设立着眼于市场信息的代表处的方式，进入印度市场。下一步，太原通泽重工有限公司将与印度的工科高校建立合作关系，招聘新员工，并将之送往山西研发中心接受临时培训。这些措施将帮助公司适应印度文化，同时也促进了当地人才的成长。终极目标是：深入了解地方市场，提供咨询服务，从而展示太原通泽重工有限公司的高超标准和专业技术，这些措施将转化为传统的EPC（即设计、采购和施工）服务。

我们还建议创建客户服务队伍，由来自不同部门的人



欢迎晚宴上参赛队伍相识并互相了解

NETWORKING –
Competing teams getting to know each other during the welcome dinner.

“disruptive” technologies capable of mimicking and even replacing seamless pipes in the future. The result: a broadening of the company’s current narrow, management-driven R&D focus. The Innovation Laboratory would endorse a bottom-up approach, with restructured incentives and a performance-driven culture.

Sweet success

At about 2:30pm, under the glare of stage lights in the CEIBS Shanghai campus auditorium, it was truly gratifying to see all our hard work pay off when the lead judge,

Principal and Managing Partner in McKinsey & Company’s Shanghai office Michael Wang, announced the winning team as “CEIBS.” During the 36-hour contest, we had networked with outstanding members of the other competing teams, learned from the Tongze executives and the expert judges’ panel, and had fruitful discussion with other businessmen from Shanxi. But most of all, we had suffered through a lot of hard work and intense pressure. There were sleepless nights and heated arguments that tested – but did not break – our friendship, but it was all worth it. What would make our victory even sweeter? If, by implementing even one of our suggestions, Tongze achieves even greater success. **TheLINK**

INNOVATEChina 2010 Participating teams

UCLA:

Weiqliang Wang, Vinay Dwivedi & Jessica Li

Schulich School of Business at York University:

Jeannie Fong, Alex Chirila & Luanne Zhu

Nanyang Business School

Han Wei Koh, Jason Ho Fan Lee & Lin Nan

London Business School

Yefei Lu, Sandra Cafazzo & Gabriel Mas

IESE

Aditya Tirugokarnam, Pranav Modi & Guillem Sivecas

HULT

Anthony Perrozzini, Gregor Sunderdiek & Gopal Renganathan

CEIBS

Vijay Chowdhary, Bernard Cheung & Ritwik Ghosh

The Judges

- Chairman of Taiyuan Tongze Heavy Industry Co Yang Ze
- Principal and Managing Partner in McKinsey & Company’s Shanghai office Michael Wang
- General Manager of GE China Technology Centre Dr Xiangli Chen
- Partner and Vice President of Adfaith Management Consulting Haiwen Wang
- Chief Investment Consultant, Legend Capital Xia Yang



“创意中国2010”国际MBA挑战赛参赛队伍

美国加州大学洛杉矶分校 (UCLA):

Weiqliang Wang, Vinay Dwivedi, Jessica Li

加拿大约克大学斯古里克商学院

(Schulich School of Business at York University):

Jeannie Fong, Alex Chirila, Luanne Zhu

新加坡南洋理工大学商学院

(Nanyang Business School):

Han Wei Koh, Jason Ho Fan Lee, Lin Nan

伦敦商学院 (London Business School):

Yefei Lu, Sandra Cafazzo, Gabriel Mas

西班牙IESE商学院 (IESE):

Aditya Tirugokarnam, Pranav Modi, Guillem Sivecas

美国霍特国际商学院 (HULT):

Anthony Perrozzi, Gregor Sunderdiek, Gopal Renganathan

中欧国际工商学院 (CEIBS):

Vijay Chowdhary, Bernard Cheung, Ritwik Ghosh



评委

太原通泽重工有限公司董事长

杨泽先生

麦肯锡上海分公司总经理兼董事合伙人

王炬先生

GE中国研发中心总裁

陈向力博士

新华信正略钧策管理咨询公司合伙人兼副总裁

王海文先生

联想投资有限公司首席投资顾问

夏晔先生

员率领，这样可以增强公司内部的信息分享与协作。客户服务队伍不仅能将潜在客户转化为实际的效益来源，而且还可以建立一个以客户为中心的组织，以超越国内的运营机构，并启动公司的海外业务。

创新实验室将发挥独立研发中心的功 能，在那里，从基层工程师开始主动出击开发出可以仿效甚至在将来取代无缝钢管的“突破性”技术，公司目前的狭隘、管理导向的研发视野将得到拓宽。创新实验室将允许反向的

解决步骤，重建激励机制，文化上以业绩为导向。

甘甜的胜利

决赛当天下午两点半左右，在中欧上海校区礼堂的舞台灯光照耀下，当评委会主席、麦肯锡上海分公司总经理兼董事合伙人王炬先生宣布获胜队伍是“中欧队”时，眼看所有的努力获得了回报，我们的确欣慰万分。

在36小时的比赛中，我们与其它参赛队伍的优秀成员联网工作，向太原通泽重工有限公司的高管和专家评委学习，并与其他山西企业家展开卓有成效的讨论。而最重要的是，我们付出了许多努力，经受了巨大的压力。不眠之夜、激烈争辩考验着——而不是破坏了——我们的友谊，但这一切全都是值得的。什么能让我们的胜利更加甘甜？那就是如果通泽重工因为实施了我们的哪怕一条建议而获得了更大的成就。 **TheLINK**

From the judges

CEIBS, Nanyang and IESE were selected by a delegation of Shanxi business leaders, who attended the competition, as offering the best solutions. Here's what the judges had to say about each of the three teams:

CEIBS:

Areas to improve:

“The one thing that could have made it even better is quantitative analysis, whether it's in cost or other aspects. You ran out of time a little bit in the end but still we didn't see enough of the quantitative analysis to back up your strategic recommendations.”

Pros:

Good presentation, both visually and in terms of all three speakers. You met expectations (as the local team) of understanding the local environment a bit better than the other teams.

“Relatively speaking, many of your recommendations are practical, for example we really liked the Innovation Lab. We liked how you explored the implications if you were to pursue the Innovation Lab, in terms of organizational changes needed to make it happen.”

IESE:

Areas to improve:

“Our only regret is that we wished that you could have involved more of your team to deliver the presentation. We heard primarily from one person and one person only, even though the people in the back were just as good looking; but in the next competition, perhaps you can have more sharing, more teamwork.”

Pros:

“We thought you did a terrific job in the market analysis. In terms of your quantitative analysis and quantitative support for your strategic recommendation, we thought it was the strongest one of all teams. You had facts; you even had back-up charts you wanted to show us. We also thought some of your ideas were very, very good. The whole idea on the R&D centre in India, the separation of sales force by customer tier was very, very good. In fact Tongze's Chairman Yang Ze says these are some they're even working on themselves.”

Nanyang:

Areas to improve:

“We thought you could have selected fewer areas and go deeper to make it more relevant; maybe identify higher priorities in terms of timeframe and prioritize things.”

Pros:

Excellent presentation, full of energy, and all team members participated. Some of your ideas, in particular the idea of innovation through service, we also liked very much. We also liked the power point pages, from the colour selection in your charts, the flow was good, all that was fantastic.”



评委的话

出席本次竞赛的山西省企业家组成的代表团选出了中欧国际工商学院、新加坡南洋理工大学商学院和西班牙IESE商学院，认为他们提供了最佳解决方案。以下是评委对这三支队伍的评语：

中欧国际工商学院

不足：

“可以提高的一点是定量分析，无论是成本还是其它方面的定量分析。你们最后拖延了一点时间，但我们仍未看到有足够的定量分析支持你们的战略建议。”

优点：

“上佳的现场阐述，无论是形象方面还是所有3位演讲者都有很好的表现。与我们的期待相符，你们（作为本土参赛队伍）对地方背景的理解比其他队伍更好一些。

相对而言，你们有许多建议都具有实用性，例如，我们确实喜欢建立创新实验室的建议。‘如果你们继续建立创新实验室，就必须有组织变化才能建成。’我们欣赏你们对这一建议的深层意义的探究。”

新加坡南洋理工大学商学院

不足：

“我们认为你们选择的领域可以更少一些，做得更深入一些，这样的话，你们的建议就会更适合这家企业；或许你们需要在限定时间内确定哪些属于应该优先考虑的问题，并给它们排好先后次序。”

优点：

“现场阐述卓然不群，充满活力，所有成员都参与其中。你们有些想法，特别是在服务中创新的想法，我们也非常欣赏。我们还欣赏你们做的幻灯片，图表颜色的选择很不错，衔接也非常流畅，一切都很精彩。”



西班牙IESE商学院

不足：

“我们唯一的遗憾是：希望你们队伍中的更多成员能够参与到现场阐述中来。我们大部分时间只是听你们一个一个地讲，即使坐在背后人同样形象良好，他们也一言不发；但在下一次比赛中，可能你们会有更多分享、更多合作。”

优点：

“我们认为你们的市场分析做得极为出色。你们的定量分析和对你们的战略建议的定量支持，我们认为所有参赛队伍中做得最好的。你们掌握事实，甚至还有想要向我们展示的背景图表。我们还认为，你们的某些想法是非常精彩的。从印度研发中心，到根据客户等级分别建立销售队伍，整套设想都十分出色。事实上，通泽重工董事长杨泽透露，这些措施也正是他们自己目前正在着手进行的。”

总揽全局， 经始大业， 理事自若。

总经理课程 (AMP)

春季班：2011年4月开课
夏季班：2011年7月开课
冬季班：2011年11月开课

总经理课程不仅仅有最核心的管理模块和最顶尖的教授，更有创新的学习模式和精心设计的学习流程，使学员能成功地将书本上、课堂上的概念与自身实践经验相结合，反躬而思，超越旧的思维框架，最终实现学以致用。

招生对象

本课程的招生对象为高速成长的优秀企业的总裁、总经理和集团公司事业部的总经理、以及极具潜力的高层管理人员，他们应拥有八年以上的管理经验，并具备课程所要求的学习素质。

六大核心模块

- 宏观经济和管理学导论
- 管理会计和公司财务
- 决策：风险和回报
- 组织、文化与领导力
- 决策者的市场管理
- 增长战略

四大创新学习模式

- 温故知新 除核心模块外，课程将提供表达个人的思想和企求的平台，教授将引导学员进行反思和互相学习，将个人的偏见和盲点充分暴露出来。
对学员的要求：必须坦诚布公、乐于分享
- 学而时习 每天学习结束时，要求学员运用学习日志，回顾当天学到的、思考过的、有重要心得的要点，努力将书本上的概念理论与实践联系起来。
对学员的要求：必须认真听课、勤于思考
- 以人为镜 学员自由组成两人小组，到彼此工作岗位上作为为期两天的访问。客人在与主人讨论的基础上，把访问经历写成报告。主人看了这份报告以后，自己写一份报告作为回应。
对学员的要求：必须虚心向学、从善如流
- 知行合一 在第六个模块结束前，完成一篇反思论文。把各个模块的内容与公司的实际相联系。其核心是面向行动，让课堂上的、书本上的知识真正在实践中发挥出作用。
对学员的要求：必须锐意创新、勇于尝试

详情请洽

上海：张女士 电话：021-2890 5186 / 136 5171 6612 电邮：zemily@ceibs.edu
北京：王先生 电话：010-8296 6685 / 139 1010 7807 电邮：wkai@ceibs.edu

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



变：6月24日昆曲艺术家张军演绎《牡丹亭》，女主角杜丽娘扮演者现场化妆。

TRANSFORMATION – “Peony Pavilion” heroine “Du Li Niang” dons stage makeup before the June 24 presentation by renowned Kun Opera artist Zhang Jun.



昆曲盛宴：6月24日张军携师妹张然演出《牡丹亭》。

KUNQU TREAT – Zhang Jun and his junior apprentice Zhang Ran perform the “Peony Pavilion” on June 24.

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

中欧2009级MBA班成功主办了学院第二届艺术鉴赏周。本年度的活动充分展示了中国文化与西方文化、艺术与商业激动人心的融合。6月19日至25日，各项节目精彩纷呈：活力十足的T恤设计大赛、发人深省的讲座和圆桌讨论、红酒与香水晶鉴、昆曲名家张军的现场表演、中国传统音乐会以及中欧首届户外时装秀！

CEIBS MBA 2009 Class successfully hosted the school's 2nd annual Art Appreciation Week. This year's event served up a stimulating mix of Chinese and Western culture which focused on the fusion of art and business. Highlights of the activities staged from June 19 – 25: a lively t-shirt design contest, thought-provoking lectures and roundtable talks, wine and perfume appreciation, a Kunqu performance by the genre's master Zhang Jun, an impressive Chinese traditional music performance and CEIBS' first-ever outdoor fashion show!



悠扬的重唱：6月23日，男声二重唱组合为艺术鉴赏周音乐会深情演唱《桑塔露琪亚》。

DYNAMIC DUO – An all-male duet delivers a rousing rendition of “Santa Lucia” during the June 23 Art Appreciation Week Concert.



干杯！：音乐会上的四重唱《饮酒歌》。
CHEERS! – A quartet performs the “Drinking Song” during the concert.



前卫风尚：6月25日，中欧首届户外时装秀，中欧上海校区的图书馆走廊成为模特儿展示绚丽设计的舞台。

FASHION FORWARD – The corridors outside the CEIBS Shanghai Campus Library were transformed into a stage for models to strut their stuff and show off beautiful designs during CEIBS’ first outdoor fashion show on June 25.



中欧代表队获得GMAC颁发的 TeamMBA最佳服务奖

CEIBS Team Wins GMAC's TeamMBA Service Award



6月25日，美国管理专业研究生入学考试委员会（GMAC）年度行业大会在圣地亚哥召开，中欧MBA团队的“青少年关怀月”项目在会上荣获最佳服务奖，这是中国商学院首次获此殊荣。

每年GMAC都要表彰一批通过学生活动承担社会责任的商学院。今年该委员会收到60余份提名。在最后一轮角逐中，中欧与其他五个团队共同赢得了最佳服务奖。其他获奖者包括沃顿商学院和波士顿大学。

“青少年关怀月”项目包括带领外来务工人员子弟参观上海科技馆、前往在2008年汶川地震中遭受重创的北川中学并举行演讲、以及在中欧校友中发起的一系列捐款活动。

The CEIBS MBA Student project “Month of Care for Children” was awarded the TeamMBA Service Award at the GMAC Annual Industry Conference in San Diego, on June 25, becoming China’s first b-school to ever win.

Each year, the GMAC recognizes business schools that exemplify a commitment to social responsibility through the actions of their students. This year, GMAC received more than 60 nominations. In the final round, the CEIBS project was among the five winners of the TeamMBA Service Award. Other winners included Wharton and Boston University.

The “Month of Care for Children” project included a visit to the Shanghai Science and Technology Museum with the children of migrant families, a presentation during a visit to the Beichuan High School in Sichuan province, which was destroyed by an earthquake in 2008, as well as a series of fundraising events within the CEIBS community.



一流学者：A Capital创始人兼首席执行官龙博望先生 (Andre Loeseckrug-Pietri) 为今年“私募股权投资奖学金” (人民币45000元) 的获得者Vivien Chang (MBA2009) 颁奖。中欧国际工商学院全球责任领导力特聘教授翟博思 (Henri-Claude de Bettignies) 出席仪式。
A-GRADE SCHOLAR – Vivien Chang (MBA 2009), this year's winner of the RMB45,000 "A Capital-CEIBS Private Equity Scholarship" accepts her award from A Capital Founder & CEO Andre Loeseckrug-Pietri as CEIBS Distinguished Professor of Global Responsible Leadership Henri-Claude de Bettignies looks on.

“以色列之夜”活动：美食、电影、文化亮点，众多展示尽在5月27日MBA2009级学生主办的“以色列之夜”活动中。

FALAFEL ANYONE? – Great food, movies, cultural highlights and more were all on show during Israeli Night on May 27, hosted by the CEIBS MBA2009 Class.



请访问www.ceibs.edu获取详情
 For a complete report on all stories in this section see www.ceibs.edu

“德国-瑞士之夜”活动——尖顶帽、农夫衬衫、啤酒，5月13日的“德国-瑞士之夜”活动妙趣横生，就连教务长郭理默教授 (Rolf D Cremer) 也忍不住尝试人人爱玩的锤钉游戏。

NAILED! – Pointy hats, peasant blouses and beer were all part of the fun during German-Swiss Night on May 13. So was the popular nail hammering game which Dean Rolf D Cremer just couldn't resist.



《解放日报》：“中国服务外包国际论坛”特别报道——后危机时代，中国外包“蓝海”在哪里



危机后，全球服务外包格局发生怎样的变化？后危机时代，中国外包产业的新机遇在哪里？要超越外包产业强国印度，中国还要跨越多少障碍？日前，在中欧国际工商学院举办的中国服务外包国际论坛上，政府、学界和企业界人士共同探讨了这些话题。上海市政协副主席、中欧国际工商学院执行院长、中国服务外包研究中心主任朱晓明博士以“新政与新增”为题发表主题演讲时表示：“据统计，2020年全球物联网的终端将达到500亿个。物联网产业将衍生出十几个产业环节，如产业通信芯片商、通信模块商、传感器制造商、传感器节点制造商、应用软件提供商、系统集成商、物联网服务提供商、测试认证提供商、管理咨询提供商等等。而这些万亿元级的产业，会产生千亿元级的服务外包。”《解放日报》、《文汇报》、《新民晚报》、《第一财经日报》、《商业价值》、新华社、搜狐网、新浪网等主流媒体做了及时深入的报道。

《福布斯》：专访张维炯副院长——中欧：扩张的艺术



金融危机来袭，中欧国际工商学院的招生却似乎逆势而上。中欧国际工商学院副院长兼中方教务长张维炯接受《福布斯》专访，剖析中欧“扩张的艺术”。在张维炯看来，招生的利好得益于中欧从1994年成立以来形成的国际化特色、锻造的品牌质量和广泛的校友关系网络。中欧严格控制着整体课程的品质，教授资源也是塑造品牌的关键因素。越来越多的高层经理培训课程受到了市场的欢迎，这也促使中欧加快了在北京和深圳的扩张速度。此外，中欧也在探索使用网络教学的模式，争取在保证教学质量的同时缩短学习时间。《福布斯》5月刊特别报道了中欧的扩展艺术。

《第一财经日报》：横越生命中的戈壁——“玄奘之路”国际商学院戈壁挑战赛中欧国际工商学院蝉联冠军



《第一财经日报》记者跟随中欧团队走过戈壁挑战赛，报道了中欧在这场比赛中以绝对的优势蝉联冠军。记者从一名观察者的角度对中欧冠军队做了整版报道，对玄奘精神和中欧“认真、创新、追求卓越”的校训做出了诠释。

“这其实不是一场竞赛，而是一场重新了解‘我’的过程。从‘小我’到‘大我’再到‘无我’，每个人都有机会重新领悟生命的真意。这也恰恰是穿越千年，玄奘大师的精神所在。”

《南方周末》：全文刊登吴敬琏教授观点：经济转型说了27年 何时能够真正转变



在增长的迷雾中求索了30年之后，中国走到了转型的重要时刻。这场增长方式转型的关键，既在于要破除既得利益者设置的障碍，也在于要创造一个能吸引人才的环境。如何走出“靠投入来增长”的“苏联误区”？又如何摆脱“靠净出口补充国内需求的不足”的“东亚误区”？中欧国际工商学院宝钢经济学教授吴敬琏在MBA的一堂答疑课上针对这一系列问题，进行深入剖析，同时对充满魄力、敢为天下先的苏南和珠三角地方政府充满肯定：“这样的企业中国如果有几千个，那是毫无问题了。”

《云南信息报》整版报道：中欧国际工商学院助力云南经济腾飞



6月10日，中欧国际工商学院EMBA管理论坛在昆明举行，中欧最知名的管理学教授之一、哈佛《商业评论》原主编忻榕博士做了题为《促进企业持续发展的人才战略》的主题演讲。当天，中欧云南校友会也正式成立。

中欧国际工商学院副教务长、EMBA主任陈杰平教授，中欧校友关系事务部主任王庆江，中欧深圳首席代表梅文珏参加了活动。截止到目前为止，中欧国际工商学院已经为云南省培养了40多名政界、工商界中坚人士。《云南信息报》整版报道：“优越的地理位置，深厚的营商文化，如果能够再输入现代的管理知识，云南的经济一定会插上腾飞的翅膀。”

《文汇报》头版报道：服务大局发挥经济智囊作用 刘云耕赴中欧国际工商学院调研



6月25日，市人大常委会主任刘云耕率部分常委会成员赴中欧国际工商学院视察调研，充分肯定了学院办校定位准确、办学理念先进，师资队伍高度国际化。刘云耕希望学院针对经济社会发展的新形势，继续坚持服务大局、强化精品意识、创新办学模式、发挥经济智囊作用，努力打造世界知名的教育品牌、创办全球领先的工商学院，为上海调整经济结构、转变发展方式，深化教育改革、建设人才高地，推动“后世博”的建设发展服务。

《每日经济新闻》：佩德罗·雷诺院长：履行企业社会责任 应给员工合理报酬



5月29至30日，中欧国际工商学院一年一度的企业社会责任全球论坛(BGRC)在上海举办。作为完全由在读MBA学员组织策划的中欧传统项目，企业社会责任全球论坛自2006年以来已成功举办了4届。今年论坛的主题也从广义的“企业社会责任”，转向了细化后的“环境与可持续发展”。对于企业社会责任，中欧国际工商学院院长佩德罗·雷诺教授在接受《每日经济新闻》专访时表示，企业履行社会责任，实质不在于作秀，而在于生产合格优质的产品、尽量做到节约能源、切实保障员工的合法权益。

TV, VIDEO & AUDIO



Live interview with Prof Romano Prodi – 7/02



Prof Horst Loechel on China's Economic performance in Q1 – 7/15



Live interview with Prof Romano Prodi on World Business Today – 7/02



Documentary on CEIBS – 5/30



- Prof Horst Loechel on misconceptions about China, Part 2 – 6/03
- Prof Horst Loechel on misconceptions about China, Part 1 – 5/31



Professors Rolf D. Cremer, Horst Loechel & Xu Bin on Chinese foreign policy – 7/19



- CEIBS Director of External Communications Laurie Underwood on Language of study at b-schools – 6/30
- CEIBS Assistant President Zhou Xuelin on China's rising wages – 6/16

PRINT & ONLINE



Column by Director David Gosset on Expo 2010 – 5/21



Prof Horst Loechel on AgBank IPO – 7/16



CEIBS in joint initiative by Top 4 Asian B-schools – 7/21



- Director of Communications Laurie Underwood on CEIBS Advanced Reporting Course for Senior Journalists – 7/22
- Prof Wang Jianmao on RMB flexibility – 7/21
- Prof Pedro Nueno on teaching entrepreneurship and innovation – 7/01



- Prof Terence Tsai on Chinese CEO's global vision – 7/21
- Gary Liu on Shanghai as a financial centre



Prof Wang Jianmao on China's soft landing – 7/20



Prof Wang Jianmao on the value of the RMB – 7/20



CEIBS in joint initiative by Top 4 Asian B-schools – 7/20



Prof Pedro Nueno on the strength of the Spanish economy – 7/07



- Prof Pedro Nueno on CEIBS and the Expo – 7/05
- Column by Prof Horst Loechel on China's new growth model – 5/20



- Director of Communications Laurie Underwood on doing business in China – 7/07
- Professors Charles Chen and Ding Yuan on politically connected companies – 7/05



- Gary Liu on economic restructuring – 7/09
- Prof Xu Xiaonian on China's stimulus package – 6/17
- Column by Prof Waldemar Pfoertsch on the value of Expo 2010 Shanghai – 6/07
- Dr Gary Liu on workers' rights – 6/04
- Prof Xiao Zhixing on Shanghai's missing entrepreneurs – 5/19



- Prof Richard Brubaker on China's eco-cities – 6/25
- Prof Zhao Xinge on performance of Chinese stock market – 5/19



- Professors Lydia Price & Richard Brubaker on sustainability studies at CEIBS – 6/18
- Column by Jean Lee on grooming leaders – 5/24
- Prof Charles Chen on teaching ethics in b-school – 5/18

彩云之南的新篇章

CEIBS Heads “South of the Colourful Clouds”



中欧国际工商院校友会云南分会成立大会。

CHAPTER LAUNCH – CEIBS Yunnan alumni capture the moment at the Chapter's launch ceremony.

想要了解“真正的”云南？中欧校友会云南分会经过一段时间的精心筹备，于2010年6月10日隆重成立了。本期杂志特别邀请到了云南校友分会会长、EMBA2002级校友、云南新万通投资控股有限公司董事长井宇为我们解读彩云之南的独特魅力，以及中欧云南校友分会给云南、中欧带来的新契机。

Want to see the ‘real’ Yunnan? CEIBS’ newly-launched Alumni Association Yunnan Chapter can help. Speaking to *TheLINK* from Kunming, Yunnan Chapter Chairman Jing Yu (EMBA 2002), Chairman of New Wantong Investment Holding Co., dispels myths about the region and outlines the benefits the new chapter will bring for CEIBS alumni.

文/童希

TheLINK: 人们对于云南的认识中最大的误解是什么？在您看来，真正的云南是什么样的？

井宇：“彩云之南”的云南民族众多，资源丰富，风光独特、气候舒适。四季如春的昆明，风花雪月的大理，千年古城的丽江，神奇迷人的西双版纳都是令人向往的旅游胜地，云南地处边疆地区，与老挝、缅甸、越南接壤，是中国通向东南亚的“桥头堡”。

以往人们可能会觉得云南落后保守，缺乏进取心，但现在的云南通过大力发展旅游业，已经让更多的人体会、了解了云南。

云南有着丰富的人文资源、旅游资源、绿色生物资源和矿产资源，所以在云南发展高端旅游服务业、生物产业、绿色能源产业（水电、太阳能等）、文化产业及矿业有着得天独厚的优势，同时云南是东南亚的“桥头堡”，发展和东盟的贸易及加工往来也有着独特的区位优势。

BY ALICE TONG

TheLINK: What is the biggest misconception about Yunnan, and what is the province really like?

Jing Yu: People used to think that Yunnan is a boring, backward place with no excitement or vitality. But now the tourism industry is booming and more and more people have visited. They are returning home with a better understanding of Yunnan.

Yunnan has a unique advantage in developing high-end tourism. Here you have absolutely beautiful scenery, abundant mineral resources, and a rich history. Even the name 'Yunnan' is colourful – it means “south of the colourful clouds.” Tourists find a large number of minority ethnic groups, rich resources, unique scenery, and balmy weather. Our famous tourist attractions include Ever Spring City Kunming, romantic Dali, the ancient town of Lijiang, and mysterious Xishuangbanna.

We also share borders with Laos, Myanmar, and Vietnam, so visitors can use Yunnan as China's gateway to Southeast Asia. Yunnan has a unique geographical advantage in developing trade relations with Southeast Asian countries.

The province also has business advantages: a strong bio-tech industry, a growing renewable energy sector (including hydro and solar energy), an important mining sector, and growing culture-based industries.

TheLINK: Is CEIBS well known in Yunnan? What kind of advantages do CEIBS' courses give to its alumni in the area?

Jing Yu: CEIBS' influence is gradually increasing in Yunnan, especially among entrepreneurs here. Professor Xin Rong's June lecture on the topic of human resources gave more entrepreneurs and government leaders a better understanding of the cutting-edge knowledge that CEIBS has to offer. CEIBS' courses help us widen our vision, broaden our thinking, increase our confidence, and of course, to see the difference between us and other people. In addition, CEIBS can also help us to build a wide social network, enabling us to make friends with people from all over the world, especially with the alumni from more developed regions in China. We have learned a lot from them and they have been a source of great support.

TheLINK: What are some of the highlights and challenges from the chapter's launch?

Jing Yu: We began preparations at the beginning of 2010, and the chapter was officially founded on June 10. Now we have 46 members. The preparation was pretty smooth, thanks to everybody's active involvement. In fact, from the very beginning, we all saw the chapter as our 'home.' I would like to take this opportunity to express my great gratitude for those who contributed to the

摄影: 赵静

6月10日, 中欧国际工商学院EMBA管理论坛在昆明举行

TIME FOR DIALOGUE – The June 10 staging of CEIBS EMBA Management Forum in Kunming.



TheLINK: 中欧在云南有名么? 中欧的商学院教育对于云南的校友有怎样的帮助?

井宇: 中欧在云南的影响力正逐步增加, 尤其是企业界。通过今年6月份忻榕教授在云南关于人力资源的论坛, 让更多的企业家和政府领导对中欧有了更进一步的认识。中欧帮助云南校友拓展了视野、开阔了思路、看到了差距, 也取得了信心, 从局部到全球, 广交朋友, 结识知己, 尤其是相对发达地区的校友给了我们很好的借鉴和帮助。

TheLINK: 云南校友分会筹备过程中的亮点是什么? 遇到过什么困难?

井宇: 云南校友会从2010年初开始筹备, 于2010年6月10日正式成立, 现有成员46名。筹备过程很顺利, 云南校友积极参与, 大家群策群力, 在筹备之初其实大家已经把中欧云南校友分会当成了自己的家, 因此, 我们的筹备工作非常顺利。借此机会我也要对我们中欧云南校友在校友分会成立过程中所付出的努力和热情表示深深的感谢!

TheLINK: 与中欧其他校友分会相比, 云南校友分会有什么独特之处?

井宇: 我们云南校友分会虽然人数较少, 但大家有着不同的企业背景、年龄和爱好, 校友们在一起凝聚力很强。我们觉得云南校友分会刚刚成立还很年轻, 我们要向其他校友分会更多地学习、更多地交流, 争取把我们云南校友分会办成一流的中欧同学会。

在此, 我特别向其他校友分会同学们推荐云南的高尔夫球场。云南的高尔夫球场一年四季365天都可以打球, 可

以以球会友。在此热忱欢迎老师们、同学们来云南打球、旅游。

TheLINK: 云南校友分会的短期和长期目标分别是什么?

井宇: 我们希望云南校友分会办成一个校友们的心灵驿站, 同学们可以进来稍许休整, 然后再快马加鞭。云南校友分会将会是同学们增进友谊、真诚交流、相互支持、共同发展的平台。

我们正在策划一系列的活动, 有旅游、有论坛、有兴趣协会等等。我们也在参照其他校友分会的活动经验。总之, 我们希望把分会的活动办得有特色、有吸引力, 让更多的同学满意, 吸引更多的同学参与。

TheLINK: 对于中欧的所有校友, 云南校友分会有什么样的信息要传达?

井宇: 希望中欧校友多来云南旅游, 进一步了解云南、喜欢云南, 支持云南的发展, 在云南的发展中寻找机会。黄金有价、情谊无价。我们会倍加珍惜同窗情谊, 倍加珍惜向其他分会的校友们学习和交流的机会。我们希望和其他分会互通信息, 在互通信息中相互帮助, 在相互帮助中加强合作, 在加强合作中共创事业、享受成功! 在此对在我们分会筹备过程中给予我们关心、支持和鼓励的其他分会和校友再次表示深深的感谢! **TheLINK**

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主管单位: 云南省人民政府研究室

云南省人民政府发展研究中心

摄影: 赵静

中欧国际工商学院EMBA管理论坛上商界、学界精英分享观点

MANAGEMENT FOCUS - Participants exchange ideas during the CEIBS EMBA Management Forum.





摄影：杨克林

从左至右：云南校友会名誉会长王云，会长井宇，副会长武卫

LEADING TEAM – From left, Yunnan Chapter Honorary President Wang Yun, President Jing Yu, and Vice President Wu Wei.

founding of the chapter.

TheLINK: Compared with other chapters, what makes the Yunnan Alumni Chapter unique?

Jing Yu: Although we don't have as many members as other chapters, and members have different business backgrounds, age, and hobbies, still we are very united. Because the chapter is so new, however, we still have a lot to learn and hope to do so during our interaction with other chapters. Our goal is to build our chapter into the best one at CEIBS.

At the same time, other chapters can learn a lot about Yunnan from us – both as a business destination and as a place to relax. For example, Yunnan's golf courses remain green year-round and I am always happy to recommend courses to alumni who visit. Golfing is an excellent way to network.

TheLINK: What are the chapter's short-term goals and longer term goals?

Jing Yu: We hope to build our chapter into a place where our members can recharge their emotional batteries and become energized to face new challenges ahead of them. The chapter helps members build

friendships, network, share knowledge, support each other, and promote mutual development.

We are planning a series of activities, including trips and forums, to help our members grow and learn from each other. We also hope to learn from other chapters. Our goal is to hold unique, exciting activities that will satisfy our members!

TheLINK: What message would the Yunnan Chapter like to convey to all CEIBS alumni?

Jing Yu: I hope more CEIBS alumni will come to Yunnan for a visit and learn more about our province. I also hope that they will like Yunnan enough to support its development and explore business opportunities here. Gold has a price, but friendship is priceless. We cherish the friendships we have forged with our classmates at CEIBS, and we cherish even more the opportunity to learn from, and exchange ideas with alumni from other chapters. We hope to cooperate with other chapters by sharing information with one another. Through this mutual cooperation, we can all advance our careers and enjoy success!

Again, I want to express my deep gratitude to the alumni from other chapters who provided support and encouragement during the launch of the Yunnan Chapter! **TheLINK**

中欧校友会首尔分会成立

Seoul Korea Alumni Chapter Launched

7月17日，中欧国际工商学院校友会在韩国成立了首尔分会。这一分会的成立标志着中欧在海外有了最大的校友分会——成员多达70人——也标志着中欧有了首个由非中国籍人士组成的校友分会。首尔分会是中欧的第三个海外校友分会。

MBA和EMBA课程联合举办了新闻发布会暨分会成立大会。会上，中欧国际工商学院运营管理学教授柯雷孟（Thomas Callarman）作了题为“中国的战略供应链管理”的演讲。韩国首尔校友分会的成立，旨在进一步扩展中欧在韩国的品牌，加强中韩两国商业领导人的关系网络，同时也是应中欧韩国分会的需求而成立的。2005年以来，就读中欧MBA课程的韩国学生人数增长了240%，进入中欧MBA班的韩国学生，2010年有16名，2011年有17名。

CEIBS Alumni Association launched its Seoul Korea Chapter on July 17. The move marks CEIBS' largest alumni chapter outside China – with 70 members – and the first to be comprised of non-Chinese nationals. The Seoul Chapter is CEIBS' third overseas launch.

An MBA & EMBA joint info session, which coincided with the chapter's launch, featured a speech on “Strategic Supply Chain Management in China” by CEIBS Professor of Operations Management Thomas Callarman. The Seoul Korean Alumni Chapter was established to further expand the CEIBS brand in Korea, enhance networking among Korean and Chinese business leaders, and in response to a request from CEIBS' Korean alumni. The number of Korean students enrolled in CEIBS MBA programme has increased by 240% since 2005, to reach 16 students in the 2010 MBA Class and 17 for the 2011 MBA Class

中欧校友会首尔分会第一届理事会名单

会长：宋德镐 Doug Ho Song (EMBA2005)，韩国斗山公司执行董事

副会长：郑一永 Brian Jung (MBA2007)佳施加德士株式会社高级经理

荣誉会长：金镇夏 Jason, Jinha Kim (EMBA1997) 兰草亚洲投资创始人及首席执行官

秘书长：金宰亨 Jay Kim (MBA2008)，三星工程战略商业发展部高级经理

理事：

崔公薰 Leslie Choi (MBA2006)

Goodmorning Shinhan证券公司投资团队副总经理

郭倍诚 Michael Kwack (MBA2007)

申盛宇 Sung Woo Shin (MBA2007)

SK 能源 助理经理

申伦秀 Brian Shin (MBA2008)

Hana大宇投资银行 经理

李株沃 Joo Yi (MBA2008)

腾迅韩国 高级经理

CEIBS' Seoul Korea Alumni Association Chapter Leaders

- **Chairman** Doug Ho Song (EMBA 2005), Managing Director, Doosan Leadership Institute, Doosan Corp.
- **Vice Chairman** Brian Jung (MBA 2007), Senior Manager, GS Caltex Corp
- **Honorary Chairman**, 'Jason' Jinha Kim, (EMBA 1997), Founder & CEO, Lindeman Asia Investment
- **Secretary General**, Jay Kim (MBA 2008), Senior Manager/Strategic Business Development Dept, Samsung Engineering
- **Council Member**, Leslie Choi (MBA 2006), Deputy General Manager/Principal Investment Team, Goodmorning Shinhan Securities
- **Council Member**, Michael Kwack (MBA 2007)
- **Council Member**, Sung Woo Shin (MBA 2007), Associate Manager of Environmental Business Development Team, SK Energy
- **Council Member**, Brian Shin (MBA 2008), Manager, Hana Daetoo Investment Banking Division, Hana Financial Group
- **Council Member**, Joo Yi (MBA 2008), Senior BD Manager, Tencent Korea.

中欧校友会加拿大 温哥华分会成立

Vancouver Chapter Opens, Welcomes Families!



2010年5月24日，中欧校友会第三十四个分会，暨第四个海外分会在加拿大卑诗省温哥华市成立。据不完全统计，目前已有61位中欧校友加入温哥华分会，随着移民温哥华的校友增多，温哥华分会的阵容日益强大。目前温哥华分会已在加拿大卑诗省政府报备，申请成为合法的华人社团机构，该社团的主要构成人是毕业于中欧国际工商学院的中国知名企业家，因此温哥华分会的成立立即吸引了众多当地媒体的关注，24日晚温哥华分会成立大会就吸引了温哥华当地6家华人媒体前来现场采访报道。温哥华分会成立大会还非常荣幸地邀请到中国驻温哥华的领事以及中国银行温哥华分行行长参与庆典。

基于温哥华依山傍水的优势条件，温哥华分会理事会选择在一条名为Harbour Prince Cruise的游轮上举行了温哥华分会成立大会和欢迎晚宴，中欧校友海外特设课程（加拿大站）的全体学员受邀参加，除此以外温哥华当地的校友连同家属，共110人参与了这次活动。

温哥华分会和中欧校友会的其他分会不同之处在于，其他校友分会会员仅限中欧校友，而温哥华分会是个特例。绝大部分温哥华分会的校友常常往返于国内和温哥华两地，而他们的家属长期留在温哥华，为了更好地维系温哥华分会的日常管理工作，同时为了促进校友家属间的互动，温哥华分会破例将校友家属吸收入会。这样一来，即便校友本人不能常常参加温哥华分会的活动，温哥华分会也会因为家属的频繁互动而欣欣向荣，持续发展。温哥华分会的成立让旅居温哥华的中欧校友在异乡找到了家的感觉。

由于大部分温哥华分会的校友在国内工作，温哥华分会专门在上海成立了温哥华分会上海支会，定期举办内容各异，规模不等的聚会活动，以便促进校友间的互动。当晚周东生教授宣布温哥华分会正式成立，并宣读第一届温哥华分会理事会成员名单。

The CEIBS Alumni Association Vancouver Chapter became the 34th to be added to the school's roster on May 24. The new chapter offers one unique feature that sets it apart from others in the network: membership is also open to family members of alumni.

This bold move was undertaken to ensure continuity within the organization when core members, who travel extensively between China and Vancouver, are not available. Allowing family members to join will also foster a greater sense of community, say founders, helping to ensure the chapter's success. In addition, chapter members working in or visiting China can also participate in events held by the Vancouver Chapter's specially launched Shanghai sub-chapter.

At the date of the launch, some 61 members had joined the Vancouver Chapter. Founders expect membership to grow quickly as more CEIBS alumni make British Columbia their home.

During the launch, CEIBS Associate Dean Prof Zhou Dongsheng officially declared the incorporation of the CEIBS Alumni Association Vancouver Chapter, and announced its first member list and inaugural council. The council is led by: President Su Xianze (EMBA 2004), Vice Presidents Li Yingxian (CEMI), Tan Xiaojun (EMBA 2004) and Jiang Sulei (EMBA 2000), and General Secretaries Xu Chuan (EMBA 2006), Yang Zheng (MBA 1999) and Kuai Dimeng.

The May launch and banquet, held aboard the Harbour Prince cruise ship, attracted more than 110 alumni and family members, plus participants of the Canada leg of the 2010 CEIBS Overseas Alumni Special Programme. Six media organizations also turned out for the event, attracted by attendees including well-known Chinese entrepreneurs and VIPs including officials from the Consulate-General of China in Vancouver and Bank of China Vancouver Branch President.

常州分会新一届 理事会成员

Introducing: Changzhou Chapter's New Council



中欧国际工商学院校友会迎来5月26日选出的常州分会的新一届理事会成员

The CEIBS Alumni Association welcomes new leaders for the Changzhou Chapter, elected on May 26:

分会职务 Council Title	姓名 Name	班级 Class	公司和职务 Job Title
名誉会长 Honorary President	范燕青 FAN Yan Qing	EMBA 2001 SH2	中共常州市委书记 Secretary, CPC Changzhou Committee
会长 President	戴源 DAI Yuan	EMBA 2009 SH4	中共常州高新区工委书记 Secretary, CPC Working Committee, Changzhou National High-tech District
副会长 Vice President	潘雪平 PAN Xue Ping	EMBA 2008 SH6	江苏金旻实业股份有限公司董事长、总经理 Board Chairman & General Manager, Jiangsu Jingsheng Industries Co.
副会长 Vice President	吴建卫 WU Jian Wei	EMBA 2005 SZ2	江苏普灵仕集团董事长兼总经理 Board Chairman & General Manager, Jiangsu Price Group
副会长 Vice President	徐敏 XU Min	EMBA 2006 SH6	梅特勒-托利多(常州)称重设备系统有限公司 系统战略事业部总经理 General Manager, System Strategies Department, Mettler-Toledo (Changzhou) Scale & System
副会长 Vice President	石旭涌 SHI Xue Yong	EMBA 2009 SH4	武进经济开发区管委会主任 Director, Administrative Committee, Wujin Economic & Technological Development Zone
秘书长 Secretary General	周晓萍 ZHOU Xiao Ping	EMBA 2004 SH3	常州星宇车灯股份有限公司董事长 Board Chair, Changzhou Xingyu Automotive Lights Co.
副秘书长 Vice Secretary General	岳国健 YUE Guo Jian	EMBA 2003 SH5	莱尼电气线缆(厦门)有限公司总经理 General Manager, LEONI Cable (Xiamen) Co.
副秘书长 Vice Secretary General	徐奕 XU Yi	EMBA 2008 SH7	常州新祺晟高分子科技有限公司总经理 General Manager, Changzhou Macromolecule Technology Co.



加入校友网络吧! Join the network!

想要和昔日的中欧同窗再续前缘? 想要加入离你最近的校友分会? 这里为您提供截至2010年7月12日的中欧校友分会联络人通讯录, 其中包括了正在积极筹备中的分会, 让我们一起享受校友网络带给我们的惊喜吧!

Trying to reconnect with your CEIBS classmates, want to join a chapter near you? Here's a list of the CEIBS Alumni Association Chapters as of July 12, 2010 (including those on the verge of being launched) and how to contact them. Happy networking!

地区 Chapter	联络人 Contacts	电子邮件 Email
安徽 Anhui	会长: 俞能宏 EMBA02 秘书长: 王学锋 EMBA07	Chairman: Yu Nenghong Secretary General: Wang Xuefeng hsahc@mail.hf.ah.cn wxf98@vip.sina.com
北京 Beijing	会长: 张学武 EMBA99 秘书长: 张红 EMBA01	Chairman: Zhang Xuewu Secretary General: Zhang Hong zhangxw@hkcts.com hongzhang@goalmark.com
常州 Changzhou	会长: 戴源 EMBA09 秘书长: 周晓萍 EMBA04	Chairman: Dai Yuan Secretary General: Zhou Xiaoping daiyuan@xinhuanet.com sally.zhou@xingyu-lighting.com
大连 Dalian	会长: 刘爱民 EMBA01 秘书长: 王韶刚 EMBA04	Chairman: Liu Aimin Secretary General: Wang Shaogang lamtt2001@163.com wangcol@yahoo.com
福建 Fujian	会长: 何福龙 EMBA07 秘书长: 张国田 EMBA05	Chairman: He Fulong Secretary General: Zhang Guotian hfl1888@itg.com.cn roger_777@163.com
港澳 Hong Kong and Macau	会长: 王帅廷 EMBA00 秘书长: 袁仲安 EX99	Chairman: Wang Shuaiting Secretary General: Yuan Zhongan chwst@crc.com.hk leoyuen@dig.com.hk
广州 Guangzhou	会长: 李雄 EMBA02 秘书长: 罗志勇 MBA02	Chairman: Li Xiong Secretary General: Luo Zhiyong betterlx@163.net edward@ep.esselgroup.com
贵州 Guizhou	会长: 臧奉江 EMBA03 秘书长: 曹志松 EMBA04	Chairman: Zang Fengjiang Secretary General: Cao Zhisong torozfj@163.com llczs@sina.com.cn
河北 Hebei	会长: 乔志强 EMBA03 秘书长: 陈小东 EMBA02	Chairman: Qiao Zhiqiang Secretary General: Chen Xiaodong qiaozhiqiang@vip.sina.com 13313042000@165e.com
河南 Henan	会长: 朱夏炎 EMBA01 秘书长: 杜海波 EMBA03	Chairman: Zhu Xiayan Secretary General: Du Haibo zxy1000@vip.sina.com hnzy6@126.com
黑龙江 Heilongjiang	会长: 董焕忠 EMBA06 联席秘书长: 关喜华 EMBA05 联席秘书长: 刘荒 EMBA04	Chairman: Dong Huanzhong Secretary General: Guan Xihua Secretary General: Liu Huang donghuanzhong@petrochina.com.cn gxh0459@sina.com chinafete@gmail.com
湖北 Hubei	会长: 袁谦 EMBA05 秘书长: 任小旭 EMBA06	Chairman: Yuan Qian Secretary General: Ren Xiaoxu yuanqian@vip.sina.com renxiaoxu@hotmail.com
湖南 Hunan	会长: 向文波 EMBA02 秘书长: 汪峥嵘 AMP06	Chairman: Xiang Wenbo Secretary General: Wang Zhengrong xwb@sany.com.cn goodvogue@163.com
济南 Jinan	会长: 宋传杰 EMBA02 秘书长: 王良 EMBA02	Chairman: Song Chuanjie Secretary General: Wang Liang schuanjie.e02bj2@alumni.ceibs.edu wangliang@ieslab.com.cn
江西 Jiangxi	会长: 于果 CE006 秘书长: 吴志远 EMBA96	Chairman: Yu Guo Secretary General: Wu Zhiyuan yuguo@jxbsu.com xmwzy@21cn.com
南京 Nanjing	会长: 黄清平 CE003 秘书长: 王峥嵘 EMBA03	Chairman: Huang Qingping Secretary General: Wang Zhengrong huang_qp@126.com wzhengrong.e031@alumni.ceibs.edu

地区 Chapter	联络人 Contacts	电子邮件 Email
宁波 Ningbo	会长: 周敏峰 EMBA01 秘书长: 徐立宏 EMBA03	Chairman: Zhou Minfeng Secretary General: Xu Lihong zmf@mail.nbptt.zj.cn Xu_lh@cnwinwin.com
青岛 Qingdao	会长: 郗晋生 EMBA02 秘书长: 谭丽霞 EMBA07	Chairman: Xi Jinsheng Secretary General: Tan Lixia houge7058@hotmail.com tanlx@haier.com
陕西 Shaanxi	会长: 戚世梁 EMBA01 秘书长: 韩军 EMBA05	Chairman: Qi Shiliang Secretary General: Han Jun qisl@vip.163.com hanj@xinli.com.cn
上海 Shanghai	会长: 徐麟 EMBA04 秘书长: 汤期庆 EMBA96	Chairman: Xu Lin Secretary General: Tang Qiqing xulin@shmj.gov.cn tqqzc@126.com
深圳 Shenzhen	会长: 徐航 EMBA02 秘书长: 黄反之 MBA03	Chairman: Xu Hang Secretary General: Huang Fanzhi xuhang@mindray.com.cn Frankhotcn@msn.com
沈阳 Shenyang	会长: 王莉 EMBA03 秘书长: 杨松丽 EMBA01	Chairman: Wang Li, Secretary General: Yang Songli wangl@neusoft.com 13332400065@189.cn
四川 Sichuan	会长: 董剑平 EMBA06 秘书长: 赵从容 EMBA01	Chairman: Dong Jianping Secretary General: Zhao Congrong dowson68@hotmail.com zhacongong@sc.chinamobile.com
苏州 Suzhou	会长: 谢鸣 EMBA00 秘书长: 唐海燕 EMBA06	Chairman: Xie Ming Secretary General: Tang Haiyan xm@fgw.suzhou.gov.cn heidi-tang@163.com
台湾 Taiwan	会长: 顾忆华 EMBA06 秘书长: 陈契宪 EMBA06	Chairman: Gu Yihua Secretary General: Chen Qixian emma.ku@hola.com.cn cnicholei.e06sh1@alumni.ceibs.edu
天津 Tianjin	会长: 赵航 EMBA01 秘书长: 郭世杰 EMBA99	Chairman: Zhao Hang Secretary General: Guo Shijie zhh@catarc.ac.cn guoshijie@seasunelec.com
无锡 Wuxi	会长: 张健 EMBA99 秘书长: 赵正红 EMBA01	Chairman: Zhang Jian Secretary General: Zhao Zhenghong zhang_jian@weii.com.cn zhao.zhenghong@wontex-power.com
云南 Yunnan	会长: 井宇 EMBA02 秘书长: 和春佺 EMBA06	Chairman: Jin Yu Secretary General: He Chunyang jingyu@sohu.net hcy678@tom.com
浙江 Zhejiang	会长: 张天富 EMBA01 秘书长: 盛丽玲 EMBA03	Chairman: Zhang Tianfu Secretary General: Sheng Lilin ztfemba@tom.com sll@zrar.com
重庆 Chongqing	会长: 余平 EMBA00 秘书长: 邓三红 MBA99	Chairman: Yu Ping Secretary General: Deng Sanhong group@tianson.com deng.sanhong@interchinaconsulting.com
多伦多 Toronto	会长: 朱秉 CEMI-6	Chairman: Zhu Bing bing.zhu@csisolar.com
温哥华 Vancouver	会长: 苏显泽 EMBA04 秘书长: 许川 EMBA06 秘书长: 杨铮 MBA99	Chairman: Su Xianze Secretary General: Xu Chuan Secretary General: Yang Zheng sxz@supor.com allen@fuchy.cc clarayang0210@gmail.com
新加坡 Singapore	秘书长: 陈彼得 SPEC08	Secretary General: PETER TAN pejotan@singnet.com.sg
欧洲 Europe	联系人: 待定	Not Yet Determined
韩国汉城 Seoul	会长: 宋德镐 EMBA05 秘书长: 金宰亨 MBA 08	Chairman: Song Dehao Secretary General: Kim Jay dougson@dreamwiz.com jayhyongkim@gmail.com
山西 Shanxi (preparatory stages)	会长: 张庆华 EMBA07 秘书长: 康艳香 EMBA09	Chairman: Zhang Qinghua Secretary General: Kang Yanxiang 13903402197@vip.sina.com kyanxiang.e09bj1@ceibs.edu
广西 Guangxi (preparatory stages)	会长: 孙大光 EMBA06 秘书长: 江宁 EMBA05 秘书长: 李庆锋 AMP05	Chairman: Sun Daguang Secretary General: Jiang Ning Secretary General: Li Qingfeng dgsun2006@126.com jiangning99@sina.com hunterlee@laborsing.com



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或登陆 www.ceibs.edu/mba_c 或 www.ceibs.edu/bmt

* 欠发达地区是指人均GDP低于 30,000 元人民币的地区。中欧会根据每年的官方数据调整欠发达地区名单。

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中欧国际工商学院

CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL





访问团参观了Marchese de Frescobaldi, 意大利外交部, 中国驻米兰领事馆以及意大利两所最富盛名的大学

SEEING THE SIGHTS – The group had stops at the Marchese de Frescobaldi (above) the Ministry of Foreign Affairs in Rome, China's Milan Embassy and two of Italy's most renowned universities (next page).

2010中欧校友意大利海外特设课程顺利结束 Ciao, Italia! 2010 CEIBS Alumni Overseas Study Tour to Italy

意大利闻名全球的中小企业和家族企业是如何在全球化的今天, 在竞争激烈的国际市场上赢得一席之地的? 意大利的奢侈品是如何与来自法国及欧洲新崛起的竞争对手相抗衡的? 中国投资者怎样在意大利找到最好的投资机会和理想的合作伙伴?

为期11天的中欧校友意大利海外特设课程很好的回答了这些问题, 共30位中欧校友前往米兰、博洛尼亚、佛罗伦萨和罗马, 一起探寻问题的答案。2010年中欧校友意大利海外课程由中欧校友会 and 意中基金会及中意曼达林基金共同举办, 为校友提供涵盖了学术, 金融, 法务, 外交, 精密制造, 顶级品牌和家族企业在内的数十家企业和相关机构, 提供了一个全面了解意大利政治, 经济和文化的机会。本次课程由校友关系事务部王庆江主任担任领队, EMBA 02级校友, 中欧校友会年度执行副会长徐航担任团长, EMBA09同学沈石轶担任副团长。

5月9日, 到达意大利的第二个晚上, 中国驻米兰大使馆商务参赞李斌先生应邀参加了欢迎晚宴, 李参赞欢迎各位中欧校友企业家到访意大利。对于这个世界第七大经济体, 李先生指出意大利和中国有着大量的合作, 而意大利悠久的文化和历史深深地沉淀在这个民族的方方面面, 很值得中国企业学习借鉴, 他也希望大家通过这次游学之旅有所收获, 并能在将来见到更多的中国企业在意大利经营。

随后的一周紧张而忙碌。团队首先访问了意大利最著名的两所大学——天主教圣心大学和博科尼大学管理学院 (SDA Bocconi)。Alberto Quadrio Curzio 教授和Olga Annushkina教授分别介绍了意大利作为欧盟重要成员在欧盟, 以及在世界范围内的地位, 意大利的经济发展情况, 以及意大利和中国之间日益加强的关系。Olga Annushkina教授还重点介绍了意大利中小企业作为意大利经济支柱的重要性和生存模式。

在接下去的几天里, 校友访问了为意大利和中国企

业进入双方市场提供战略并购咨询的企业Value Partners, Bonelli Erede Pappalardo及Chiomenti这两家顶级律师事务所, 全球领先的钢制阀座环、球体成套件以及阀门元件制造商Gasket, 意大利金融咨询与经济研究领域最大的公司之一Prometeia, 多品牌风尚与设计的网上销售平台YOOX, 可持续能源与混合动力系统能源供给领域的全球领先企业Elettronica Santerno, 全球第二大设计与生产药品、化妆品、茶叶和咖啡自动化生产与封装机械的企业IMA集团, 罗马外交部等等, 全面细致了解了有关意大利企业及在意大利开展商业活动所需知识与信息。5月10日晚, 作为特邀嘉宾, 中欧校友团队参加并见证了中国海尔集团意大利分公司和意中基金会的签约仪式。

中欧教授、意大利前总理、欧盟委员会前主席罗马诺·普罗迪先生也在紧张的行程中招待了中欧校友团, 并以经济学家和政治学家的身份和校友探讨了意大利、欧盟与中国之间的关系。

本次课程同时安排了对意大利顶级品牌和家族企业的体验。校友团深入意大利顶级汽车制造企业法拉利的工厂和博物馆, 全球知名的皮具沙发制造企业Natuzzi, 以及著名奢侈品牌菲拉格慕, 了解意大利顶级品牌征服世界的秘密。校友们同时也参观了佛罗伦萨足球俱乐部, 体验了意大利世界知名的足球魅力。在位于佛罗伦萨郊外的群山中, 校友们参观了有着数百年历史的私人酒庄Marchese de Frescobaldi, 和酒庄第30代继承人对话, 了解这个享誉欧洲和世界的古老私人酒庄的历史及经营模式。夜晚, 在群山环绕中, 校友们享用了丰盛的美酒佳肴。

作为欧洲和西方文明的起源地和集大成地之一, 意大利有着数千年的悠久历史和丰富的古老遗迹。学习之余忙里偷闲, 校友参观了著名的米兰大教堂, 佛罗伦萨古城, 庞贝古城, 那不勒斯湾, 梵蒂冈及罗马古城, 细细品味了这个西方文明发源地的独特魅力。



How do Italy's famously tenacious SMEs and family-owned businesses succeed in today's challenging and globalizing international market? How can Italian luxury brands compete head to head against established challengers from France or new competitors from other European nations? How can Chinese investors find the best opportunities or ideal business partners in Italy?

These questions and others were answered during an 11-day Alumni Study Tour to Italy which took 30 CEIBS alumni to Milan, Bologna, Florence, and Rome. Co-organized by CEIBS Alumni Association, Fondazione Italia Cina and Mandarin Capital Partners, the study trip brought participants a first-hand, intensive look into the politics, economy and culture of Italy through an itinerary packed with visits to the nation's top academic, financial, legal and governmental institutions, as well as briefings at leading Italian companies in the fields of precision manufacturing, luxury brands and family businesses. The trip was led

by CEIBS Alumni Relations Office Director Wang Qingjiang, with CEIBS Alumni Association Executive Vice Chairman Xu Hang (EMBA 2002) acting as Team Head and EMBA 2009 participant Shen Shiyi as Vice Team Head. Here are highlights of the trip:

- On May 9, the group was welcomed with a special dinner hosted by Li Bin, Commercial Counselor, Embassy of the People's Republic of China in Milan. Mr Li introduced Italy's rich history and influential culture, then outlined the long-running cooperation between China and Italy, the world's 7th largest economy. Mr Li encouraged Chinese entrepreneurs to learn from their Italian counterparts and to consider establishing future ventures in Italy.

- During the first week, the alumni visited two of Italy's most renowned universities – Università Cattolica del Sacro Cuore and SDA Bocconi School of Management – for lectures on the role of Italy in the world economy, the operating model for Italian SMEs,





and the outlook for China-Italy economic ties.

Next was a series of company trips to the operations of Value Partners consultants; Bonelli Erede Pappalardo and Chiomenti law firms; Gasket S.p.A.; Prometeia Group; YOOX Group, Elettronica Santerno S.p.A., IMA S.p.A; and the Rome Ministry of Foreign Affairs. The ambitious schedule of company tours left the alumni with detailed knowledge of the business operations in Italy. On the evening of May 10, CEIBS alumni were invited as special guests to attend and witness the Contract Signing Ceremony between Haier Italy and Fondazione Italia Cina.

CEIBS Alumni Tour also received an exclusive presentation on EU-China economic and political developments by His Excellency Romano Prodi, former

President of the European Commission and former Prime Minister of Italy and current visiting professor at CEIBS.

The charm of Italian luxury brands was another highlight of the trip, with participants visiting the manufacturing site and museum of Ferrari S.p.A. as well as visits to Natuzzi Group and Salvatore Ferragamo. Football fans especially enjoyed a side trip to Associazione Calcio Fiorentina and wine aficionados enjoyed dining at Marchese de Frescobaldi, a centuries-old private wine estate near Florence.

Finally, between business briefings, alumni did not miss the chance to experience Italy's rich history and culture through visits to Duomo del Mialno, Site of Ancient Florence, Pompeii, the Bay of Naples, the Vatican, and Ancient Rome.

顺时针： Marchese de Frescobaldi 私人酒庄合影，参观菲拉格慕，储慧斌校友与意方组织者的合影，罗马斗兽场内

FULL ITINERARY – Clockwise from top, an evening banquet at Marchese de Frescobaldi, visit to Salvatore Ferragamo, alumnus Chu Huibin with Italian hosts, and inside the Coliseum in Rome.



2010年度第二期中欧校友海外特设课程 加拿大投资考察游学行成功举行

Alumni Canada Tour Mixes Business and Pleasure



中欧校友在美丽的UBC主校园的合影 **BACK TO SCHOOL** – CEIBS alumni at UBC's main campus.

中欧校友海外特设课程（加拿大站）于5月24日至30日在加拿大卑诗省（British Columbia）成功举办。来自北京、上海、深圳等地的33位中欧校友参与了本次课程。本次课程的邀请方为加拿大卑诗省政府投资贸易办公室。为促进中加两国投资和贸易的互动，加拿大卑诗省政府投资贸易办公室为中欧校友安排了卑诗省核心产业如矿业、林业、农业、清洁能源业等行业的宣讲会 and 参访活动并就该省税收、地产、移民政策作了解读。

在中欧市场学教授、副教授周东生博士的带领下，全体团员先后与加拿大卑诗省政府小型商业、科技及经济发展厅，卑诗省国际金融中心（IFC），卑诗省能源、矿产及资源厅矿业开发办公室，Blakes, Cassel & Graydon LLP律师事务所，Terrane矿业勘探公司，加拿大丰业银行，德勤会计师事务所，加拿大卑诗省政府企业林业创新投资有限公司，Gowlings律师事务所的专家进行了面对面的交流，对在当地进行投资的信息和法律政策等做了深入的了解。

全体团员参观了林创公司旗下的Saw Mill木材加工厂，近距离了解该厂如何运用一体化高科技将原木制作成符合客户要求的各类规格的木材。随后全体团员又走访了Milner Heights地产项目，了解卑诗省如何就地取材，利用其丰富的林木资源和先进的木结构建筑技术建造舒适环保的木屋。

大家还走访了温哥华最知名的冰酒生产厂鹭岛酒庄，学习如何品鉴葡萄酒和加拿大特产冰酒。之后团员们参观了加拿大国家研究理事会燃料电革新协会（NRC-IFCI），了解卑诗省在清洁能源环保方面的科技成果和发展方向。

随后大家在加拿大最知名的学府之一加拿大不列颠哥伦比亚大学（University of British Columbia，简称UBC）尚德商学院，体验了半天的经济学课程；与尚德商学院战略与商务经济系教授、运筹与物流学系教授、国际商业研究中心主任Ilan Vertinsky博士一道就全球经济现状与动态共同探讨国际商务所面临的挑战与机遇。下午全体团员参观了位于温西地区的UBC总部，尚德商学院副院长Brian Bemmels先生以及院长助理Grace Wong女士为团员介绍了该校及其尚德商学院的历史和概况。

5月29日全体团员来到与温哥华隔海相望、位于温哥华岛最南端的卑诗省省会城市维多利亚，参观其标志性景区布查特花园。大家体验了当地最有特色的观鲸之旅，部分校友还在维多利亚市中心的帝国饭店品位了地道的传统英式下午茶，在古典英伦风情体验中结束了本次加拿大卑诗省探访之旅。



鹭岛酒庄品酒会
VINO BREAK – “Ice wine” tasting at LuLu Island.

Top business and leisure destinations in British Columbia were the focus for 33 CEIBS alumni from Beijing, Shanghai and Shenzhen, who participated in the Canada leg of the CEIBS Overseas Alumni Special Programme from May 24 to 30.

Led by CEIBS Associate Dean Zhou Dongsheng, the tour began with a trip to the British Columbia Government's Trade and Investment Office, where the CEIBS group took in briefings on the Province's taxation, real estate and immigration policies, plus site visits to major players in mining, forestry, agriculture and clean energy. The CEIBS alumni engaged in face-to-face discussions with professionals from the Ministry of Small Business, Technology and Economic Development; British Columbia International Financial Centre (BCIFC); the Energy, Mines and Petroleum Resources Office; Blakes, Cassel & Graydon LLP; Terrane Metals Corporation; Bank of

Nova Scotia; Deloitte & Touche; Forestry Innovation Investment (FII), and Gowlings.

Highlights included a visit to FII subsidiary saw mill, offering a glimpse into the use of integrated technology to tailor lumber specifically to customers' demand, and to Milner Heights, makers of environmentally-friendly wood huts.

Taking a break from briefings, on LuLu Island, alumni also sampled Canada's local specialty – ice wine. Lulu Island is Vancouver's most renowned producer of this high-end dessert wine. Next, the group visited the Canadian National Research Council of Fuel Cell Innovation Association for an update on BC's scientific breakthroughs and future plans in clean energy.

Delivering an academic component to the trip, one of Canada's most respected education institutions – the Sauder School of Business – next provided a half-day economics course.

There, CEIBS alumni exchanged views with Professor of Strategy, Business Economics, and Operations Logistics and Director of the Centre for International Business Studies at SSB Dr Ilan Vertinsky. Topics covered the current state of the global economy and the challenges and opportunities faced by international business. There was also an afternoon alumni visit to UBC's headquarters in Vancouver Westside where Associate Dean at SSB Brian Bemmels and SSB Assistant Dean of Academic Affairs Grace Wong introduced the university and the b-school.

On May 29, the group arrived in BC's beautiful capital city, Victoria. The first stop was a visit to the Butchart Gardens, Victoria's most famous tourist attraction, which offers a unique experience during a whale-watching tour. The last stop on the tour was the Imperial Hotel in downtown Victoria, for traditional English afternoon tea.

中欧校友在Saw Mill木材厂的合影
TIMBER! – CEIBS alumni at the Saw Mill.





徐匡迪教授做客中欧名家大讲坛诠释 低碳经济

6月19日，分享投资2010中欧名家讲坛第四讲邀请到第十届全国政协副主席、原中国工程院院长、上海市市长徐匡迪教授，以“转变发展方式，建设低碳社会”为主题开设了讲座。中欧体育馆内座无虚席，包括中欧校友在内的500多人现场聆听了徐匡迪教授的精彩演讲，近120位校友通过G-net网络收看讲座的现场直播并参与互动。上海市政协副主席、中欧国际工商学院执行院长朱晓明博士，中欧董事、名誉院长、校友会荣誉会长刘吉教授和中欧校友关系事务部主任王庆江先生出席讲座。中欧校友、上海市发展和改革委员会副主任池洪先生（EMBA97）担任此次讲座的主持人。

朱晓明院长在欢迎辞中谈到：“作为上海市的前任领导，徐副主席对中欧的创办发展倾注了大量心血。他曾亲笔题写我院校训，并在前年亲临我院中国服务外包研究中心视察，指导我院研究工作。尤其是在去年中欧15周年校庆之际，徐副主席亲笔题词勉励，令全院师生员工深受鼓舞。徐副主席今天的演讲将围绕着改变发展方式，建设低碳社会这个主题。这是一个国家，企业和普通民众各个层面都共同关注的热点话题，是全人类必须

认真对待和面对的课题。”

徐匡迪教授就低碳经济的内涵、国际发展趋势及其对世界经济的深刻影响、中国发展低碳经济的主要途径、如何充分利用市场机制促进低碳经济发展并支持技术创新和应用等问题做了精彩的演讲。他从世界金融危机与我国发展面临的机遇和挑战的角度出发，阐述了转变发展方式，建设低碳社会的重大战略意义；指出了我国走向低碳经济的关键是节能减排，发展循环经济和先进制造，而调整能源结构和发展核能与再生能源则是建设低碳社会的基础；并为推进低碳技术在上海的发展提出了十分重要的建议。徐匡迪教授指出，节能减排，发展循环经济，是走向低碳经济的第一步，加快可再生能源开发，则是走向绿色、低碳经济的关键。第二步是提高煤的洁净化利用水平，减少环境污染。第三步是发展核能和风电、太阳能、生物质能、水能、地热等可再生能源。

徐匡迪教授对时下的热门话题低碳经济深入浅出的演讲博得了在场听众的阵阵掌声，他使校友们更加清晰地认识到建设低碳社会的重要性，并引发了他们对“如何改变发展方式”这一问题更加深入的思考。最后，刘吉教授代表学院向徐匡迪教授赠送了纪念品。

2010 CEIBS Alumni Forum: Former Shanghai Mayor Xu Kuangdi Lectures on Low Carbon Economy

National Committee Vice Chairman of the 10th Chinese People's Political Consultative Conference (CPPCC) and former Shanghai Mayor Xu Kuangdi delivered a lecture on a low carbon society, within the context of China's development and the fallout from the global financial crisis, during the 2010 CEIBS Alumni Forum on June 19.

Speaking before an audience of 500 in the CEIBS gymnasium and another 120 viewers watching a live telecast via G-Net, the professor and former President of the Chinese Academy of Engineering shared his thoughts on the topic of “Transformation of Development Modes and the Building of a Low Carbon Society.” Among the VIPs in attendance were CEIBS Executive President and Vice Chairman of Shanghai Committee of the CPPCC Zhu Xiaoming, Honorary President of CEIBS and CEIBS Alumni Association Prof Liu Ji, and Director of CEIBS Alumni Association Wang



徐匡迪教授在中欧名家大讲坛发表演讲
Prof Xu Kuangdi speaking at the 2010 CEIBS Alumni Forum.

Qingjiang. The event was moderated by Vice Director General of the Development and Reform Commission of Shanghai Municipal Government Mr Chi Hong.

In his welcome speech, President Zhu spoke of the long relationship between CEIBS and the guest speaker, saying: "When he served as Mayor of Shanghai, Vice Chairman Xu made a significant contribution to the founding and growth of CEIBS. When he inspected CEIBS' China Service Outsourcing Research Center in 2008, he offered valuable advice on our research. In addition, Vice Chairman Xu's personally written words of appreciation during the celebration of CEIBS' 15th anniversary in 2009 truly encouraged the entire faculty and staff, as well our students." Xu Kuangdi's lecture, President Zhu added, explored a topic that was timely and worthy of discussion: "This topic is indeed one of common concern for the nation, corporations and ordinary members of our society; it is one that must be taken seriously."

In his speech, Vice Chairman Xu discussed the international development of "low carbon economies," recommended the key sectors China should develop in order to foster such an economy, and discussed promotion of a low-carbon

economy through fully exploiting market mechanisms. He also explained how a "low carbon" economic model can support technological innovations and applications.

Turning to the opportunities and challenges that China faces in the post-global financial crisis era, Vice Chairman Xu lobbied for the transformation of existing development modes to focus on emissions reduction and the development of a recycling economy and advanced manufacturing industries. Building a low carbon society requires revising the energy structure and the development of nuclear energy and renewable energies, he said. Vice Chairman Xu also encouraged the development of low carbon technologies in Shanghai, stressing that a green, low carbon economy must be built on the development of renewable energies. Second, he said, is the application of clean coal technologies to reduce environmental pollution. Third is the development of renewable energies such as nuclear, wind, solar, bio, hydro, and geothermal energy.

2010品牌竞争力高峰论坛圆满举行

6月30日下午，由中欧校友营销学会和梅高大师工作室联合举办的2010中欧品牌竞争力高峰论坛在中欧石化

厅举行，吸引了近300名校友前来参加，中欧国际工商学院副院长张维炯教授出席论坛并致辞。

亚太广告节总裁林俊明用视频的案例告诉大家，今天的整合营销活动已经不可避免地和新媒体连上关系。智威汤逊前全球副总裁苏雄与大家分享了国际营销的新思维。他概括了2010年出现的十大消费趋势，分别是可持续消费意识抬头，城市生活形态成为主流，及时发布消息改变品牌公关行为，移动上网让网民走上街头回归传统社交生活，创新环保产品特性成为吸引消费者的新手法等等。

作为梅高的合作人，品牌塑造专家虞中炜就品牌运营商的题目做了深入浅出的演讲。他讲述了品牌运营商的概念，甄别了几种似是而非的有关对品牌运营上的看法，并着重从产业链的角度阐述了一个品牌运营商应如何经营品牌。

作为梅高的创始人，高峻先生一直坚持用生态的眼光来看待企业之间的竞争。他认为一个企业必须要了解自己的基因，了解大自然的常识，企业之间，品牌之间的竞争也一样，要更多地从常识出发，把复杂的东西简单化，只有这样才能抓住竞争的本质，从而在竞争中胜出。

营销专家董立津先生更多地用数据介绍了企业应用品牌进行竞争，导致的结果差异很大，而且也将越来越大。他简明扼要地概括了企业从事市场竞争的路径，就是四个“决定”：定位决定产品，产品决定份额，份额决定品牌，品牌决定效益。

Marketing Association Holds "Brand Competence" Forum

Three hundred CEIBS alumni turned out to hear an impressive lineup of speakers during the 2010 CEIBS Forum on Brand Competence on June 30 at CEIBS Shanghai campus. The event was jointly organized by the CEIBS Alumni Marketing Association and MastersHUB of Meikao International.

Following an opening address by CEIBS Vice President and Co-Dean Zhang Weijiong, speakers included

President of Asia Pacific Advertising Festival Jimmy Lam who, in a video address, explored issues such the connections between integrated marketing and innovative media. Former Global Vice President of J. Walter Thompson Co. Raymond So shared his thoughts on the “Top 10 International Marketing Trends for 2010.”

In his lively and accessible presentation, MastersHUB partner and brand building expert Yu Zhongwei focused on “brand operators” while company founder Kao Jun discussed competition among enterprises from the perspective of an ecosystem. Company marketing expert on “business value integration” Dong



张维炯副院长在2010品牌竞争力高峰论坛致词
Vice President Zhang Weijiong speaking at the 2010 Brand Competence Forum.

Lijin also introduced the different marketing approaches an enterprise can utilise: positioning determines product, product determines share, share determines brand, and brand determines performance.

校友汽车产业俱乐部“探究民族汽车产业发展之路”六月西安行活动: 在中欧国际工商院校友会、校友汽车产业俱乐部的组织与汽车行业相关校友的支持下, 中欧校友汽车产业俱乐部西安行于2010年6月16日拉开了帷幕。本次活动是俱乐部策划的“探究中国民族汽车产业发展之路”系列考察的国内第八站, 旨在协同核心会员考察民族汽车企业的发展模式, 与企业先行者深度沟通、彼此解惑, 探究中国汽车自主品牌的开发与民族汽车产业发展之路。这次考察活动为期3天, 校友分别走访了位于西安高新技术开发区的陕西法士特汽车传动集团公司、比亚迪汽车有限公司、高新区汽车产业相关部门以及陕西汽车集团有限责任公司, 并进行了深入的座谈交流。

XI'AN AUTO TOUR – “Exploring the Road to Development for China’s National Auto Industry” was the mission of a June 16-19 tour to Xi’an organized by CEIBS Alumni Auto Industry Club. The Xi’an Tour was the 8th in a series of club events held under this theme. Delegation members enjoyed field visits plus in-depth briefings and discussions at Shaanxi Fast Auto Drive Group, BYD Auto Co. (in the Xi’an High-Tech Industries Development Zone), and Shaanxi Automobile Group. The tour was organized by CEIBS Alumni Association and the CEIBS Alumni Auto Industry Club, with support from alumni in auto-related industries.



MBA 2007

JEFFERY PI



Head of Brand Management, Bayer (China) Ltd

I joined Bayer as an intern during my CEIBS MBA programme in 2008 and after graduating in 2009 they offered me a full-time position. I now lead the branding team in the corporate communications department, which is responsible for the overall Bayer China corporate brand strategy, public affairs and advertising.

In my current role at Bayer – a global enterprise with core competencies in the fields of health care, nutrition and high-tech materials – I draw on academic and professional experiences gained over the

years. Born in Vancouver, Canada with an undergraduate degree in Economics and a film school diploma, I previously worked in the field of advertising and new media production as an editor, producer and director.

VINCE GHOSSOUB



Co-founder & CEO, Mezzabites

I was Entrepreneur in Residence with Scantling Technology Ventures after graduation in early 2009, pitching new Internet and mobile business prototypes, and closely formulating strategy with portfolio companies, in sectors such as mobile gaming, WiFi, e-commerce, social geo-mapping and others. The companies I recommended and assisted achieved a follow-up valuation-to-cash return of

more than 100% in less than one year.

I co-founded a software development firm, Mezzabites, at the end of 2009, initially operating in outsourcing mode and currently developing its own online gaming products. Hopefully lots of surprises to come very soon.

Please get in touch!

EMBA2006

苑天舒 CLASS2

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EMBA2008

周鹏程 CLASS1

北京1班
工作变动：在学习期间从博雅公共关系（中国）有限公司辞职，创办了自己的公关传播公司，并加盟和君咨询集团成为合伙人，希望把管理咨

**中欧EMBA校友、伊利董事长潘刚荣获中国商业最高奖——“改变中国的商业力量”
MOVER & SHAKER: Alumni Named Among “Business Leaders Who Change China’s Commerce”**

近日，“改变中国的商业力量”评选结果揭晓。伊利集团董事长潘刚（EMBA2002）与阿里巴巴集团董事局主席马云等人一起荣膺“改变中国的商业力量”企业领袖殊荣。潘刚更是因为首创“绿色产业链”发展模式，被誉为中国“绿色”商界领袖。

这是目前给予中国商业领袖们的最高礼遇。而潘刚的胜出，可以证明，改变商业原有发展模式，构建“绿色产业链”、走可持续发展道路，正在成为衡量企业价值的新标准。“改变中国的商业力量”大奖由《环球企业家》杂志主办，中国科学院联合发布。最终，经过

历时近百天的评选，15位最具公众影响力、最具创新思维、最能代表中国当代变革趋势的商业英雄摘取了2010年最具权威性的人物大奖。

Yili Group Chairman Pan Gang (EMBA 2002) is among the winners of the 2010 “Business Leaders Who Change China’s Commerce” Award – one of China’s most prestigious leadership awards. Also named as a distinguished winner was Alibaba Group Chairman Jack Ma.

Known for initiating a “green industrial chain”, Mr Pan has been nicknamed China’s “green business

leader.” Pan has proven that it is possible to attain sustainable business development practices by changing old business patterns into green ones. This has become the new standard by which to evaluate corporate value, according to Pan.

During this year’s awards, finalists underwent a 100-day selection process to evaluate: significant public influence, innovative thinking, and clear representation of China’s current business trends. A total of 15 business leaders were chosen as 2010 winners.

询与公关咨询完美结合。

在外企工作了十余年，与中欧校友的交流使我的视野更为广阔。于是，我走出了外企的象牙塔，开始接近中国商业的原生态，期待把过去积累的专业公关咨询经验奉献给“一亿中流”的成长型民企，帮助他们在日趋复杂和喧闹的舆论环境中宣扬品牌、保护声誉，实现品牌价值的增长。转眼就将毕业了，希望毕业后仍然能和同学们保持联系。

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EMBA2009

胡腾鹤

董事总经理 Managing Director

中信产业投资基金管理有限公司

印度超一流企业的崛起和启示 The Rise of India's "Super Companies"



21世纪的主题之一是印度是否会超越中国。自上世纪90年代中期以来，中国和印度连续多年保持经济的高速增长，中印两国的经济发展成就更是令世人瞩目，比较“中国龙”和“印度象”的经济发展因而成为一个世界性热点。

潘松 (EMBA2009 四班) 校友在由机械工业出版社

社华章分社出版的《我们向印度学习什么——印度超一流企业的崛起和启示》一书中揭示了印度超越中国的秘密何在；该国充满活力的私营企业才是印度的核心竞争力。创新和国际化是印度企业发展的核心动力，目前有33家印度企业已经成长为具有世界影响力的跨国集团。

本书为读者精选了七个耀眼的超一流企业：印度的IT巨人——INFOSYS公司、印度最大制药公司——南新实验室有限公司、印度最大的私有银行——ICICI银行、印度市值最高的企业也是规模最大的私营企业——信诚工业、印度最受尊重的企业——跨越三个世纪的塔塔集团、印度最大的网络服务提供商——信诚ADA集团、全球钢铁巨头——米塔尔，前六个企业几乎涉足印度经济的所有部门，控制着该国发展的主脉。钢铁巨无霸安赛乐米塔尔集团，虽然注册地不在印度，但是由印度籍钢铁大王米塔尔掌舵，其跨国并购经验尤其值得我们学习。值得我们注意的是，这些明星企业所从事的行业直接或间接和我国的同行存在竞争关系。可以预见的是，未来两国企业之间的竞争会越来越激烈。

本书希望能够帮助你剖析印度崛起的真正秘诀。知己知彼，百战不殆，让我们以前所未有的视角来观察对我国构成挑战的印度私企。

Will India overtake China? This has become one of the hottest questions of the 21st Century. Since the mid-90s, both countries have revved up their economic engines and registered impressive economic growth. Their economic success has also attracted worldwide attention, with the “Chinese Dragon” and “Indian Elephant” becoming buzzwords across the globe.

What We Can Learn From India: The Rise of Indian Super-Companies and Its Lessons (China Machine Press/Huazhang Graphics Company, June 2010) authored by Vice Minister of Commerce, Shanghai Electric Power Generation Group Pan Song (EMBA 2009), reveals that the secret of India's success is its dynamic private sector. Innovation and globalization are the core competitive strengths of Indian enterprises. At present, 33 Indian companies have grown into MNCs with global influence.

The book presents a roster of seven Indian “super-enterprises” as examples: Infosys, India's IT giant; Ranbaxy Laboratories, the country's largest pharmaceutical company; ICICI Bank, India's largest private bank; Reliance Industries, its largest private company (with the country's highest market value); Tata Group, India's most respected company at 300 years old; Reliance ADA Group, India's largest Internet service provider; and Mittal Steel, the global steel giant. The first six companies, which cover almost all the sectors of the Indian economy, make up the country's economic arteries. Although the steel giant Arcelor Mittal Group is not registered in India, it is under the helm of the Indian steel magnate Mittal. Its cross-border M&A experience, in particular, is something from which we can learn.

The industries represented by these profiled companies, the author notes, compete either directly or indirectly with those in China. In the future, he says, competition between the two countries will become increasingly fierce. This book offers readers a window into the motor driving India's ascendance.



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