

TheLINK

中欧国际工商学院校友杂志 CEIBS Alumni Magazine

2013年第四期 Volume 4, 2013



China's Booming Online Industry 中国蓬勃兴起的互联网产业

创业者：王杰夫和他的大塘邮轮
Entrepreneurial Spirit:
Tang Cruises' Geoff Wang

中欧教授屡获研究奖项
Faculty's Award-winning
Research

中欧校友会美国分会成立
US Chapter Launched



会当凌绝顶，一览众山小

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授课语言：以中文为主，同时也提供若干以英语讲授的选修课

授课地点：中欧上海校园

招生规模：每年 120人(两个班)

招生电话：021-2890 5288



亲爱的校友们：

2012年，中国新增网络购物用户1463万名。截至去年12月，中国网购用户总数已攀升到2.42亿，而且据中国互联网信息中心统计，其中5550万人用手机上网购物。这些令人震惊的数据及对其势必增长的预期，使巨大的中国电子商务产业拥有无可否认的重要地位。

在本期《TheLINK》杂志的**封面故事**中，我们对互联网产业近况进行了深入的审视。中欧教授们探讨了微信的颠覆性影响及一些近期并购案的深层含义等话题，并预测了未来发展潮流。身处行业前沿的校友讲述了互联网与他们所在企业的紧密联系。此外，来自平安银行和中国移动互联网公司的高管介绍了他们为适应日新月异的互联网产业而进行的战略调整。

Dear Alumni:

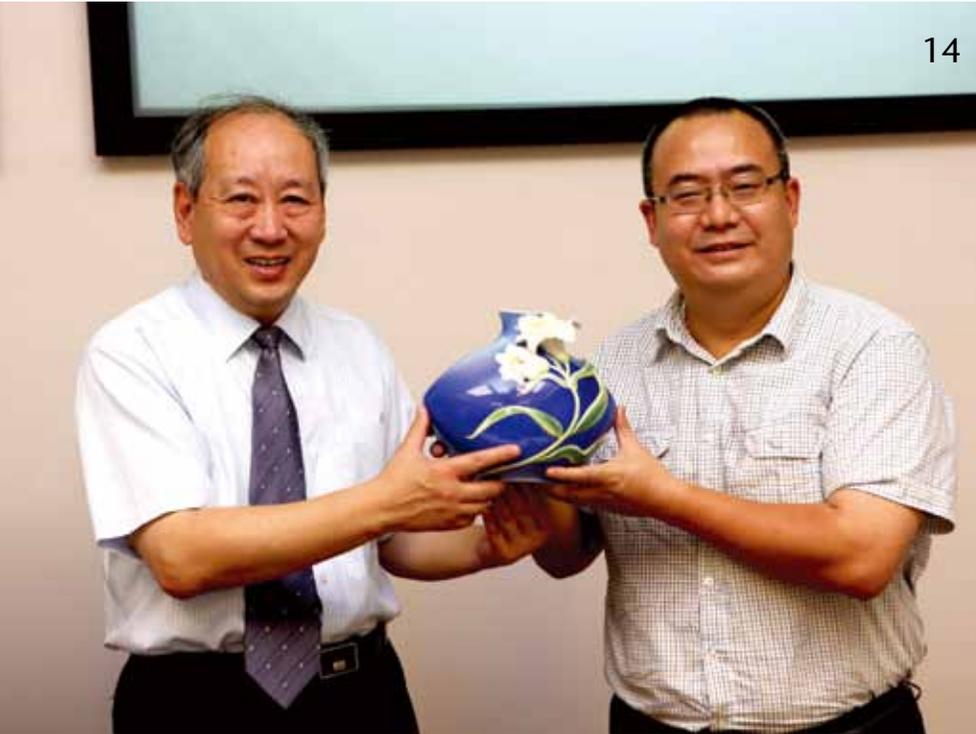
There were 14.63 million new online shoppers in China last year, taking the total to 242 million by December 2012. According to China Internet Network Information Centre, 55.5 million of them used their mobile phones to make purchases. With these staggering numbers, and the anticipation that they will only increase, no one can deny the significance of China's massive e-commerce industry.

In this issue's **Cover Story**, we take an in-depth look at what's happening online. Our expert faculty explore issues such as the disruptive force of WeChat, the implications of recent mergers, and predict future trends. Our alumni on the front lines, across industries, explain how integral the Internet is to their enterprises. In addition high-ranking executives from China Mobile's Internet Business and Ping'An Bank also weigh in on how they are reshaping their strategy to fit an ever-changing online industry.



周雪林
院长助理、《TheLINK》执行主编
Snow Zhou
CEIBS Assistant President,
Editor-in-Chief, *TheLINK*

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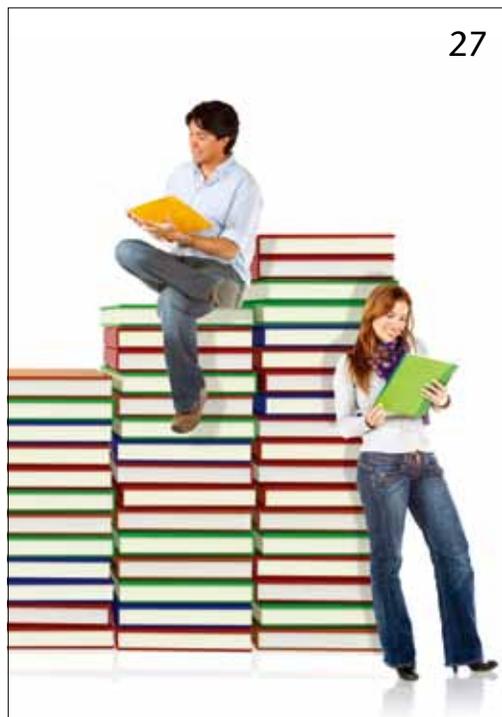


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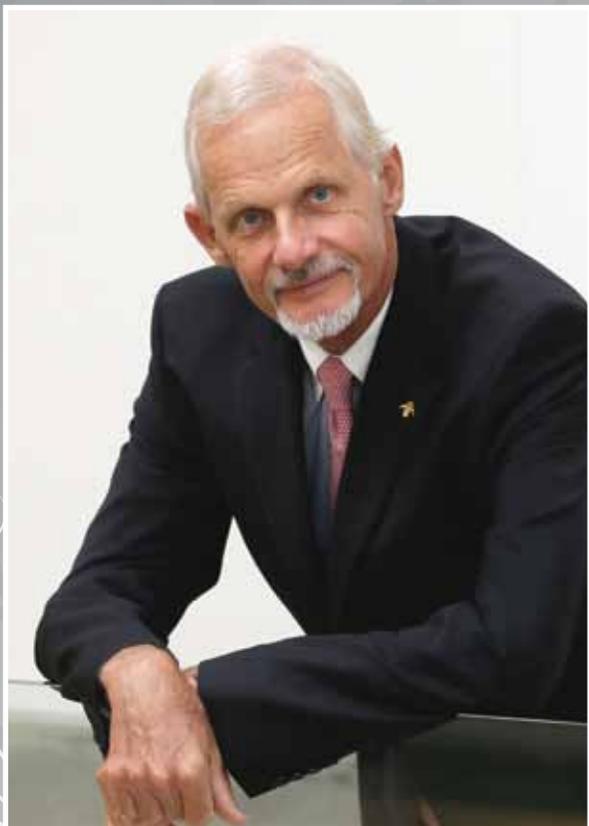
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e-Learning: 是一种时尚，还是未来的潮流

亲爱的校友们：

回溯几百年前大学问世之时，教师和学生各自扮演着预设的角色：教师“讲授”，学生“聆听”。在拉丁语中，“讲授”一词意味着“朗读”——在书籍稀少而昂贵的时代，那是传授知识行之有效的途径。

世易时迁，大学和其他高等教育场所已发展为举足轻重的庞大机构。然而，传授知识的方式几乎从未改变，尽管大量研究表明，这种传授方式会致使学习受限。

作为现代西方的一项发明，商学院的传授模式比起其他学院来已经丰富得多了。在管理学课程中，课堂讨论、团队合作和商务模拟都

是至关重要的元素。学生大多更为年长，更富经验，正因如此我将他们称为“学员”，以强调其学习过程中的“参与者”身份。我们最近招收的2013级MBA学员，为中欧校园在读学生增添了大约一千年的工作经历。中欧全体学员的平均年龄将近40岁。让这些经过岁月洗礼而富有经验的人们在教授指导下彼此分享知识，是极其有益的，这也是每堂课成功的关键所在。创造一个学习社区——这正是中欧所追求的。

最近一段时间以来，MOOC（大型开放在线课程）的显著发展颇为引人注目。这为每一位无论身处何时何地的因特网用户提供了新的学习机遇。尤其对于那些无缘进入传统高等学府的人而言，MOOC是否意味着期待已久的颠覆性革新？抑或它更可能仅仅演变为各种远程学习课程，让用户们可以网上“会面”、发帖评论、在线测验……？

MOOC已经吸引了大量用户。但是正如其他新发明一样，其发展并非一帆风顺，MOOC目前面临的一大挑战是较高的中途退学率。因此现在就去评估它的效果，似乎还为时尚早。

多年来，我们通过中欧出版集团开设的“中欧商业在线”推出了类别丰富的在线课程，以满足公司全员学习的需求。在中欧高层经理培训课程中，我们经常在前两个模块之间开设网络互动课堂。在EMBA课程中，学员们则须通过iPad来接收教材和提交作业。

我们的挑战在于，将这种交互式在线学习的新机遇无缝地融入到现行课程设置中去，从而实现混合式学习。这就意味着要将极具价值的面对面课堂交流与网络教育技术结合起来。通过这种方式，传统的课堂授课将越来越多地移至网络，而人们对于这部分授课内容，就可以根据适合自身的节奏、时间和地点来学习了。

这一切必将带来更加生动有趣和富有成效的课堂体验，在这种学习模式中，分享知识和交流观点比以往任何时候都显得更为重要。

无论对于学员、教授，还是提供教学支持的员工，实现这一转型绝非易事。但它意味着一个更加活跃的学习环境——更富挑战，远离安逸，切中肯綮，与时俱进。

中欧绝不会有负于您的期待。

e-Learning: Passing Fad or Wave of the Future

Dear Alumni,

When universities came into being hundreds of years ago, teachers and students performed pre-determined roles: Teachers were lecturing, students were listening. The word 'lecture' means 'reading' in Latin – a useful way of conveying knowledge during times when books were either not available or not affordable.

Much has changed since then. Universities and other places of higher learning have grown into massive organisations of major importance. The way knowledge is delivered, however, has hardly changed – despite a large number of studies showing that such a teaching method leads to limited learning.

Business schools, a modern Western invention, have moved towards a much broader range of delivery modes. Discussions, group work, simulations are crucial elements in management courses. Most students are older and more experienced, and for this reason I call them participants. Our most recent intake of MBA participants, the Class of 2013, brought about 1,000 years of working life onto our campus. The average participant across all CEIBS programmes may be close to 40 years old. The wealth of accumulated experience makes sharing their knowledge with others, under the leadership of our professors, extremely useful. It is essential for the success of any session in class. It creates a learning community – something CEIBS aspires to be.

Recently, the phenomenal growth of MOOCs (Massive Open Online Courses) has been making headlines. They provide new learning opportunities to everyone with Internet connections, anywhere and anytime. Is this the long-awaited disruptive innovation, especially for those without access to traditional universities? Or are MOOCs merely more evolved distance learning programmes, in which subscribers can now 'meet' each other on the net, post comments, take online tests, etc.?

MOOCs have attracted huge numbers of subscribers. But as with all other new innovations, not everything works out well and the drop-out

rate is very high. It is still too early to assess their effectiveness.

For many years now, we have offered a large variety of on-line courses through CEIBS Publishing. Companies demand learning packages for large groups of employees. In our Executive Education Programme, we frequently run group sessions over the web in-between class modules. In the EMBA Programme, material and assignments are received and fed back by participants via the compulsory use of iPads.

The challenge for us is to seamlessly integrate the new opportunities of interactive e-learning into existing curricula to enable blended learning. This means combining the highly valued face-to-face communication in class with web-based education technologies. In doing so, traditional lectures can increasingly be moved online. In these segments of the programmes individuals can learn at their own pace, on their own time and at any location they choose.

This will lead to an even livelier and more fruitful classroom experience where sharing knowledge and trading opinions become even more important than ever before.

Making this transition will not be easy, neither for the participants, nor for the professors or supporting staff. But it promises a more active learning environment – more challenging, less comfortable, more relevant and more up-to-date.

You should expect nothing less from CEIBS.



中欧国际工商学院副院长兼教务长
苏理达教授
CEIBS Dean and Vice President
Professor Hellmut Schütte



翁铁慧副市长前来中欧国际工商学院调研 Shanghai Vice Mayor Visits, CEIBS Launches Two Major Initiatives

7月18日，上海市副市长翁铁慧率市政府副秘书长宗明、市教委副主任李瑞阳等一行来到中欧国际工商学院调研办学情况，参加“上海MBA课程案例库开发共享平台建设项目”启动仪式，并为“中欧艺术人文研究中心”成立揭牌。上海交通大学常务副校长林忠钦教授，中欧院长朱晓明教授、名誉院长刘吉教授、副院长兼中方教务长张维炯教授、副教务长梁能教授等学院领导，以及教授和部门负责人代表参加了调研座谈会。

在启动仪式上，朱晓明院长表示，“案例库”项目的启动对推进上海乃至全国的经济转型发展具有里程碑意义。张维炯副院长指出，由该平台所开发与共享的案例将聚焦本土管理经验，充分利用中欧资源，体现新兴经济体的发展趋势与实践。翁铁慧副市长提出，中国企业的案例可以做成一套体系，商学院的理论研究应当立足于案例，从中找寻企业发展规律。

随后，翁铁慧副市长、宗明副秘书

长、朱晓明院长、刘吉名誉院长共同为“中欧艺术人文研究中心”揭牌。翁副市长表示，成立“艺术人文研究中心”很有远见，艺术人文素养是企业家精神不可或缺的组成部分。中欧今后可以考虑开设艺术MBA课程，培养文化产业的经营管理人才。翁副市长强调，上海市政府将继续给予中欧有力支持。

Vice Mayor of Shanghai Madame Weng Tieshui made her first official visit to CEIBS on July 18 as the school launched two important initiatives: the “Shanghai MBA Case Development and Sharing Platform” and “CEIBS Center for Arts & Cultural Studies”. This was Madame Weng’s first visit to CEIBS since becoming Vice Mayor, with education among her portfolio of responsibilities.

With the Vice Mayor’s support, the Shanghai Government designated CEIBS as a key platform for b-school

case development and sharing, with substantial financial support from the government. This milestone in the school’s development is expected to generate momentum that will foster case development at CEIBS. The new platform will complement an on-going drive to boost the quality and quantity of research generated by the school’s faculty. CEIBS Executive President Zhu Xiaoming explained that the case development platform will also benefit the wider field of management education, the city of Shanghai’s and China’s economic development.

In giving a brief overview of the platform’s goals, CEIBS Vice President and Co-Dean Prof Zhang Weijiong explained that it would play a significant role in providing an accurate and useful synopsis of the development of Chinese enterprises. The Vice Mayor expressed the hope that the platform will serve to strengthen CEIBS’ ability to provide world class research and management education.

Promoting art and cultural appreciation is also another initiative being undertaken by the school in an effort to educate well-rounded business leaders. The day’s launch of the CEIBS Center for Arts & Cultural Studies during Madame Weng’s visit was a continuation of this effort. Madame Weng suggested that CEIBS, with its appreciation for the arts and culture, could explore the possibility of adding art-related courses to its MBA programme to meet the global need for talent in the booming cultural/creative industries. She also reiterated the Shanghai government’s commitment to provide CEIBS with guidance and support in the years ahead.



台北市长郝龙斌中欧EMBA行知讲堂论“城市治理”

Taipei Mayor Hau Lung-bin Addresses CEIBS EMBA Master Class

7月4日，应上海市委副书记、市长杨雄先生之邀，台北市市长郝龙斌博士来沪出席“双城论坛”。在此期间，郝龙斌市长专程到访中欧国际工商学院，为EMBA行知讲堂做题为“城市治理——政府与企业的合作、竞争与挑战”的精彩演讲。这是他首次在中国内地的商学院向EMBA学生发表演说。

在演讲中，郝龙斌市长以台北城市治理为例，讲述了如何将企业管理融入到城市治理之中。政府犹如企业，企业要将满足客户需求放在首位，政府则以满足市民的需求为第一要务。政府也要降低服务成本，以政企合作的方式，精简人力、物力。如果企业不能很好地服务市民，政府要以竞争者的身份向企业施加压力。

基于这些城市治理政策，郝市长分别以台北火车站“轴线翻转”、台北101大楼、“小小黄”公共自行车等项目案

例，生动地介绍了台北城市治理近况。

演讲结束后，中欧EMBA校友围绕着食品安全、环境治理、产业转型等问题向郝龙斌市长提出问题。郝市长掏出了台北环境治理的经验之谈：“在经济发展与环境保护起冲突时，经济发展就该让位于环境保护。”

最后，朱晓明院长向郝龙斌市长赠送了中欧教授著作和中欧EMBA校服。郝市长欣然接受，并当即穿上这身校服与在座嘉宾合影。

On July 4, Taipei Mayor Hau Lung-bin delivered his first-ever address to EMBA students in mainland China during a visit to CEIBS Shanghai Campus, part of his official visit to the city. During a CEIBS EMBA Master Class, Mayor Hau spoke on “Urban Governance – Cooperation, Competition and Challenges between

Government and Enterprises”.

Using Taipei as an example, the mayor shared his views on how to incorporate business management into urban governance. He gave an overview of the situation in Taiwan by drawing on examples of projects including the Taipei Railway Station, Taipei 101 (a landmark skyscraper), public bicycles, etc.

In the Q&A that followed his speech, CEIBS EMBA students mostly raised questions about food safety, environmental management, and industrial transformation. On the issue of environmental management, Mayor Hau responded that if there is a conflict between economic development and environmental protection, Taipei has learnt from experience that it is best to forgo economic growth.



中欧参与承办陆家嘴论坛 朱晓明院长发表精彩演讲 CEIBS Co-organizes 6th Lujiazui Forum

6月27-29日，2013陆家嘴论坛在浦东香格里拉大酒店举行。陆家嘴论坛由上海市政府、一行三会联合举办，已成为金融领域的顶级盛会，吸引了国内外金融界精英人士的关注和参与。中欧国际工商学院参加了历届论坛的承办工作。

今年举办的第六届陆家嘴论坛，恰逢本届政府任期第一年，论坛以“金融改革开放新布局”为主题，与新一届领导人推动改革的努力相呼应。上海市市长杨雄、中国人民银行行长周小川、中国银监会主席尚福林、保监会主席项俊波、证监会副主席庄心一等出席了本届陆家嘴论坛。

在6月29日的互联网金融分论坛

上，中欧院长朱晓明教授发表了题为“数字化金融：精心开拓，用心立法，需求为金”的演讲。朱院长在发言中指出，如今银行的前台、中台、后台，每一个环节都离不开数字化。大数据、云计算、平台、移动互联网，都与数据紧密相连。但海量数据必须通过数据挖掘才能成为有用的财富。对此金融机构应给予足够重视。

出席本届陆家嘴论坛的还有中欧国际工商学院副院长兼中方教务长张维炯教授、管理委员会成员兼院长助理刘涌洁先生、院长助理兼中欧教育发展基金会秘书长葛俊先生、EMBA课程副主任赵筱蕾女士、中欧陆家嘴国际金融研究院执行副院长刘胜军博士等。

As it has done in previous years, CEIBS co-organized the 6th Lujiazui Forum 2013, hosted by the Shanghai Municipal Government, the Central Bank of China, the China Banking Regulatory Commission (CBRC), the China Insurance Regulatory Commission and the China Securities Regulatory Commission. The forum ran from June 27-29.

The theme was “A New Vision for Financial Reform and Opening Up”, echoing the efforts of the country's new leaders to promote reform. Many top government officials and business leaders participated, including Shanghai Mayor Yang Xiong, People's Bank of China Governor Zhou Xiaochuan, Chairman of the CBRC Shang Fulin, China Insurance Regulatory Commission Chairman Xiang Junbo and China Securities Regulatory Commission Vice Chairman Zhuang Xinyi.

CEIBS Executive President and Director of the Shanghai Institute of Digitalization and Internet Finance Professor Zhu Xiaoming gave a speech during the session on “Prospects for Internet Finance” in which he explained the future importance of big data to the financial sector.

CEIBS Vice President and Co-Dean Professor Zhang Weijiong, Assistant President and Executive Director for Executive Education Hobbs Liu, Assistant President and Secretary General of the CEIBS Foundation Ge Jun, and EMBA Programme Deputy Director Zhao Xiaolei also attended the Forum.



中国人民银行金融消费者权益保护局局长焦瑾璞
Mr Jiao Jinpu, Consumer Finance Protection
Secretary, People's Bank of China



中欧陆家嘴国际金融研究院院长吴晓灵
Ms Wu Xiaoling, Director of CLIIF



东方证券资产管理有限公司董事长王国斌
Mr Wang Guobin, President of Orient
Securities Company Limited

中欧陆家嘴金融消费者保护基金成立 CEIBS Lujiazui Consumer Finance Protection Foundation Launched

7月1日，“中欧陆家嘴金融消费者保护基金”启动仪式在上海举行。该基金由中欧陆家嘴国际金融研究院和东方证券资产管理有限公司联合设立，成立的主旨在于开展金融消费者保护相关理论研究，完善金融消费者保护法治环境，推动金融消费者保护体系的构建，实现金融体系的健康发展，服务于上海国际金融中心建设。

启动仪式由中欧陆家嘴国际金融研究院执行副院长刘胜军主持，参加成立仪式并发表演讲的嘉宾包括：全国人大常委、财经委副主任委员、中欧陆家嘴国际金融研究院院长吴晓灵，中国人民银行金融消费者权益保护局局长焦瑾璞，东方证券资产管理有限公司董事长王国斌，华东政法大学经济法学院院长吴弘，上海市高级人民法院金融庭庭长杨路。

为宣传和奖励积极保护金融消费者的行为，基金将每年评选“金融消费者保护最佳案例”，可参加提名的案例包括：1）与金融消费者保护相关的政策与法规创新；2）金融监管机构、金融自律机构、金融机构为保护消费者权益做出的创新与改进；3）律师为金融消费者维权的案例；4）媒体、研究机构等在金融消费者保护方面的宣传、教育、研究

成果；5）维权组织对金融消费者维权的支持行动；6）金融消费者自发的维权行动；7）其他促进金融消费者保护的行为。

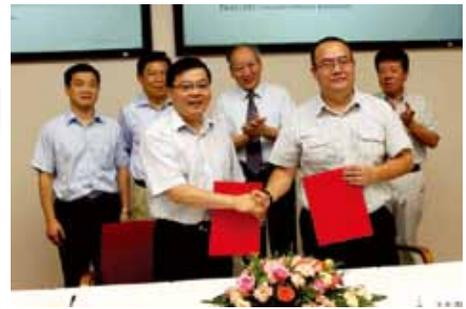
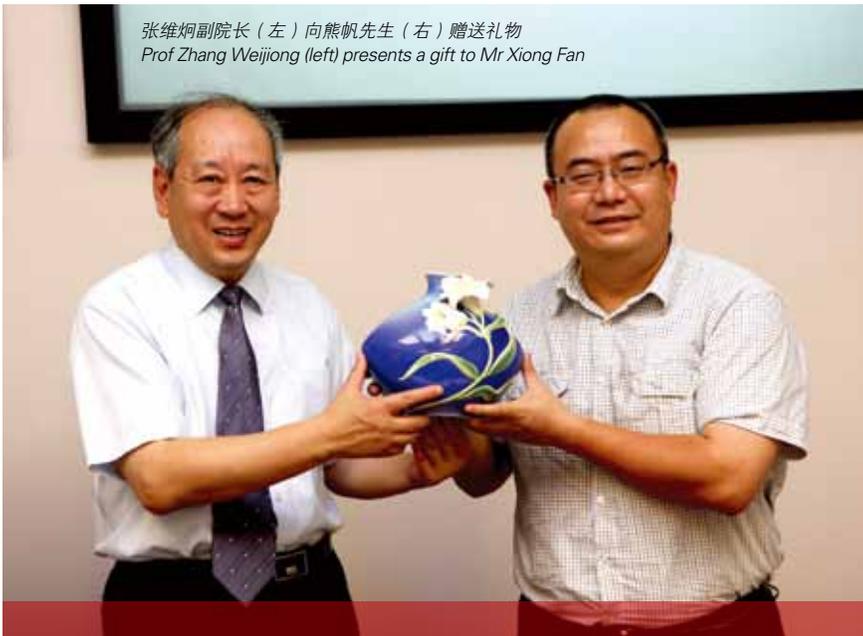
The CEIBS Lujiazui Institute of International Finance (CLIIF) together with Orient Securities Company Limited announced the launch of the CEIBS Lujiazui Consumer Finance Protection Foundation with a ceremony at the CLIIF on July 1. The Foundation aims to facilitate the healthy development of China's financial system through the establishment of a legal framework for wealth management products and services as well as other finance and investment vehicles aimed at individual investors. It will also conduct research that helps develop and share best practices in this area.

The ceremony was moderated by Executive Deputy Director of CLIIF Dr Gary Liu, and attended by leading executives in the finance sector, including: Wu Xiaoling, Director of CLIIF, Member of the Standing

Committee and Vice Chairman of the Financial and Economic Committee of the National People's Congress; Jiao Jinpu, the People's Bank of China's Consumer Finance Protection Secretary; Wang Guobin, President of Orient Securities Company Limited; Wu Hong, Dean of Economic Law School of East China University of Politics & Law; and Yang Lu, Presiding Judge of the Finance Court of Shanghai People's High Court.

In order to promote and reward best practices, the Foundation will host an annual case competition. The cases should focus on at least one of the following areas related to protecting consumers of financial products and services: Innovations in policies and regulations; Innovation in financial supervision practices by regulators, organizations or financial institutions; Legal cases; Publicity, education and research achievements; Activities by consumer rights protection organizations; Proactive actions by consumers to protect their rights; Other activities related to promoting consumer rights.

张维炯副院长（左）向熊帆先生（右）赠送礼物
Prof Zhang Weijiong (left) presents a gift to Mr Xiong Fan



葛俊先生（左）和熊帆先生（右）在签约仪式上握手
Mr Ge Jun (left) and Mr Xiong Fan seal the agreement with a handshake

重庆校友熊帆捐赠媒体资源 “中欧-重庆唐码传媒项目” 签约 Chongqing Tom Media Joins CEIBS' Corporate Sponsors

7月10日，“中欧-重庆唐码传媒项目捐赠签约仪式”在中欧上海校园西班牙中心举行。重庆唐码传媒有限公司董事长、重庆校友会会长熊帆（EMBA 2003）向母校慷慨捐赠价值2500万元的媒体资源（包括西南地区的机场、户外广告等），为中欧在西南地区的品牌宣传与课程推广助一臂之力。

副院长兼中方教务长张维炯教授、院长助理兼中欧教育发展基金会秘书长葛俊先生、校友关系事务部主任王庆江先生、各部门市场经理，市场公关部与校友会同事出席了签约仪式。

签约仪式上，张维炯副院长和熊帆总经理分别代表中欧国际工商学院和重庆唐码传媒致辞。张维炯副院

长对熊帆校友心系母校、回馈母校、大力推广中欧品牌的行动表示赞赏。他表示，重庆是西南重镇，经济蓬勃发展，中欧在西南地区的品牌推广十分重要，熊帆校友的捐赠正与学院的发展需求相契合。王庆江主任介绍了“中欧-重庆唐码传媒项目”背景和主要内容。

在签约环节，中欧基金会秘书长葛俊先生和唐码传媒董事长熊帆先生作为双方代表签署了捐赠协议。张维炯副院长向熊帆校友赠送了礼物。

With a RMB 25 million investment of media resources to promote

CEIBS, Chongqing Tom Media Company Limited joined the school's already impressive list of corporate sponsors during a July 10 signing ceremony. Led by Chairman Xiong Fan (EMBA 2003 and President of CEIBS Chongqing Alumni Association) the company has 15 branches in China, and is one of the largest media enterprises in the country's south-west. The investment will see CEIBS ads posted in airports and other outdoor media locations in the south-west.

CEIBS Vice President and Co-Dean Prof Zhang Weijiong, CEIBS Assistant President and Director of the CEIBS Foundation Ge Jun, and CEIBS Alumni Relations Office Director Wang Qingjiang attended the signing ceremony.

Prof Zhang expressed appreciation, on behalf of CEIBS, for Xiong's continuous support to his alma mater and his efforts to help promote the CEIBS brand. He also noted that as one of China's rapidly developing cities Chongqing, and the wider south-western region, is an important area for increasing awareness of the school.



西班牙政府代表团圆桌会议在中欧举行 CEIBS Roundtable with Spanish Government Delegation

6月27日，在中国与西班牙建交40周年之际，中欧国际工商学院特邀西班牙驻华大使曼诺尔·瓦伦西亚（Manuel Valencia）先生及西班牙外交部国际经济关系总干事费尔南多·埃吉达苏（Fernando Eguidazu）先生一行在中欧上海校园举行圆桌会议，集中讨论了西班牙与中国目前的宏观经济形势及两国的双边经济关系。

本次圆桌会议题为“中国与西班牙是全球化世界中的友好伙伴”，由西班牙外交部总干事费尔南多·埃吉达苏先生和中欧国际工商学院经济学教授兼经济学和决策科学系主任朱天发起。

费尔南多·埃吉达苏先生就“西班牙当前经济形势”做主题演讲，解释了经济危机如何蔓延至西班牙国民经济多个部门，如房地产业、银行业等。埃吉达苏先生还指出，由于僵化的法规和政策，这场危机对西班牙经济的破坏性极强。埃吉达苏先生随后提出，西班牙政府已经采取措施以应对经济危机所带来

的一系列问题，例如高失业率、GDP下降以及过分依赖于房地产业的银行体系所带来的危机。

之后，中欧朱天教授通过一组数据介绍了中国与世界其他地区的贸易和投资的增长情况。他强调，“中国的经济增长是由出口带动的”，并详细解释了出口的分布情况以及中国的外商直接投资来源地和目的地。

在闭幕致辞中，雷诺院长引用费尔南多·埃吉达苏先生的话，指出西班牙正从金融危机中复苏，这将为外商赢得更好的投资环境，“西班牙经济已经准备好迎接世界各国的投资者，许多西班牙企业都需要伙伴关系，机遇遍地，这是一个非常开放的国家。”

In commemoration of the 40th anniversary of Sino-Spanish diplomatic relations, CEIBS hosted a June 27 roundtable discussion focused on bilateral economic relations between the two countries.

Ambassador of Spain Manuel Valencia was among the participants.

The discussion, entitled “China and Spain as Partners in a Globalized World”, was led by Fernando Eguidazu, Director General of International Economic Relations of the Spanish Ministry of Foreign Affairs, and Zhu Tian, CEIBS Professor of Economics and Chair of the Department of Economics and Decision Sciences.

Director General Eguidazu’s speech focused on the current situation of the Spanish economy, the impact of the economic crisis and measures that the Spanish government has put in place in an attempt to battle its effects: high unemployment, the falling GDP and challenges within the banking system because of its dependence on the real estate sector.

During his data-packed presentation on “Growth of Trade and Investment between China and the Rest of the World”, Prof Zhu Tian spoke about China’s reliance on exports, how these exports are distributed, as well as the sources and destinations of China’s FDI.

In his closing speech, CEIBS President Prof Pedro Nuevo echoed Mr Eguidazu’s earlier comments that Spain is recovering from the financial crisis, which makes it a good location for foreign investment. “The Spanish economy is in a good position to welcome investors. There are opportunities, many Spanish companies need partnerships, and Spain is a very open country,” he said.



学术界与企业界共同探讨“供应链网络中的合作创新与服务” CEIBS Hosts 1st Supply Chain Integration & Service Innovation Forum



6月25日，2013首届中欧供应链管理和服务创新高峰论坛在中欧国际工商学院上海校区举办。论坛以“供应链网络中的合作创新和服务”为主题，邀请了包括中欧教授在内的近40位业内专家、学者和企业高管出席，并分享他们的经验与洞见。

中欧国际工商学院副院长兼教务长苏理达（Hellmut Schütte）教授致欢迎辞。随后，中欧院长朱晓明教授、平安银行总行副行长胡跃飞先生和中国物流协会常务副会长戴定一先生的主题演讲逐一展开。

朱晓明院长演讲的主题为“谁是改变产业链、供应链的推手？”他指出，企业家、数字化、服务化、需求链将是改变供应链和产业链的四大推手。

胡跃飞副行长在题为“（供应链）电子商务与金融的创新”的演讲中，提出了在供应链电子商务与金融创新背景下对银行服务的新要求：协同化、精益化和可视化。

戴副会长演讲的主题为“从物流到供应链”。他认为供应链市场具有巨大发展空间，但首先要解决两大困难——传统物流企业转型的难度和客户对供应链价值的认同。

论坛还呈现了六场精彩的对话：一场高峰对话、四场平行论坛和一场圆桌讨论。围绕“全球供应链管理的机遇和挑战”、“六西格玛/精益六西格玛的研究和应用”、“网络环境中的服务创新与设计”、“中国物流行业的创新与转型”、“供应链金融”、“中国服务管理的重要研究课题”等话题，各领域的专家、学者与实践者共聚一堂，互相探讨，碰撞出智慧的火花。

The CEIBS auditorium was packed, on the morning of June 25, with industry experts and academics with an interest in supply chain management.

They had gathered for CEIBS 1st Supply Chain Integration & Service Innovation Forum, during which they explored the timely and relevant issue of “Service & Innovation in Supply Chain Networks”.

The forum was held against the backdrop of Chinese enterprises’ need to rely on innovation to compete globally. This innovation, which spans everything from products, services, processes and business models, also has implications for the supply chain. The forum provided an opportunity to discuss challenges and opportunities in global supply chain management. Participants also formulated plans for research and implementation of best practices to help companies make improvements in their supply chains to achieve competitive advantages in the global market.

中欧2013级MBA开学典礼隆重举行 Welcome MBA 2013!

7月15日，在美丽的中欧上海校园，2013级MBA开学典礼在石化厅隆重举行。随着庄严的中国国歌和欧盟盟歌响起，来自21个国家和地区的192名学生开始了紧张而充实的中欧MBA旅程。2013级MBA首次招收来自捷克和波兰的学生，女生比例首次超过40%，近10%的新生有着创业经历，来自咨询、能源行业和非政府组织（NGO）的学生进一步增加，背景更加多元化。

中欧院长朱晓明教授、副院长兼中方教务长张维炯教授、副教务长兼MBA课程主任陈世敏教授等学院及各部门领导代表出席典礼，多位教授、奖学金赞助企业及校友代表也应邀参加。

得益于教授、校友及企业的大力支持，今年中欧MBA奖学金种类大幅增加，新增教授奖学金、校友奖学金、企业奖学金等10种奖项。在颁奖仪式上，近60名获奖新生一一登台，接受荣誉。来自晨兴创投公司的三位MBA校友现场签署了中欧MBA奖学金捐赠书，在未来三年，将每年全奖资助一名中欧MBA学生。

陈世敏教授、MBA课程招生及职业发展主任李瑗瑗女士和MBA教务副主任马宁女士分别就班级情况、课程学习和职业发展作了简要介绍，鼓励同学们设立清晰目标，充分利用学校丰富资源实现梦想。



朱晓明院长致欢迎辞
CEIBS Executive President Prof. Zhu Xiaoming

On July 15, CEIBS welcomed 192 students for the MBA 2013 Class in a ceremony aimed at providing these newcomers with valuable information about the school through inspirational speeches.

The new class includes students from 21 countries, among them the Czech Republic and Poland from which students have enrolled at CEIBS for the first time.

Also noteworthy is that, for the first time ever, women account for more than 40% of the class; nearly 10% of students have entrepreneurial experience; and compared to previous years there are more students from both the consulting industry and energy sector, as well as from NGOs.



张维炯副院长（中）与部分奖学金获得者合影
CEIBS Vice President & Co-Dean Zhang Weijiong with scholarship recipients



罗马诺·普罗迪释疑欧洲经济 Romano Prodi on Why Europe Isn't Recovering

7月22日，中欧国际工商学院欧盟联席教授罗马诺·普罗迪先生在中欧上海校区发表演说，探讨危机之后，欧洲经济为何迟迟未能复苏。普罗迪教授曾两度出任意大利总理，也曾担任欧盟委员会主席。On July 22, former two-time Italian Prime Minister Romano Prodi explored why economic recovery remains elusive for Europe more than five years after the crisis began. Prof Prodi, who is Sino-Europe Dialogue Chair at CEIBS, was speaking at an evening event at the school's Shanghai Campus.

诺奖得主默顿教授做客中欧陆家嘴国际金融研究院 Nobel Laureate's Visit

7月18日，诺贝尔经济学奖得主罗伯特·默顿教授做客中欧陆家嘴国际金融研究院，发表题为“资产管理中的风险与业绩衡量”的演讲。此次活动由中欧陆家嘴国际金融研究院主办，Dimensional Fund Advisors公司协办。

On July 18, Nobel Laureate in Economics Prof Robert Carhart Merton visited CEIBS Lujiazui Institute of International Finance (CLIIF) and gave a speech entitled "Risk and Performance Measurement in Asset Management".



朱晓明院长为“全球艺术市场：艺术品收藏与投资”授课 Course on Art Collection and Investment

5月7-9日，中欧-佳士得美术学院合作课程在京举行，讲授“全球艺术市场：艺术品收藏与投资”模块一：“中国传统艺术集大成之地”。中欧朱晓明院长亲自担任课程主任，并教授第一单元，开启了八位专家联合授课的精彩之旅。

The "Global Art Market: Artwork Collection & Investment" course offered by CEIBS and Christie's Education began in May. CEIBS Executive President Prof Zhu Xiaoming is Course Director and in the first module lectured about artistic culture among entrepreneurs and CEOs.

张维炯副院长深度剖析“市场竞争中的战略定位” EMBA Management Forum in Urumqi

7月4日，在新疆乌鲁木齐市，中欧副院长兼中方教务长、战略学教授张维炯在“中欧教授巡回演讲暨EMBA管理论坛”上表示：企业进行产业升级与市场调整需要依靠精准的战略定位，实现可持续健康发展。

More than 300 participants, including CEIBS alumni and journalists, turned out for the EMBA Management Forum held in Urumqi on July 4. CEIBS Vice President and Co-Dean Prof Zhang Weijiong gave a lecture entitled "Strategic Positioning in Market Competition".



蔡洪平先生做客知行讲堂 Banking Exec Speaks at CEIBS EMBA Master Class

6月8日，德意志银行亚太区投资银行执行主席蔡洪平先生做客中欧EMBA知行讲堂，发表题为“中国经济转型和周期应对”的演讲，分享了对于当前经济改革与转型，以及企业家社会责任的深入思考。

Chairman of Deutsche Bank A-Pac Investment Banking Cai Hongping gave a keynote speech entitled "Response to China's Economic Transformation and Economic Cycle" during a CEIBS EMBA Master Class at the Shanghai Campus on June 8.



中欧CEO校友再启领导力巅峰之旅 3rd CEO Leadership Programme Begins

7月4日，50余位行业领袖、精英学员齐聚一堂，共同参加中欧“中国CEO领导力课程：领导力巅峰之旅”。课程学术主任、中欧管理学忻榕教授介绍了课程设置。

More than 50 CEOs, most of whom are alumni of the CEIBS EMBA, AMP and Global EMBA Programmes, are participating in the 3rd CEO Leadership Programme. The programme's Academic Director and Professor of Management Katherine Xin gave attendees an overview of the 4-module course during the opening ceremony on July 4.

第九届中国健康产业高峰论坛圆满举行 9th Annual China Health Care Forum

6月22日，由中欧主办的“第九届中国健康产业高峰论坛”在深圳举行，400余名国内外医疗卫生领域的专家、学者、医药企业高管从体制改革、企业战略、技术创新等多个维度探讨了中国医药卫生行业的未来航向与格局。

More than 400 domestic and overseas experts in healthcare participated in the 9th Annual China Health Care Forum held on June 22 in Shenzhen with the theme, “Healthcare Innovation: Reform and Development”. Speakers included Shenzhen Vice Mayor Wu Yihuan (right).



“中欧-成为”第六届校友创业论坛女性创业专场成功举办 Women Entrepreneurs Alumni Forum

6月22日，“创业那些事儿”“中欧-成为”第六届校友创业论坛女性创业专场于上海校园隆重举行。论坛由中欧校友会、中欧创业与投资中心、中欧校友创业协会主办，中欧成为创业基金赞助支持，中欧校友女性领导力联盟协办。

Women entrepreneurs were in the spotlight at the 6th CEIBS Alumni Entrepreneur Forum held in Shanghai on June 22. It was sponsored by the CEIBS-Chengwei Venture Capital Fund, and organized by the CEIBS Alumni Relations Office, the CEIBS Centre for Entrepreneurship and Investment, the CEIBS Alumni Entrepreneur Club and co-organized by CEIBS Alumni Women Leadership Union.

《现代企业社会责任》新书分享会 CSR Seminar

5月25日，中欧国际工商学院、上海公益人才学院、上海青年管理干部学院联合举办《现代企业社会责任》新书理念分享暨CSR（企业社会责任）实践研讨会。专著作者、德籍专家孙继荣教授在会上发表公益性演讲。

Jirong Sun, author of the book *Modern Corporate Social Responsibility*, was the keynote speaker at a May 25 seminar on CSR. The event was jointly organized by CEIBS, the Shanghai Youth Philanthropy Academy (SYPA) and the Shanghai College for Youth Administrators (SCYA).



中欧教授巡回演讲暨EMBA管理论坛 EMBA Management Forums

5月24日，中欧教授巡回演讲暨EMBA管理论坛在西安成功举办。中欧国际工商学院经济学与金融学许小年教授以“中国经济：二度松宽，三次探底”为题发表演讲，与千余位各界嘉宾及中欧校友进行深入探讨。7月9日，中欧战略学副教授陈威如分享了他对于“做垂直？还是做平台？商业模式创新的思路与挑战”这一主题的深刻思考。

CEIBS Santander Chair in Economics and Finance Professor Xu Xiaonian on May 24 gave a lecture entitled “Chinese Economy: Loose Twice, Triple Dip” at the 2013 CEIBS EMBA Management Forum & Professor Speaking Tour in Xi'an. Then on July 9, CEIBS Prof Chen Weiru shared his thoughts on “Platform Strategy – the Thinking and Challenges of Business Innovation”.



华强森博士做客“高朋满座” Executive Forum on Urbanization

6月16日，麦肯锡咨询公司资深董事、城镇化研究学者华强森博士做客中欧北京校区“高朋满座”论坛，以“城市可持续发展的制胜方略”为题发表演讲。中欧副教务长许定波教授，高层经理培训部副主任陈玲珍女士亲临出席。

More than 100 CEIBS students, alumni and staff turned out to hear Dr Jonathan Woetzel, Senior Director of McKinsey & Company, give a lecture entitled “New Urbanization” in which he explored the economic, social and environmental dimensions of urbanization in China. The event was held at the Beijing Campus on June 16.

杰弗里·桑普勒博士在总经理论坛发表演讲 Prof Jeffrey Sampler Headlines CEIBS General Manager Forums

5月31日和6月2日，中欧总经理论坛在深圳、郑州两地举办。中欧管理学兼职教授杰弗里·L·桑普勒博士从独特视角出发，引发听众深度思考“如何在动荡时代保持竞争优势”。

“How to Keep Your Competitive Edge in the Age of Turbulence” was the topic of the lecture given by CEIBS Adjunct Professor of Management Jeffrey Sampler at CEIBS General Manager Forums held May 31 in Shenzhen and June 2 in Zhengzhou.



中欧教授访问雷允上药城、中国工商银行总行 TCM & Bank Visits

6月24日，中欧卫生管理与政策研究中心主任、经济学兼职教授蔡江南，工商管理学访问助理教授阿瑟·达姆利奇，金融与会计学教授芮萌，战略与国际商务教授麦克罗，市场营销学兼职教授米歇尔·古泽兹，以及EMBA 2012级学生一行25人，在EMBA课程部副主任赖卫东老师的带领下，参观访问了位于华山路雷允上药城。次日，中欧中国企业全球化研究中心三位教授——人力资源与组织管理研究中心主任、管理学教授杨国安，副教务长、管理学教授忻榕，会计学教授丁远在京拜访了中国工商银行总行。

A group of CEIBS faculty and EMBA students visited Leiyunshang Traditional Chinese Medicine Pharmacy & Clinic on June 24, one of many company visits organized by the school's Centre for Teaching and Learning, EMBA Programme and Alumni Office. The next day, three professors from CEIBS Research Centre on Globalization of Chinese Firms – Arthur Yeung, Katherine Xin and Ding Yuan – visited the Beijing headquarters of Industrial and Commercial Bank of China.

第四届中欧非洲项目毕业典礼 CEIBS Africa Graduation

7月13日，400多位嘉宾欢聚在加纳内外医科学院，参加第四届中欧国际工商学院非洲项目毕业典礼，28名来自非洲的EMBA学员顺利完成学业，获授证书。

More than 400 guests gathered at the Ghana College of Physicians and Surgeons on July 13 for the CEIBS Africa Programme's 4th Graduation Ceremony. It was a festive event that signalled the transformation of 28 EMBA students into members of CEIBS' extensive global alumni network.



中欧举行MBA夏令营活动 1st Pre-MBA Summer Boot Camp

7月3日，中欧国际工商学院MBA夏令营开课，来自全球7个国家和地区的23名学员开启了中欧MBA生活初体验。夏令营不仅开设金融、市场、创业等基础课程，也增加了文化交流活动，课余时间组织访问国际名企，观光上海景点。

The CEIBS MBA Programme's first ever Summer School began July 3 and drew 23 participants from Asia, Europe, and North and Central America. The full-immersion 5-day boot camp offered classroom lectures, company visits, insight into career opportunities in China and the country's culture, as well as a chance to interact with CEIBS students and alumni.



两位助理教授加盟中欧 New Faculty

创业学和市场营销学迎来了两位新员工。龚焱教授是中欧国际工商学院创业学助理教授，目前正在研究用动态方法去探索新公司如何发展惯例与能力，以及他们在创业过程中对突发事件的反应。朴炫熒博士是中欧国际工商学院市场营销学助理教授，她的研究着眼于道德和感情如何影响判断与决策。

Entrepreneurship and Marketing are the latest areas of study at CEIBS to welcome new faculty. Dr Gong Yan joins as Assistant Professor of Entrepreneurship at CEIBS. His research explores how new firms develop routines and capabilities and respond to surprise events in entrepreneurial processes. Dr

Hyun Young Park is Assistant Professor of Marketing. Her research focuses on how morality and emotion influence judgment and decision making.

首届中国开发区人才战略高峰论坛举行 Talent Strategy

7月13日，2013首届中国开发区人才战略高峰论坛在中欧上海校区举行。论坛由中欧国际工商学院和博尔捷人力资源集团共同举办，主题为“借鉴硅谷人才战略实现开发区转型”。

More than 300 entrepreneurs, experts in talent strategy, and development park executives attended the 1st Forum on Talent Strategy for Chinese Development Parks co-hosted by CEIBS and BRIDGE HR Consulting. Entitled “Applying Talent Strategies from Silicon Valley to Transform Development Parks”, the event was held on July 13.



中欧“良师益友”项目导师答谢会圆满举行 Mentors Thanked

7月11日，中欧“良师益友”项目导师答谢会圆满举行。中欧副教务长、MBA课程主任陈世敏教授，MBA课程招生与职业发展主任李媛媛，MBA课程副主任马宁及EMBA课程副主任赖卫东出席活动并分别致辞。导师们获授年度导师证书，并聆听了帕布罗·卡多纳教授关于职业发展的演讲。

Mentor Appreciation Night, featuring a lecture on career management by Adjunct Professor of Management Pablo Cardona, was held at the CEIBS Lujiazui Institute of International Finance on July 11. Organized by the CEIBS Mentoring Programme, the evening included a ceremony in which each mentor was presented with a certificate to honour his efforts of the past year.

中欧在职金融MBA报名截止 张逸民教授解析中国经济结构 Final FMBA 2013 Info Session

5月18日，中欧上海校园内举办了中欧2013级在职金融MBA报名截止前的最后一场招生咨询，百余名金融才俊前来参加。中欧金融学教授张逸民博士现场发表了“中国经济发展与经济结构”主题演讲。

Nearly 100 financial professionals from across China turned out on May 18 for the final CEIBS Part-time Finance MBA (FMBA) 2013 Information Session. Professor of Finance Dr Zhang Yimin gave a lecture entitled “China’s Economic Development and Economic Structure”.



丁学良教授畅谈“中国转型的痛与乐” HKUST Prof Ding Xueliang Addresses CEIBS EMBA Students

7月6日，香港科技大学社会科学系丁学良教授做客中欧EMBA人文艺术讲座。作为研究中国社会转型问题的国际学术权威，丁教授在演讲之中分析了“中国模式”的独特之处，并表达了对于中国未来的乐观展望。

As part of the CEIBS EMBA Arts and Humanities Lecture Series, Prof Ding Xueliang of the Hong Kong University of Science and Technology gave a July 6 lecture at CEIBS Shanghai Campus entitled “The Happiness and Pain of Transformation in China”.

中国公司海外并购之匙： 建立当地人脉关系



文 / 曼达林基金 傅格礼

有志于进军欧洲的中国投资者不应低估“关系”的重要性。在欧洲，“关系”并不依赖于政府和政治，取而代之，通常由当地行业协会、律师、银行家构成。人们在游艇或高尔夫俱乐部社交结交，家族间的纽带往往可以上溯几代人。中国投资者本质上是局外人，并非强大的人脉网络中的一员，因而难以获知对其决策有所助益的信息资源。他们寻觅投资目标，却不知哪些公司真的待售，于是只好盲目搜寻，结果付出了额外的代价。

获知哪家公司更有可能被推向市场，进而与利益相关者建立联系，是投资获利的关键成功因素。大多数欧洲中小型企业都由家族或投资基金掌管，因此尽早接触是关键，因为最终敲定售出将耗费数年——有时甚至几代人。初来乍到的中国投

资者时常被高端会员俱乐部拒之门外。欧洲中小企业缺乏参与政治游说和介入政府的资源，因此政治压力不是融入这类组织的有效工具。耐心、深入地了解当地知识，花大本钱构筑人脉网络，是攻克欧洲“关系”屏障的唯一途径。真想打入欧洲市场的中国投资者，应在当地开设代表处，着手打造极富价值的当地人脉。招聘当地人才，让他们与中国同事协同作战，是在欧洲开设代表处的另一大好处。迄今为止，尽管每年达成的交易数量颇大，竟然没有一家大型中国投资机构在欧洲开设代表处。这不禁令人生疑：这些买家究竟是否拿到了最优价格？

许多西方公司对于中国投资者有先入为主的担心：卖家害怕冒险与中国投资者做交易，其结果便是内部异议不断。为了消除这种对风险的担心，中国买家通常接受昂贵的价格来息事宁人。整合所购资产的道路可能崎岖坎坷，而中国投资者往往不理解西方公司的管理模式，尤其是与本国迥异的激励机制。如果中国当局想要提升在西方市场上以合理价格收购公司的几率，就需要降低决策程序的复杂性——不仅在公司内部，亦在政府高层。取得认可必须有所付出，因为享有美誉的投资者或公司在收购过程中会得到更多尊重。目前，中国的银行尚未在全球范围内牢固立足，因此，中国公司应该与名气更大的西方银行打好交道。

对于任何中国投资公司来说，站稳脚跟并融入欧洲人际关系网络将是一段漫长的旅程，但不积跬步，无以致千里。虽说天道酬勤，但投资回报往往获自天时地利。今后五年欧洲经济的低速增长意味着有意收购欧洲企业的投资者有望以低价成交。中国不可错失良机，而应锐意进取，迈开其产业增值与升级的步伐。



The Future of Chinese Companies' Outbound M&A: The Importance of Local Guanxi

By Alberto Forchielli

Chinese investors looking to reach out to Europe should not underestimate the importance of guanxi which, in the EU, does not hinge upon government or politics. Instead it is often linked to local industrial associations, lawyers, bankers; people who meet socially at their yacht or golf clubs and then become friends, with family ties going back for generations. Since Chinese investors are inherently outsiders, not being part of a network of powerful friends can deprive them of access to information that could make their decision process much easier. Their hunt for an investment target is made without knowing which companies are really for sale, and they pay a premium price for not knowing exactly where to look.

Knowing which company is more likely to be put on the market, and building a relationship with those involved, is a key success factor for a profitable investment. Most European SMEs are owned by a family or by an investment fund, so getting in early is critical as decisions to finally sell can take many years – sometimes entire generations. Chinese investors who are newcomers to the European playground can often find themselves left out of the

exclusive clubs. European SMEs lack the resources to become involved in lobbying and government, so political pressure is not an effective tool for muscling into the group. Patience and significant investments in local knowledge and network building is the only way to begin cracking the barrier to Europe's guanxi. Chinese investors that are serious about breaking into the European market need to open local offices to begin accessing this highly valuable local network. Recruiting local talent and having them work side by side with Chinese associates is another benefit of opening locally. So far, none of the major Chinese investment houses have opened offices in Europe, despite the large number of deals being made each year, and one must wonder if they are really getting the best price.

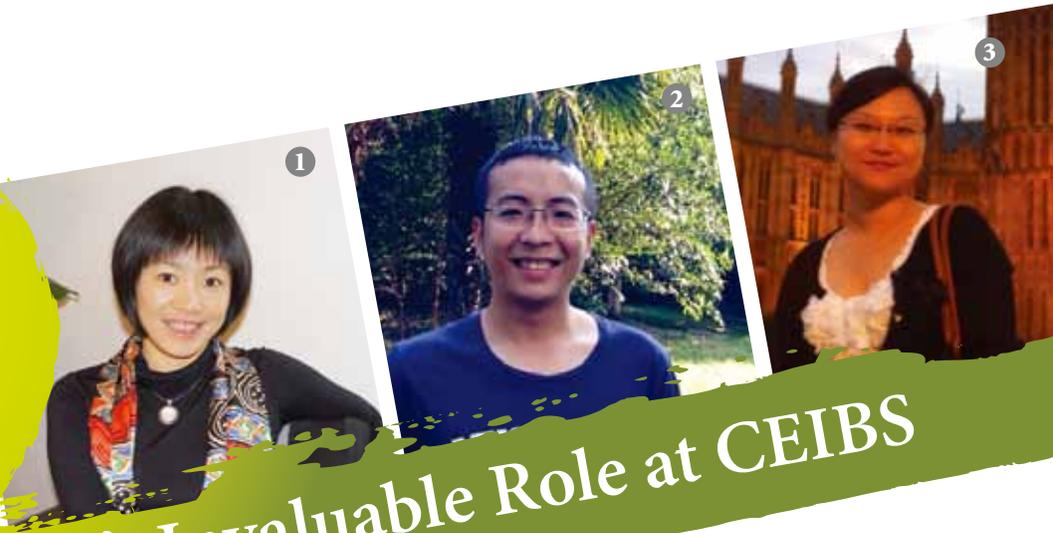
Many western companies have a preconceived fear of Chinese investors: sellers are afraid to risk embarking on a deal with a Chinese investor, only to run into internal objections later on down the road. To offset this risk, Chinese buyers often end up paying a much higher price. Integrating with the acquired asset can be a bumpy road, and Chinese investors often do not understand the managerial profiles of

Western companies – especially their incentive schemes, which are often very different from those used in China. Chinese authorities need to reduce the level of complexity in the decision-making process – both within the company and at ministerial level – if they want to increase their chances of buying companies at the right price on Western markets. It also pays to be recognizable, as investors or companies that have made a name for themselves will command more respect during the buying process. Chinese banks are not yet established internationally, so in the meantime Chinese companies should leverage their relationships with more well-known Western banks.

Establishing a foothold and then inserting itself into Europe's guanxi network is a long process for any Chinese investment company, but they need to start somewhere. Growth does not come without effort, but sometimes it pays to be at the right place at the right time. With Europe's economy faltering, low growth for the next five years means low prices for investors looking to buy a European concern. China cannot afford to miss this opportunity to begin aggressively upgrading the added value of its industrial base.

中欧的 瑰宝： 研究人员

Research Staff's Invaluable Role at CEIBS



近年来，随着中欧国际工商学院科研实力的持续稳定发展，研究人员（包括研究员和研究助理）在工作中扮演的角色也越发重要。许多研究人员后来选择继续深造：过去6年间，有17人先后进入世界一流学府攻读博士学位。

付莘和苏玫丽都名列其中，目前她们正在攻读IESE-中欧联合博士课程。2007年至2012年，付莘是中欧案例研究中心高级案例研究员，曾与管理学副教授韩践共同编写案例《加薪风波》，并以此文摘取了2012欧洲管理发展基金会（EFMD）案例写作奖。2012年，苏玫丽作为兼职研究助理，曾与中欧教务长、国际管理学特聘教授苏理达合作撰写了三个案例。

“（中欧）研究人员所取得的成绩和正在进行的研究，是学院科研工作的重要补充，令我们的研究成果不论是数量还是质量上，都不断得以提升。”分管科研工作的教务长许斌教授说，“与此同时，研究助理通过与中欧教员密切合作，

也赢得了向世界上最优秀的学者学习的诸多良机。我们引以为豪的是，许多研究助理结束在中欧的工作之后，继续攻读博士学位。希望这种研究人才培养模式终将为中国乃至世界输送更多高水平的学者。”

研究助理与中欧教员紧密合作，创造优秀的科研成果，为案例撰写、专著写作、项目咨询和实施管理提供学术支持。而研究助理自身也在如下方面获益匪浅：

磨练在研究、写作、采访、分析以及项目管理等方面的技能；

学习研究方法，运用图书馆资源，获取数据分析、案例撰写和科研软件使用等岗位技能；

与既是各领域的思想领袖、又乐于传道授业的中欧教授们建立密切的工作关系；

挖掘自身感兴趣的研究方向，也

许今天的探索，会影响到未来各行各业商业思考与实践。

目前在波士顿大学深造的王岚曾参与撰写《CEO的职能背景：从中国最大的100家上市公司中发现的新证据》，此文荣获了众人瞩目的2012年度美国管理学年会（AoM）职业发展研究分会最佳国际论文奖，合作作者是梁能教授和韩践副教授。“在中欧工作的两年是我学术生涯的重要起点。中欧友好而优越的研究环境让我从研究助理顺利成长为一名独立研究人员。”王岚说，“（中欧）给予我许多职业发展机会，教授对我不吝支持，我还能与盛名远播的教授合作，参与学术会议，作为助手积累教学经验，承担起独立研究者的责任。这样一份工作，尽管并不轻松，却令人愉悦。因为我能做自己喜欢的事，接触行业精英，取得长足的进步。”

邵波如今在新南威尔士大学深造，

- ① 付莘 Fu Xin
- ② 刘蕾 Liu Lei
- ③ 张云路 Lulu Zhang
- ④ 刘书博 Liu Shubo
- ⑤ 邵波 Shao Bo (Jeff)
- ⑥ 王岚 Wang Lan
- ⑦ 张轶文 Zhang Yiwen (Steven)



Research staff have played an invaluable role at CEIBS over the years as the school continues to boost its research capabilities. Many later go on to pursue PhD programmes at top-tier schools, with about 17 enrolled over the past 6 years.

These include two current participants in the IESE-CEIBS Coordinated PhD Programme, Fu Xin and Sumelika Bhattacharya. Xin, who was a case writer with CEIBS Case Development Centre from 2007 to 2012, co-authored an award-winning case with Associate Professor of Management Han Jian. “A Dispute over a Pay Rise in Company F” took the EFMD Case Writing Competition Award in 2012. Bhattacharya, who was a part-time RA in 2012, co-authored three cases with CEIBS Dean and Distinguished Professor of International Management Hellmut Schütte.

“The excellent work that has been accomplished, and continues to be done, by our research staff has made a huge contribution to CEIBS’ body of research, which is increasing in both quality and quantity,” said Associate Dean (Research) Xu Bin. “At the same time, working

closely with CEIBS faculty has provided our RAs with numerous opportunities to learn from some of the world’s very best scholars. We are proud of the fact that so many of our RAs then go on to do their doctorates and hope this will eventually lead to an increase in high-calibre academics here in China and globally.”

Working closely with faculty to produce high-quality work, RAs provide expertise in academic research for cases and books, consulting and project management. It’s a rewarding job through which they:

- hone their skills in researching, writing, interviewing, analysis, and project management
- receive on-the-job training in specific skills involving research methodologies, library resources, data analysis, case writing, and software
- build a close working relationship with faculty members who are thought leaders as well as generous teachers and mentors
- discover their own research interests, which may transform business practices and thought across sectors and

industries.

Wang Lan, who co-authored “CEO Functional Background: New Evidence from China’s Top 100 Listed Firms” which received the coveted Best Paper Award from the Academy of Management in 2012, is now at Boston University. Her co-authors were Professor of Management Liang Neng and Han Jian. “The two years I worked at CEIBS was an important starting point in my academic journey. CEIBS provided a



他曾与前管理学副教授杜洛娜和管理学兼职教授帕布罗·卡多纳合作。“在中欧的工作是很棒的学习经历。我主要负责协助教授进行教学和科研。我拓宽了在研究方法和理论建构方面的知识，还学到了如何与学术刊物的评审和编辑有效沟通——这可是教科书之外的技能。此外，感谢一位教授的资助，我获得了参加国际会议的机会。这些经历，加上教授们的两封推荐信，对我申请攻博大有裨益。”

其他赴欧美攻读博士学位的研究助理有：吕绍华、陈蒙、刘书博、张云路、宋冬梅、梅秋珠、殷华翔、刘蕾和张轶文。

吕绍华曾是中欧前策略与创业学助理教授葛定昆的研究助理，后赴俄亥俄州立大学攻博。管理学副教授金台烈的研究助理陈蒙如今在宾夕法尼亚州立大学读书。管理学副教授蔡舒恒的研究助理刘书博现就读于爱丁堡大学。张云路曾是前策略学教授白思迪的研究助理，目前在伦敦大学国王学院读博。宋冬梅和梅秋珠分别在IESE和哥本哈根商学院攻读博士学位。宋冬梅曾是管理学教授范悦安的研究助理，梅秋珠则是市场营销学与创新管理学教授鸿翥吉马的研究助理。

殷华翔曾是会计学教授丁远的研究助理，如今已被蒂尔堡大学录取，运营学教授柯雷孟的研究助理刘蕾则考上了欧洲商学院，他们都攻读博士学位。管理学荣誉教授茅博励的研究助理张轶文今年已从亚利桑那州立大学获得博士学位。

许斌教授表示：“我们热切期盼着所有曾经的和在职的研究人员能够不断为学术界做出贡献。”

中欧研究人员就读海外博士课程情况一览表

研究助理/研究员	教授	博士课程就读学校
陈蒙	金台烈	宾夕法尼亚州立大学
吕绍华	葛定昆	俄亥俄州立大学
刘书博	蔡舒恒	爱丁堡大学
张云路	白思迪	伦敦大学国王学院
邵波	杜洛娜 帕布罗·卡多纳	新南威尔士大学
宋冬梅	范悦安	IESE
梅秋珠	鸿翥吉马	哥本哈根商学院
王岚	韩践	波士顿大学
殷华翔	丁远	蒂尔堡大学
刘蕾	柯雷孟	欧洲商学院
张轶文	茅博励	亚利桑那州立大学
李晟昱	许斌	宾夕法尼亚州立大学
张铮	许斌	伊利诺伊香槟大学
王萌婕	陈少晦	东英吉利大学
宋伟	亚瑟·达姆利奇	罗切斯特大学
付莘	案例研究员	IESE-中欧联合博士课程
苏玫丽	苏理达	IESE-中欧联合博士课程

CEIBS RAs Placement in Global PhD Programmes

Research Assistant/Staff	Professor	PhD Programme
Chen Meng	Kim Tae Yeol	Penn State University
Flora LV	Ge Dingkun	Ohio State University
Liu Shubo	Terence Tsai	University of Edinburgh
Lulu Zhang	Steve White	King's College London
Shao Bo (Jeff)	L. Doucet and P. Cardona	University of New South Wales
Linda Song	Juan A Fernandez	IESE
Maggie Mei	Kwaku Atuahene-Gima	Copenhagen Business School
Wang Lan	Han Jian	Boston University
Yin Huaxiang	Ding Yuan	Tilburg University
Liu Lei	Thomas Callarman	European Business School
Zhang Yiwen (Steven)	William Mobley	Arizona State University
Li Shengyu	Xu Bin	Penn State University
Zhang Zheng	Xu Bin	University of Illinois at Urbana-Champaign
Wang Mengjie	Sophie Chen	University of East Anglia
Song Wei	Arthur Daemrlich	University of Rochester
Fu Xin	Case Writer	IESE-CEIBS PhD programme
Sumelika Bhattacharya	Schütte, Hellmut	IESE-CEIBS PhD programme

friendly and supportive environment for my transformation from a research assistant into an independent scholar,” said Wang. “I was provided with numerous opportunities to advance my career, including receiving great support from my boss, collaborating with recognized professors, attending academic conferences, accumulating teaching experience as an assistant, and taking on responsibilities as an independent scholar. The job, though very intense, was very enjoyable. I was able to do what I loved, meet great people, and accomplish spectacular things.”

Jeff Shao, who worked with both Professors Lorna Doucet (former Associate Professor of Management) and Pablo Cardona (Adjunct Professor of Management), is now at University of New South Wales. “Working at CEIBS was a great learning experience. I was mainly responsible for assisting professors in their teaching and research. I broadened my knowledge about research methodology and theory development; I also learned how to communicate effectively with journal reviewers and editors – something I couldn’t have learned from textbooks alone. In addition, thanks to sponsorship

from one professor, I got an opportunity to attend an international conference. This experience, together with two recommendation letters from professors, was of great value when I was applying to PhD programmes.”

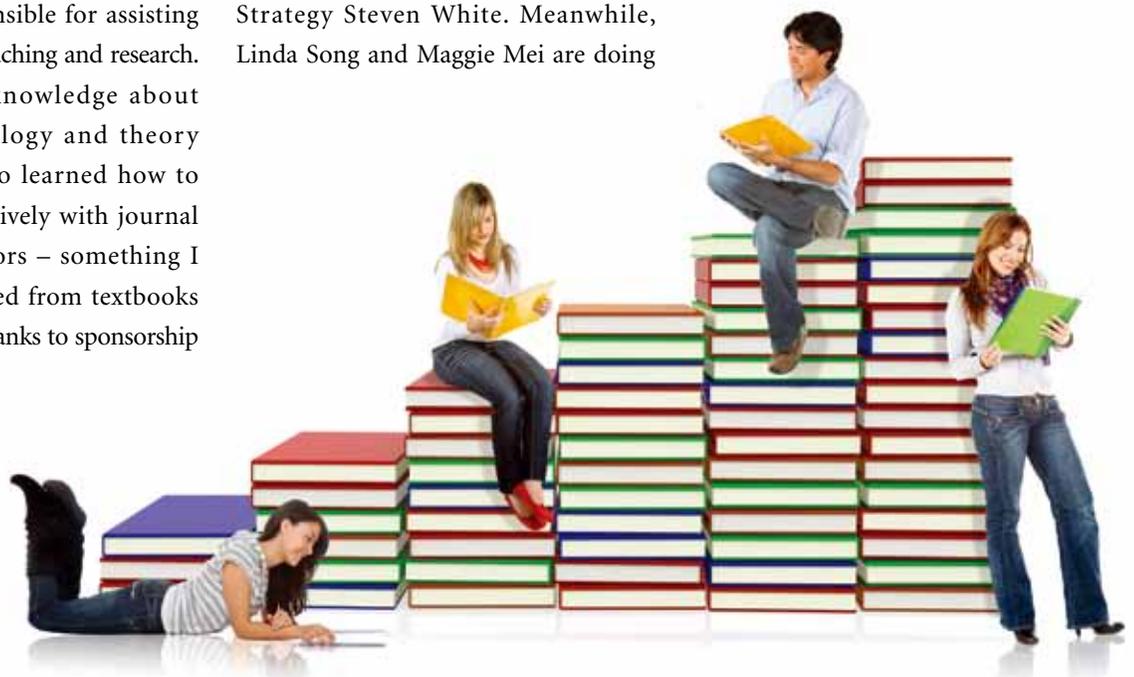
Other RAs who have gone on to do PhDs in the US and Europe include Flora Lv, Chen Meng, Liu Shubo, Lulu Zhang, Linda Song, Maggie Mei, Yin Huaxiang, Liu Lei, and Steven Zhang.

Lv, who was RA to Ge Dingkun, a former Assistant Professor of Strategy and Entrepreneurship, went to Ohio State. Associate Professor of Management Kim Tae Yeol’s former RA Chen Meng is now at Penn State while Shubo Liu, who worked with Associate Professor of Management Terence Tsai, is now at University of Edinburgh. Lulu Zhang is doing her PhD at King’s College London, after working with former Professor of Strategy Steven White. Meanwhile, Linda Song and Maggie Mei are doing

their degrees at IESE and Copenhagen Business School, respectively. Song worked with Professor of Management Juan A Fernandez, while Mei was RA to Professor of Marketing and Innovation Management Kwaku Atuahene-Gima.

Yin Huaxiang, who worked with Professor of Accounting Ding Yuan, is now enrolled in Tilburg University’s PhD programme while Liu Lei, the RA for Professor of Operations Management Thomas Callarman, is at European Business School. Professor Emeritus of Management William Mobley worked with Steven Zhang who received his PhD degree from Arizona State University this year.

“We eagerly look forward to the continued contribution that all our former and current research staff will have on the academic world,” said Prof Xu.



王杰夫：离家越远，家越近……

文 / 雷娜



王杰夫(EMBA 2008)的会所位于新华路上,弄堂幽深寂静,盛夏时分,车轮碾过路上金色的梧桐枯叶,发出如阳光碎裂般的声响,行至尽头,铜质大门缓缓移开,面前展开一片翠绿草坪,一幢赭色洋房端然屹立在远处。曲径深处,这样的开阔多少有些出乎意料。

穿过草地,踏上台阶,映入眼帘的是气韵独具的会客厅,古典的壁纸上装饰着主人收藏的艺术作品,颇有塞尚和保罗·克里的味道。作为一位中国当代艺术的收藏家和推动者,这些无疑是其钟爱的作品。他坐在沙发之中,剪影被窗外耀眼的阳光清晰勾勒,采访由此开始。

父与子,子与父

“昨天半夜两点半,我突然醒来,鬼使神差地打开手机,不出一分钟,儿子便打来电话,他已持续腹痛一两个小时。我连忙开车载他去医院,导航仪坏了,也打不到出租车,最后只能凭着记忆和楼宇标识,开到了华山医院。输液,B超,折腾到半夜。”他闲闲聊开,眼神藏着担忧,脸上却不见倦容。这个场景中的他,有点像大塘邮轮拍摄的微电影中的母亲,在下雨的深夜,独自带着孩子去看医生,个中艰辛煎熬,只有经历过的人才知晓。烈日留在眼底的光晕逐渐消散,屋内明朗开来,我发觉坐在眼前的并非严肃的企业家,而不过是一位怀着拳拳爱子之心的普通父亲。

Tang Cruises' Geoff Wang - On the High Seas, Yet Closer to Home

By Lei Na

The place where Geoff Wang (CEIBS EMBA 2008, SZ) finds solace is located along a tranquil lane nestled deep inside Xinhua Road. As I walk towards the end of the lane, I can hear the sound of leaves, browned by the summer sunshine, being crushed by the tyres of passing cars. The lane's solid brass door opens slowly and a stretch of bright green lawn unfurls before me. An auburn western-style house towers in the distance, an unexpected but pleasant surprise after the confines of the narrow path. This is his home.

I cross the lawn, climb the steps and walk into a parlour rich with ambience. The walls are covered with wallpaper whose traditional pattern is soothingly familiar. Expertly positioned paintings remind me of Cezanne and Paul Klee. These must be Wang's favourites. He is a collector and proponent of contemporary art. He is sitting on the sofa, his silhouette clearly outlined by the sunlight. Our interview begins.

Father & Son, Son & Father

"At 2 a.m. this morning, I suddenly woke up and turned on my cell phone. Within a minute, my son called and told me he had been having a stomach ache for the last two hours. I immediately got up and drove him to the hospital. The GPS was broken and we couldn't get a cab: we made it to Huashan Hospital by relying solely on memories and our recognition of buildings. Transfusion, ultrasound... It was almost dawn when all the checks were completed," Wang says casually. There is a hint of worry in his eyes, but despite his fitful night he doesn't seem at all tired. My vision clears, finally throwing off the dazzling effects of the earlier sunlight from outdoors; the room we are sitting in now appears brighter. I suddenly find that the man sitting opposite me is merely a loving father instead of an intimidating entrepreneur.

He has more stories to share about his son. "Once, on my way back from Hongqiao Airport, I came upon an article written by Hong Kong radio host Liang Ji Zhang. It was titled 'Loving or Not, We Won't Meet in the Next Life.' It was a letter to his son. I forwarded the article to my son. When I returned home, he was waiting outside the door for me. He doesn't usually do this so I was quite touched. I asked him if he was a little moved by the article. He just nodded without a word."



王杰夫 Geoff Wang



打造最具幸福感的邮轮旅行体验

从此，邮轮不再是旅行而是一种生活方式

“有一次，我从虹桥机场回来，读到一篇文章，是香港电台主持人梁继璋写给儿子的信，叫《下辈子，爱或不爱，我们都不会再见》，我将它转发给儿子。当我回到家中，发现儿子竟站在门口等我，真有点受宠若惊。我问他，是不是有些感动，他点点头，并没有说话。”

这位见识过风雨的商人，父子之情，似乎对他有着非同寻常的意义。

在另一部弘扬孝道的微电影中，王杰夫为父亲写下了这样的台词，“在我三岁的时候，是他教会我做个诚实的人；在我七岁的时候，是他教会我勇敢面对；在我十二岁的时候，也是他送我一辆自行车，让我成为整个街区最骄傲的少年。”不仅是父亲，还有一直陪伴在父亲身边，那位美丽的母亲，梳着光洁发髻，一支精巧的花簪，从年轻戴到年迈，娴静的身影为影片赋予一种象征般的意味。

“一生二，二生三，三生万物。三代才能传承，可至永恒。就一个家族来说，三代方为一家。我求索的事业，与这个观念相连。要身体力行照顾孩子，要带着父母一起远游。弘扬中国传统文化中的孝道，是我们这代人承载的使命。”

后来的一切，都从这个理想生发。

塘通玉，镂刻成器

“我来到上海的时候，住在和平饭店，在那儿遇到了一个旅行社在做推广，我上前询问，他们回答说，在做邮轮。可以让我入点股吗？那好，聊聊吧。当年那个旅行社，是今天大塘邮轮的雏形。我为它取了个新的名字，叫‘塘’，塘通玉，质碧坚忍，镂刻成器，是一个好名字。”

将理念放到企业之中，就像将种子放进土壤里面。“我们这代人，不够善待自己。曾经很多年，我每天八点钟准时出现在办公室，在那之前，清晨冲凉的时候，疼痛就已经来袭。”“自己

都照顾不好，妻子儿女自不待言。对于父母而言，虽然我们确实改变了整个家族的命运，但是侍奉和陪伴，也很稀少。”为什么选择做大塘邮轮，“因为邮轮是最适合全家一起出行的交通工具，在那里，人在，心也在。邮轮行驶得离家越远，家就越近。我们提供的是一种生活方式，让客人旅行归来，收获的不仅是沿途美景，还有家族中代代流传的故事。”

大学时代的王杰夫，曾经是个积极向上，却不为众人理解，陷入自我怀疑的青年。直到有一天，他在老师的书架上翻开周国平先生的《尼采：在世纪的转折点上》，读到这样一段话：“许多人的所谓成熟，不过是被习俗磨去了棱角，变得世故而实际了。那不是成熟，而是精神的早衰和个性的夭亡。真正的成熟，应当是独特个性的形成，真实自我的发现，精神上的结果和丰收。”从那一刻起，他明白了坚持的意义。坚持，不是无谓的执著，是在漫长的理性的思索之后，一种坚定的选择，它意味着挥别，意味着远行，意味着迎接试炼，忍受孤独，承担重压，但对于企业家来说，有时候，坚持是唯一的道路。正是这种坚持，让他有勇气解散运转良好的IT公司，赴京求学问道，让他重拾天性，参与艺术品的收藏和传播，也让他做起了大塘邮轮，将善举变成了一份事业。

“7月1日，国家颁布法令，不经常看望和问候老人将属违法。这让我相信，大塘邮轮会是个伟大的企业，因为我们早已开始做这样的事。”

王杰夫谈及他的企业时，眼中流露出的闪光让人感动，仿佛手中有一个无形的容器，能够将世界最珍贵美好的情感融合在一起，凝聚，升腾，纯粹，停驻。言语之中，他带着一丝魔法师般的狡黠与自信，而背后的辗转，停顿，思索，付出，因为有了——一个坚定的方向，而都有了意义。这种意义来自于一种向往，一种认真。他仿佛是阅尽浮华，最终选择做一个传统文化的朝花夕拾者，他要做的事，向大海出发，在陆地延绵。

The bond between father and son seems to have a special meaning for this businessman who has experienced his fair share of ups and downs.

The topic of family relationships and filial piety are a recurrent theme in three micro films that he has produced. In one, Wang said of his father, “When I was three, he taught me to be an honest person; when I was seven, he told me to confront difficulties and obstacles; when I was twelve, he bought me a bicycle and made me the proudest teenager in the whole neighbourhood.” In the film, there was also a beautiful mother who was always at her husband’s side. Her hair coiled neatly into a bun, a delicate floral clasp worn from youth to old age, the serene figure added a symbolic meaning to the film.

“It begins with one individual, after marriage there are two; then a child is added to make three. After three comes all things. Three generations constitute home. Three generations can provide an inheritance that lasts forever. My business is closely linked with that concept: we should take care of our children and introduce our parents to the joy of travel. It is the responsibility of our generation to encourage filial piety in keeping with our traditional culture,” says Wang.

Everything he does flows from these firmly-held beliefs.



The Origins of Tang

“When I first came to Shanghai, I was staying at the Peace Hotel and saw some people promoting their travel agency outside. I asked what they were doing and they said they were in the cruise business. I asked if I could buy a share. They said, ‘Let’s talk about it.’ The travel agency is the kernel that grew into what is today’s Tang Cruises. I renamed the company ‘Tang’, which means jade. It is clear and powerful and can be carved into beautiful works of art. It’s a good name,” he says.

Why did he choose a career in the cruise industry? “Because cruises are the most suitable vehicles for a family outing,” Wang explained. “People are on board; they are emotionally invested in the experience. What we offer is a lifestyle. Customers return home from their journeys not only with memories of spectacular views, but also stories that will be passed from one generation to another.”

TheLINK: Describe the journey that took you to Tang Cruises.

I graduated from Tianjin University of Science & Technology and became a businessman in 1992. While I was the director of a clothing factory, I turned it around and made it profitable. At that time I also had a ringside seat to the development of Hainan Province. I went back to Kunming and hoped to do something within the system but encountered political upheaval. At the beginning I was quite unfocused in my approach and tried many different ventures. In 1993, I started Kuai Te Business Card Production Centre. After that I founded Yunnan Geoff Industrial Company Limited, which became a famous IT company in Yunnan. In December 2003, I shifted into the field of mineral resources and succeeded in getting a mine. In 2003 I went into the mining business and things went well for a number of years. In 2010 I decided to get out. I came to Shanghai to completely transform my lifestyle. This is where I began Tang Cruises.

TheLINK: Why is there so much of your personality infused into Tang Cruises?

I occasionally went on cruises before I got into the business. I thought it was a very laid back way of travelling. When I first began to construct Tang Cruises’ company culture, I decided to place family values at its core. For me, this isn’t some vague concept. It’s something concrete. A culture of filial piety is inherited from one generation to the next. It begins with the relationships between parents, spouse

“我就想以家庭为主体，有长辈，有配偶，有孩子，三代同堂，才形成家庭孝道文化传承。”



《TheLINK》:聊聊您的创业经历吧?

我是天津科技大学毕业的,1992年下海,当过服装厂厂长,将一个企业扭亏为盈,也亲眼见证过当时海南的发展。回到昆明,原想在体制内做点事,但遇到了政治风雨。创业之初很匆忙,1993年成立了快特名片制作中心,后来创立云南捷夫实业有限公司,成为云南小有名气的IT公司。2003年12月我进入矿产资源领域,成功地拿下了一座矿山,当时还是很欢欣鼓舞的。2003年到2010年,一直从事矿产行业。2010年我决定淡出,来到上海,想换一种生活方式,于是有了大塘邮轮。

《TheLINK》:具体谈谈烙上您个人印记的大塘邮轮吧?

邮轮旅游其实是我偶然参与的,是一种十分轻松惬意的旅行方式。在我构建大塘邮轮企业文化定位伊始,我就想以家庭为主体,这个核心并不是一个空泛的概念,它很实在,有长辈,有配偶,有孩子,三代同堂,才形成家庭孝道文化传承。也正是对这一概念的重视,让我们能够更专注于三代同游这一细分化的市场,因为邮轮是最适合老人和孩子出行的旅游方式,给家人的陪伴也是有品质的,人在,心也在。茫茫大海迫使你们出行的目的只能是旅游,外界的干扰少之又少。整个世界跟你并肩而行,但是,行走一次人数有限。邮轮里也有欲望,但不会超出船头和船尾的界限。大塘邮轮主张三代方为一家。我们的父母亲不是需要我们给他们多少钱,更需要的是我们的陪伴。我们要作为表率,将中国的孝道文化传承下去。因为,孩子们不是听我们怎么说,而是看我们怎么做的。

《TheLINK》:大塘创作拍摄了三部唤醒中国人传统家庭价值理念的微电影,将中国传统伦理观念“回家”倡导到了极致,是否可以这样理解,在一定意义上,这是您生命体验的分享?

确切来说,就是如此。当我把这三部片子的创意拿给朋友看时,很多人都说我是在自我陶醉,我也不否认其中有我的影子,我的人生经历和感悟。三部影片第一部是《唤醒梦想》,第二部是《和谐家庭》,第三部是《百善孝为先》。三部影片想表达的观念就是人生的成功是事业和家庭兼备。我把它称之为完美人生计划三篇章:善待自己,善待家人,孝顺父母。电影中的重要元素其实都是我们这代人所经历的,小时候老师问我们长大想做什么?回答永远是:我长大以后要做科学家,要做人民解放军,要做人民教师。当一个孩子站起来说我想环游世界,是很出格的。我就是这样的人。还有我们事业成功后回乡探望父母,也是很多人的真实写照。正如影片中所说,我们走得太远,已经忘了当初为何出发。这句话感动到我。

《TheLINK》:具体描述一下大塘邮轮的服务理念吧?

我们倡导的是品质。以一个五口之家为例,我们会通过ITOB系统将整个服务细节做得非常完善。首先,给顾客的是成本价,十万元服务费听上去似乎很贵,但是从出行开始,收到的礼物就非常丰厚。服务品质自然没得说。拿购物来说,如果是我们签约的商家,得到的回扣会全数返还。旅行的过程,也是一次赚钱的过程。而核心在于,我们倡导的方式,会令优雅出行成为可能。我

and children. Having family values at the core of our operations helps us to concentrate on the three-generation segment of the tourism market because cruise is the most suitable method of travelling for the elderly and children. We think three generations make a family. Our parents don't need much money from us, but they need our companionship. We should set a good example and promote a culture of filial piety in China. We influence our children by our behaviour, not just our words.

When our clients are on board they are totally immersed in the experience, both physically and emotionally. Surrounded by the vast ocean they are isolated from outside distractions and have no option but to enjoy the journey.

TheLINK: Tang Cruises has made three micro films aimed at awakening traditional family values among the Chinese and promoting the traditional value of 'going back home'. Why was it so important to you to make these films?

When I shared the ideas of the three films with my friends, many of them said I was just being self-indulgent. I won't deny that my own experiences and feelings were reflected in the films. The first of the three films is titled 'Awakening Dreams', the second is titled 'A Harmonious Family' and the third one is 'Filial Piety: the Foundation of All Virtues'. All three films share the same theme: true success means success in both career and family. I like to call them the 'Trilogy of a Perfect



Life'. We need to treat ourselves well; treat our families well and treat our parents well. The essential elements of the films are common experiences of our generation.

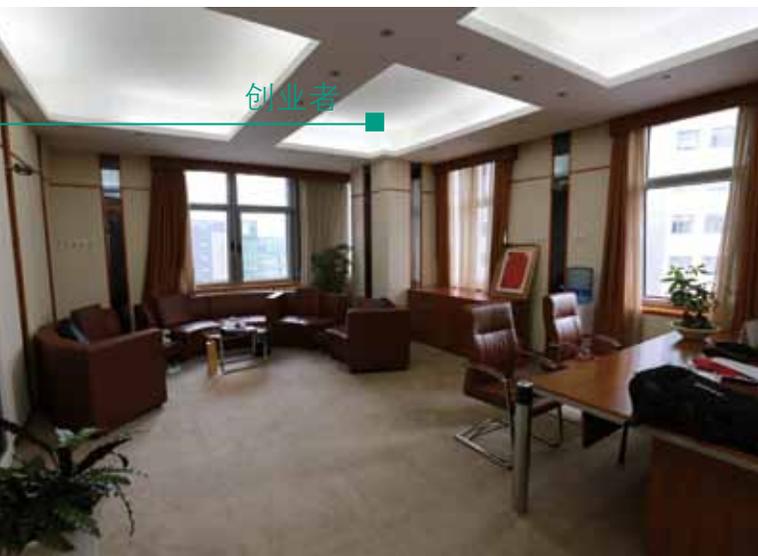
TheLINK: Tang Cruises is in the services industry. What are your guiding principles?

We focus on quality. The RMB 100,000 service fee may seem expensive, but our clients receive many high-quality gifts from the beginning of their stay with us to the very end. All this is offered with impeccable service. We also make every effort to minimise the costs paid by our customers. Take shopping, for example, we pass on the commission that we receive from our corporate partners to our clients. So during the journey our clients are actually making money. The key point is that the travelling style we promote enables people to travel 'elegantly'. We have shattered the traditional model in which tour guides make a profit by talking clients into going shopping.

Our clients are provided with generous discounts at Crazy Horse Club, Moulin Rouge and Michelin-starred restaurants that are our corporate partners. If people are forced to suspect, doubt and take precautions during the journey, there will be no room for elegance. Our stewards and tour guides are well respected. They don't ask anything of our clients. There is mutual respect on both sides.

TheLINK: You also publish 'World of Cruising', the only high-end cruise magazine that promotes the cultural value of 'home'. Is it important for the magazine to turn a profit, which must be difficult in the current media environment in which print media is on the decline?

Of course I care about the profitability of the magazine because the ability to make a profit implies market acceptance. The magazine is an investment that is necessary to promote our official image. It is China's first and only cruise magazine. I wanted us



们打破了传统旅行社导游怂恿游客购物从中渔利的模式。客人去疯马俱乐部、红磨坊、米其林餐厅，只要是我们在对接的商家，享受的都是我们的进价，再无后顾之忧。如果旅行是在猜测、怀疑、防备中度过的，优雅将无处存身。我们的管家和导游是受人尊重的，他们对客人没有索求，二者是相互尊重的关系。

《TheLINK》：您还以邮轮为主体，出版发行了中国第一本也是唯一一本高端邮轮杂志《湾》，以此输出“家”的文化价值，听上去很有使命感和情怀，是否会在意这本刊物的盈利，因为在当下大媒体环境下，纸媒的市场份额在不断缩小？

我当然会在意这本刊物是否盈利，因为盈利才代表被市场接受。作为官方形象来说，这种投入还是必要的，这是中国第一本也是唯一一本邮轮杂志，我希望有自己的媒体发出自己的声音，能够通过生活方式去影响到更多的人。让他们不忘记家中的老人。我坚持每次出版时都自己写一篇文章。现在已经写了三篇，第一篇是《隐形的弱势群体》，是关于当前中国家庭现状的；第二篇是《千万不要错过与孩子牵手的机会》，是关于亲子关系；第三篇是《三代方为一家》。人到中年，有太多的观点想要表达。关于纸媒的市场份额问题，我觉得我们会一直办下去，只是在形式上会更多样，方便读者阅读和传播。但我对纸媒的判断是，无论在哪个时代，它都不会消失，因为有一群人，比如我，不太喜欢在电脑上看书。很多微信和QQ能解决的事，我还是喜欢亲笔写一封信给我的朋友，那种感觉是手机和电脑无法替代的。

《TheLINK》：您觉得在中欧读书最大的收获是什么？有什么难忘的经历？

我特别感谢中欧替我挑选了一帮良师益友。我们班曾经拍摄过一部电影，全班同学只有一位没有参加，这是非常难得的。这要归功于我们班班长许丽红，她是我非常敬重的人。

在深圳参加潜能训练的时候，游戏的题目叫“生命是一场感召的游戏”，我的挑战是：到机场办理登机的时候，故意晚到两分钟。你必须感召所有人来支持你，帮助你，才能成功。我感召了那个办登机的女孩，她拿着对讲机找值班经理，值班经理马上对着塔台呼叫，当我被车子送到飞机下边的时候，飞机已经在跑道上。我生平第一次登上波音737的软梯，站上去的时候，我热泪盈眶。因为那一刻我相信，没有什么是做不到的。

《TheLINK》：现在的梦想是什么？

我曾经的梦想，像把昆明义工团搞起来，去贫困县当县长，后来都没有实现。但我现在的梦想更伟大一点，就是让中国的老人不再被遗忘在家中。这次国家颁布经常看望父母，善待父母的法令，与大塘的价值观完全吻合。我们希望通过自身的努力，让关爱、呵护父母成为一种自觉不自觉地去做的事情。

我想做一个有梦想和有清晰价值主张的企业。我们的企业文化是：正直、勇敢、付出、忠诚。只要目标正确，并具备这一点，成功是迟早的事，就像是上了一辆列车，只要方向对，不中止，就一定能到达终点。

to have our own media, to speak for ourselves and influence more people through lifestyle, and also to remind people not to forget their parents at home. I insisted on writing an article for each issue. Now there are three articles altogether. The first one is titled ‘The Invisible Disadvantaged Group’. It is about the condition of Chinese families. The second one is titled ‘Never Miss a Chance to Hold Your Child’s Hand’. It’s about the parent-child relationship. The third one is titled ‘Three Generations Constitute a Family’. As a middle-aged man I have many opinions to share. As to the market share of the magazine, I think we will continue to do our best. Perhaps in order to be more reader friendly and attract a wider audience the content will become more diverse. But I believe in print media. It won’t disappear, no matter how time changes. There will always be people, like me, who prefer printed books to computers. Even though nowadays we can solve a lot of problems using WeChat and QQ, I still prefer to write letters to my friends. That sense of intimacy can never be achieved using cell phones or computers.

TheLINK: How has studying at CEIBS helped shape your life and what was the most unforgettable moment of the time you spent doing your EMBA?

Once we went to Shenzhen for a training session. There was a game called ‘Life is all about Persuasion’. My challenge was to be intentionally two minutes late for the airport check-in. To complete my task, I had to

“ I want to build a company with distinct values: honesty, courage, loyalty, one that makes a contribution to society. ”

persuade everyone I encountered at the airport to support and help me. My pleas for help moved the young lady at the check-in counter. She used her walkie-talkie to call the manager on duty, and he immediately called the control tower. When I was driven to the plane, it was already in the line-up of flights cleared for take-off. That was the first time I climbed up the rope ladder of a Boeing 737. When I stepped onto the ladder, I suddenly burst into tears because at that moment I really believed that everything was possible.

TheLINK: You have already had so many exciting experiences throughout your life, what is the one thing you still dream of doing?

I once had a dream of establishing a volunteer association in Kunming, or becoming a magistrate in some impoverished county. But these dreams were never realized. My dream is bigger now – I want to do all I can to ensure that the elderly are never ignored. The rules that the central government recently issued about visiting parents and treating them well dovetails with Tang Cruises’ values.

I want to build a company with distinct values: honesty, courage, loyalty, one that makes a contribution to society. You are certain to achieve success sooner or later with these qualities and the right goal. It is like getting on a train: you will arrive at your destination if you keep moving in the right direction.

