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# TheLINK

[www.ceibs.edu/link](http://www.ceibs.edu/link) 中欧国际工商学院校友杂志 CEIBS Alumni Magazine

2010年 5-6月刊 May-June 2010

## 中欧与世博 CEIBS & The EXPO

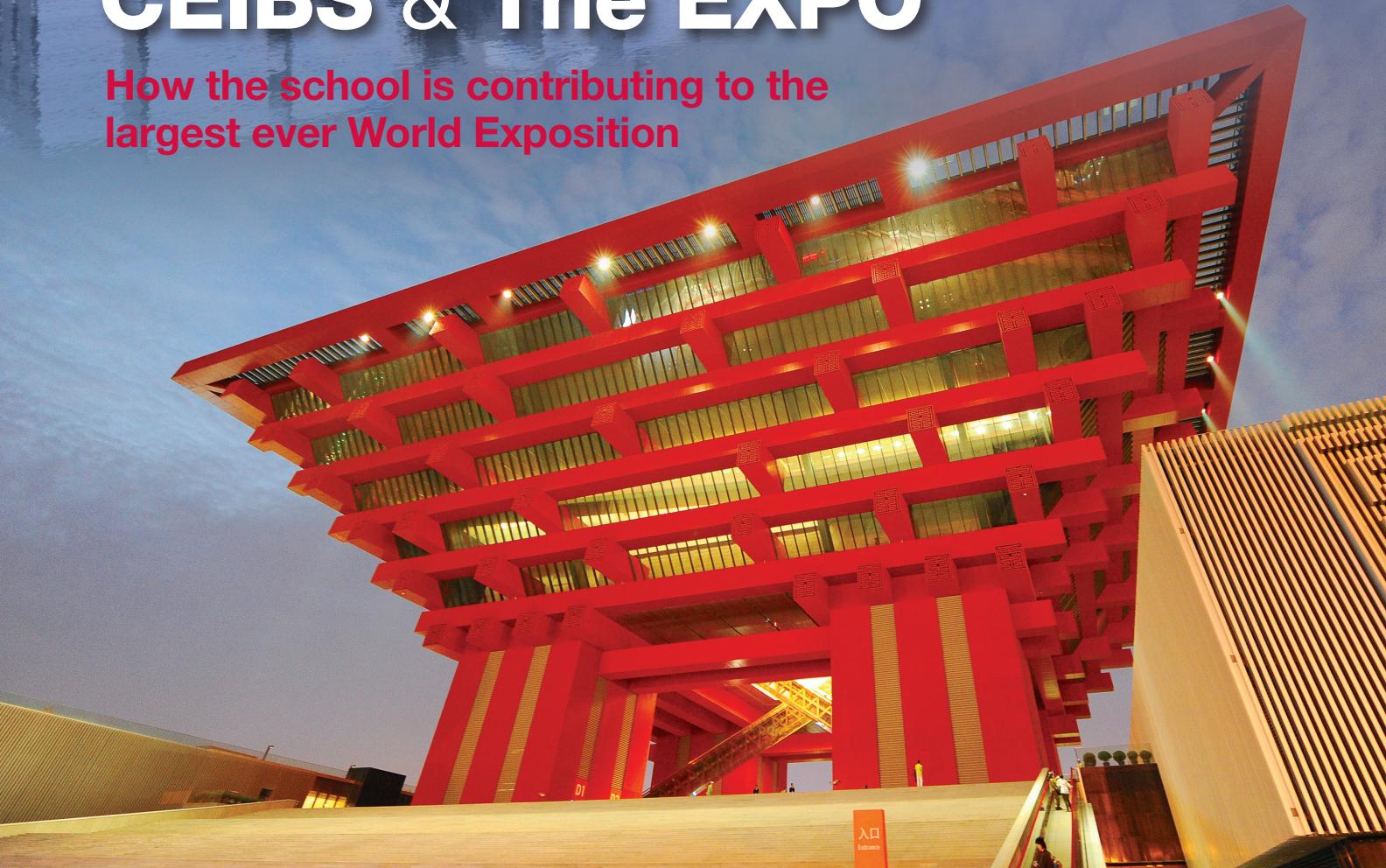
How the school is contributing to the  
largest ever World Exposition

### 聚焦:

- 北京校园盛大开幕
- 中欧第二届顶级品牌  
高峰论坛

### PLUS:

- Beijing Campus Grand  
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- Out-Takes from 2nd  
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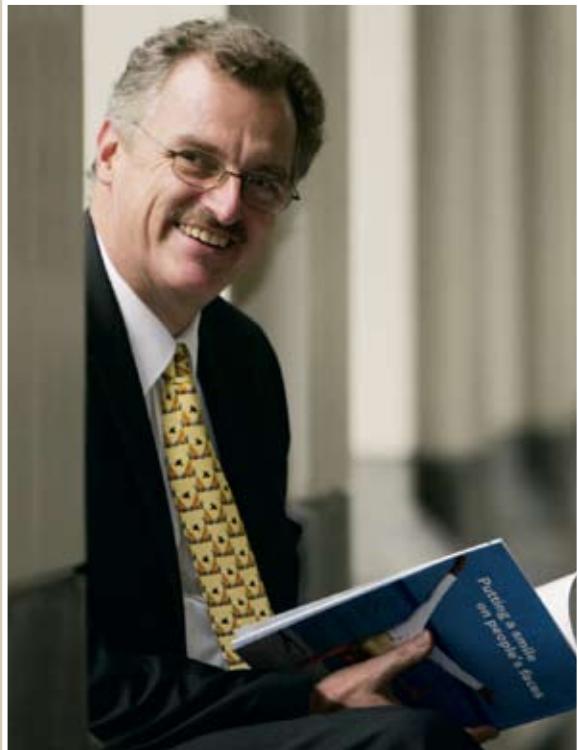
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## 在世博中增进知识、 多样和宽容

### Promoting Knowledge, Diversity & Tolerance at the Expo

亲爱的中欧校友们、同学们：

当你们读到此文时，2010年上海世博会已经开幕一个多月了，而我已经在这四周里借参加中欧活动的机缘六赴世博园区参观。我可以告诉大家，许多场馆都宏伟壮观，富有创意。此外，许多精心准备的展览及其展品都是独一无二的，在成功地推进本届世博会科技进步与环境保护相适应的主题方面成效显著。因此，我想对还没有去参观过世博会的中欧人说的第一点就是：快去吧！世博会值得你花时间参观。这是一个奇妙的地方，值得在星期天的下午和晚上或全家一同出游，或呼朋引伴而行。

自世博会开幕，中欧就一直是它的活跃搭档。我校参加了5月1日的开幕式和欧盟委员会主席巴罗佐(

Manuel Barroso)出席的欧盟-比利时联合馆剪彩仪式。随后几周，中欧的校友、学生和教授们参与了在园区举办的几十项活动。此外，数十位中欧校友还直接参与了这场国际盛会的管理和运营，本期封面故事就集中呈现了他们的故事。通过这些方式，中欧国际工商学院将从头至尾参与整场2010年世博会。

这让我想到世博会与中欧国际工商学院之间最重要的联系——本校与世博会都致力于使不同背景和民族的人们融合在一起，共同分享信息，学习、进步。中欧文苑主任高大伟(David Gosset)将这种现象称为“无形展馆”，指的就是世博会所孕育的思想的交融、善意和理解的产生。

(见封面故事)

当然，在不同文化和民族之间架起无形“桥梁”，是本次世博会的宏伟目标之一。最近在中欧国际工商学院上海校园召开的一次座谈会上，上海世博会中国政府总代表助理徐波对这一使命作了如下陈述：“世博会让国际社会的不同成员相互结识，展示自身……它创建了一个文化对话的优质平台。”

促进文化对话决不只是在从开幕到10月31日期间让成千上万的参观者开心满意而已。世博会坚定不移地促进不同文化和民族之间的真正的理解，从而提高彼此之间的接受度和容忍度。5月21日，中欧国际工商学院邀请联合国教科文组织总干事伊琳娜·博科娃参加“全球化时代的新人文主义”圆桌讨论会时，博科娃(Irina Bokova)女士在发言中对听众席上的高层政府官员、外交人员、商界领袖和学者们提出了一个发人深省的问题：“全球化已经产生了极为巨大的影响，使上百万脱贫，但它不一定让我们的世界变得更为安全……我们正目睹国家分裂、宗教和种族冲突的发生。为什么全球化没有提高全球的稳定性呢？”她自问自答道：“我们的社会需要的是更频繁的对话和更高的容忍度。”

当然，要论证预期中的7000万参观者能通过一次随意的世博游览获得文化理解的精神和宽容不同文化的新品质，就属于我们的题外话了。但毫不夸张地说，我们可以预料，许多参观者离开世博会时带走的将不仅仅是精彩的照片和日晒的痕迹。那些在展会上驻足思考自己获得了哪些信息的人，还有那些参与展馆主办的讨论的人，必定会对这样一个以都市化、环保和科技进步为主题的全球联合活动的需求产生更深刻的理解，他们带着自己的理解而离去。

因此，我想对中欧校友们说的第二点是：当你前往参观时，除了参观令人震撼的中国馆、激动人心的西班牙馆，以及（我个人偏爱的）陈设精良的丹麦馆之外，一定要以参观“无形展馆”的方式，参与到对话中去，以促进知识的分享、多样性的发展、以及对不同文化的容忍度和尊重度的提高。

# LETTER FROM THE DEAN

Dear CEIBS Alumni & Students:

As you read this, the Shanghai World Expo 2010 will be in full swing. Having visited the site to participate in CEIBS events six times during the first four weeks, I can report that many of the pavilions are impressive, grand, and innovative. As well, numerous displays and exhibits on display are unique, thoughtfully prepared, and effective – especially in promoting the Expo theme of technological progress matched with environmental protection. Thus my first message to anyone in the CEIBS community who has not yet visited is this: go! The Expo is well worth your time. It is a wonderful place to spend a Sunday afternoon and Sunday evening with your entire family and with friends.

Since its launch, CEIBS has served as an active partner of the Expo. The school participated in the May 1 Opening Day, when European Commission President Jose Manuel Barroso launched the EU/Belgium Pavilion. In the weeks that followed, CEIBS alumni, students, and faculty have participated in dozens of events hosted on the grounds. In addition, scores of CEIBS alumni are directly involved in the management and operations of this massive international event, as highlighted in this issue's cover story. In these ways, CEIBS will remain committed to Expo 2010 throughout its duration.

This leads me to the most important link between the World Expo and CEIBS. Both the school and the event seek to bring together people of diverse backgrounds and nationalities to share information, learn and improve. CEIBS Director of the Academia Sinica Europaea David Gosset has called this phenomenon the Invisible Pavilion, referring to the convergence of ideas and the creation of goodwill and understanding fostered by the Expo. (See interview in Cover Story.)

Certainly, the formation of a virtual bridge connecting different cultures and nationalities is one of the grand goals of the event. During a recent talk at the CEIBS Shanghai campus, Expo 2010 Assistant Commissioner Xu Bo explained the mission in this way: "The Expo allows different members of the international community to see and be seen... It creates a wonderful platform for cultural dialogue."

Facilitating such a dialogue has implications that

extend far beyond the task of amusing millions of visitors until October 31. Instead, the Expo stands to foster real understanding, which in turn can promote acceptance and tolerance. On May 21, CEIBS hosted UNESCO Director General Irina Bokova at a Roundtable Discussion on "New Humanism." In her address, Mme Bokova posed a chilling question to the audience of highly-ranked officials, diplomats, business leaders and academics. She said: "Globalization has had an extremely big impact, taking millions of people out of poverty, but this work has not necessarily made our world safer... We are seeing fragmentation in countries and conflict between religions and ethnicity. Why is it that globalization did not entirely bring global stability?" Answering this question, she stated: "What is needed is more dialogue and more tolerance in our societies."

It would be a stretch, of course, to argue that a casual visit to the Expo will instil a spirit of cultural understanding and a new tolerance to all 70 million expected visitors. But it is not an exaggeration to expect that many visitors will leave the Expo with more than great photos and a sunburn. Those who stop to contemplate the messages on display and who engage in the discussions sparked within the pavilions will almost certainly leave the Site with a sharper understanding of the need for joint global initiatives on such issues as urbanization, environmental protection, and technological advancement.

Therefore, my second message to CEIBS alumni heading to Expo is: when you do visit, along with visiting the impressive China Pavilion, the dramatic Spanish Pavilion, and (my personal favourite) the well-appointed Danish Pavilion, be sure you also join the dialogue under way in the Invisible Pavilion promoting shared knowledge, diversity, tolerance and respect.



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



## 拓展我们的“版图”

## Expanding Our Reach

亲爱的中欧校友们：

4月24日上午，中欧师生校友、政府官员、企业赞助伙伴以及媒体记者等700余人沿北京五环路来到中关村科技园，参加中欧国际工商学院北京校园落成典礼。参与这一整天“暖屋活动”的人都能感受到，这一天标志着中欧在向北方地区拓展的进程中又迈出了满怀希望的新步子。典礼上既有中国政府与欧盟高官的真诚祝贺，也有学校多位知名教授的精彩演讲，更有中国商界精英出席的高峰对话，这一切无不体现出典型的中欧风格。

当剪彩结束、礼花消散，这座气度恢宏的校园已做好准备，为中欧师生及校友提供全方位服务。典礼结束后，TheLINK采访了中欧校友会北京分会秘书长张红女士，请她谈一谈新校园对于北京校友的意义（详见校友访谈）。当被问及新校园将如何帮助北方地区的校友时，张女士把这片校园形容为中欧的“新天地”，称它是本地区校友活动的总部。仅在2010年下半年，校友会就将吸引超过2000名中欧毕业生参与各类活动。如果这个雄心勃勃的目标得以实现，那么今年我们就能有更多机会在北京校园见到你！

而在上海，中欧也正热情投入世博盛会。在今年春夏世博园区举行的中欧活动中，我们将会看到更多校友的光临。（中欧世博活动详情见

Dear CEIBS Community:

On the morning of April 24 in Beijing, more than 700 people – CEIBS alumni, students, professors, officials, corporate sponsors, and members of the media – travelled along the city's 5th Ring Road to the Zhongguancun High Tech Park. The occasion: the Grand Opening of CEIBS' glistening new Beijing Campus. Those of you who attended this full-day “house warming” know that the event made for an auspicious beginning to our school's bold northward expansion. In typical CEIBS style, Opening Day featured words of congratulations from VIP government officials from both China and Europe, timely lectures by several of the school's star professors, and a panel discussion featuring prominent Chinese business leaders.

Now that the ribbon has been cut and the fireworks have died down, what remains is an impressive, full-service campus ready for use by the CEIBS community, especially our alumni. Just after the campus opening, TheLINK interviewed CEIBS Alumni Association Beijing Chapter General Secretary Ms Zhang Hong, to ask what the new campus means to Beijing-based alumni (see story in Alumni Interview). Asked how the new campus will help north China alumni, Ms Zhang called the facility a “new territory” that will serve as a headquarters for regional alumni. The ambitious goal of the group is to attract more than 2,000 CEIBS graduates to alumni events in the second half of 2010 alone. With that in mind, we hope to see many of you at the Beijing campus

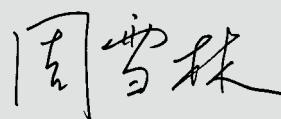
# MESSAGE FROM THE EDITORS

[http://www.ceibs.edu/index\\_cn.shtml](http://www.ceibs.edu/index_cn.shtml)及本期封面故事）。同时，我们在深圳的运营也从未停止更新与扩展的脚步，以期更好地满足华南地区校友的需求。

然而，无论北京、上海或深圳，都并非中欧目前仅有的活动地点。5月21日，我们将中欧商务管理培训项目带到了内蒙古自治区呼和浩特市。该项目中的中欧商务教育文凭课程能使中国二线城市中符合录取条件的企业管理者有机会获得中欧管理培训证书而不必离开其工作的城市。该课程提供六大模块的密集课程，包括创业、企业财务和国际管理等内容。今年，该课程将在重庆、成都、西安、合肥、呼和浩特、贵阳、南昌和哈尔滨等市全面推出。如果你希望让自己公司的中层管理人员参与，请访问[www.ceibs.edu/bmt](http://www.ceibs.edu/bmt)了解详情。

再看海外，中欧校友活动在全球范围内持续推进。从5月9日到21日，中欧组织了2010年校友海外特设课程“连接意大利和中国”。参与者造访了米兰、博洛尼亚、佛罗伦萨和罗马的多家公司与商学院（详见校友新闻）。而另一项2010年秋季远赴智利的海外课程也正在策划中。中欧最大的海外校友团体——伦敦分会的会员在今年春天与中欧MBA课程行政主任李瑗瑗女士见了面，之后与市场及公共关系部的会见则将在6月中旬举行。9月，加纳首都阿克拉的中欧EMBA毕业班学员将来到上海，完成最后阶段的课程学习。

中欧校友网络是一个极为国际化、极具活力的团体。中欧正竭尽所能，以更快的速度、向更大规模拓展，以不断满足你的兴趣与需求。无论你有怎样的雄心壮志，母校都将助你踏上实现理想的旅程。



周雪林  
院长助理  
Snow Zhou  
Assistant President

this year!

Meanwhile in Shanghai, CEIBS is heating up with Expo fever. We hope to see many of our alumni at Expo Shanghai this spring and summer for school events on the site. (Please check [www.ceibs.edu](http://www.ceibs.edu) for the full roster of CEIBS Expo events, and read this issue's Cover Story.) At the same time, our Shenzhen operations are continually upgrading and expanding personnel to better meet the needs of alumni in south China.

But Beijing, Shanghai and Shenzhen are not the only centres of activity for CEIBS this season. On May 21, we expanded our Business Management Training Programme into Hohhot, Inner Mongolia. The project offers qualified Chinese executives in 2nd tier cities the chance to receive a CEIBS Business Management Training Certificate while working in their home city. The programme offers six intensive modules each in entrepreneurship, business finance, and international management. This year, the programme is going to be delivered in all 8 partner cities: Chongqing, Chengdu, Xi'an, Hefei, Hohhot, Guiyang, Nanchang and Harbin. If you are interested in sending your mid-level managers to participate, visit [www.ceibs.edu/bmt](http://www.ceibs.edu/bmt).

Looking abroad, CEIBS' worldwide alumni outreach continues to grow. From May 9 to 21, CEIBS hosted the 2010 Alumni Study Tour to Italy, touring companies and b-schools in Milan, Bologna, Florence and Rome (see story in Alumni Events). A fall 2010 Study Trip to Chile is now being planned. In addition, members of the largest foreign alumni group, the London Chapter, met this spring with CEIBS MBA Programme Operations Director Yvonne Li, and a follow-up-meeting with the Marcom Department is planned for mid-June. And finally, the CEIBS EMBA Programme in Accra, Ghana is preparing to bring its first graduating class to Shanghai for end-of-programme courses in September.

The CEIBS Alumni Network is an extremely international and dynamic group. To keep up with your interests and needs, the school is expanding its reach as fast and as far as possible. Wherever your business ambitions take you, look to your alma mater to help pave the way for a smooth journey.



安若丽  
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Out-Takes from CEIBS 2nd Annual Prestige Brands Forum  
Prof Wang Depei, Vice Chairman of China's Economic System Reform Research Association; Chief of Shanghai FC Economic Forecast Institute

Mr Michele Norsa, CEO and Group Managing Director of Salvatore Ferragamo Italia

Dr Fang Shizhong, Standing Committee Member of CPC Committee, Jing'An District; Jing'An District Vice Governor

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一个摄影师镜头中的世博

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做广告没有做过的事

民企的力量

尊重

台湾馆点亮世博

亦小亦美

饮食文化 “真功夫”

非洲美味就是它

“世博品牌”的启示:

世博会盛况空前, 为上海带来了千载难逢的市场机遇。中欧国际工商学院市场营销学教授柏唯良、弗沃德, 管理学教授蔡舒恒, 中欧文苑主任高大伟分享了各自对世博会的品牌管理方面的最新研究心得。

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## 中欧北京校园落成典礼隆重举行 CEIBS Launches Beijing Campus

4月24日，中欧国际工商学院在北京海淀中关村软件园20号楼举办了隆重的北京校园落成典礼，出席落成典礼的有全国人大副委员长华建敏，全国人大常委会原副委员长许嘉璐，全国人大常委、财经委员会副主任委员吴晓灵，中共北京市委副书记、市委教育工委书记王安顺，欧盟驻华大使赛日·安博(H.E. Serge Abon)以及西班牙、意大利、比利时、卢森堡、匈牙利等国驻华大使。清华经管学院党委书记杨斌教授、北大光华管理学院院长张维迎教授、中国人民大学商学院院长伊志宏教授、上海交大中国金融研究院副院长费方域教授等兄弟学院领导也出席了落成典礼。

当天，商界名流济济一堂。联想控股有限公司董事长柳传志、东软集团董事长兼CEO刘积仁、嘉华国际集团副主席兼总经理吕耀东等企业家、20余名中欧全职教授、以及北方地区的校友等700余名嘉宾，80余家中外媒体出席了落成典礼和丰富多彩的学术活动。

当天上午，在朱晓明执行院长的主持下，举行了简朴而隆重的中欧国际工商学院北京校园落成典礼。朱晓明执行院长首先代表中欧国际工商学院管理委员会和全体师生员工对嘉宾们的光临表示热烈欢迎。他说，中国正处在历史上最重要的转折时期，经济体制变革和增长模式转变，

使中国面临着前所未有的挑战和机遇。北京校园的落成使中欧能更好地服务于时代发展。

中欧国际工商学院董事、名誉院长刘吉先后宣读了中欧国际工商学院董事长、上海交通大学校长张杰，副董事长、欧洲管理发展基金会名誉主席赫拉德·范斯海克(Gerard Van Schaik)与董事、欧洲管理发展基金会总干事兼CEO埃里克·科尼埃尔(Eric Corneul)的贺信。

中欧国际工商学院院长佩德罗·雷诺(Pedro Nueno)教授代表学院致辞。他对所有为建设中欧北京校园提供支持、作出贡献的机构和人士表示了衷心的感谢。他对担任项目建筑设计的IDOM事务所表示了特别的感谢。由欧洲著名的IDOM事务所设计的北京校园坐落于中关村软件园的中心湖畔，占地3.3公顷，建筑造型简洁现代颇为大气。雷诺院长表示，随着北京校园的落成，“中欧将以更加成熟、更加自信的姿态迈向未来”。

欧盟驻华大使赛日·安博和霍华德教授也分别做了热情洋溢的讲话。作为中欧全体教授的代表，霍华德教授从1984年起就在中欧国际工商学院的前身——中欧管理中心任教，迄今已逾26年。

在众多嘉宾注目下，华建敏副委员长、许嘉璐副委员长、吴晓灵女士、王安顺副书记、安博大使、朱晓明执行院



The April 24 Grand Opening of CEIBS' Beijing campus attracted more than 700 officials, executives, academics, students and members of the media for a full day of congratulatory addresses from China and EU officials, timely and insightful lectures from several of CEIBS most famous professors, and a panel discussion featuring six of China's best known and most entrepreneurial business leaders. The event was held at the gleaming new facility built by IDOM architectural design firm on 3.3 hectares within Beijing's Zhongguancun Software Park.

Events began with an Inaugural Ceremony held at the main entrance. Serving as Master of Ceremonies, CEIBS Executive President Zhu Xiaoming welcomed VIP guests and expressed his confidence that the new campus will help CEIBS forge ahead in offering world-class training for business leaders. CEIBS Honorary President Liu Ji next read congratulatory letters from Jiaotong University President Zhang Jie and EFMD Director-General Eric Corneul.

CEIBS President Pedro Nueno shared his gratitude

to the "many names" who had contributed to the successful launch, including officials from the EU and China governments, the CEIBS Board of Directors, the Beijing team of employees, the architects at IDOM, and corporate sponsors of gift in kind donations Haworth, Barco, TCL, TNT and Bekaert. "CEIBS is the result of a fantastic team effort," he said, adding that: "Our objective is to win in the world, from China. No other school is achieving this goal at the speed of CEIBS."

In his address during the ceremony, EU Ambassador to China H.E. Serge Abou stated: "Today we celebrate a historical date for the development of CEIBS and a historical date in the partnership of the EU and China." Calling CEIBS the "flagship" of the cooperation between the two countries, he added that he is particularly pleased with the school's expansion into Beijing.

CPC Beijing Municipal Committee Deputy Secretary Wang Anshun also praised CEIBS for its positive impact in China. "During the past 16 years, CEIBS has greatly improved the academic level of business education in China and has also facilitated the



长、刘吉名誉院长、雷诺院长、吴敬琏教授、海淀区政协主席彭兴业先生、杨亨董事、白思拓教授、霍华德教授、赞助商代表香港嘉华集团副主席吕耀东先生、校友代表迈瑞公司董事长徐航先生、学员代表航天投资控股有限公司总经理张陶先生、校园设计公司代表西班牙IDOM公司总建筑设计师英尼阿基·加莱先生等为中欧北京校园落成剪彩。

之后，在许小年教授主持下，多名中欧知名教授出席高峰对话，共同探讨“全球金融变革展望及其对中国的影晌”这一热门话题。吴敬琏教授，中欧陆家嘴国际金融研究院院长吴晓灵教授，副院长兼外方教务长郭理默教授，中欧学术委员会成员、西班牙财政部前副部长白思拓教授分别作了精彩演讲。

落成典礼当天举办的多场捐赠、捐助仪式充分体现了社会各界对中欧的关心和支持。

上午，中欧名誉院长刘吉教授与香港嘉华集团副主席吕耀东先生共同为吕志和演讲厅揭牌。揭牌仪式由中欧国际工商学院管理委员会成员、副教务长、会计学教授许定波教授主持，香港嘉华集团副主席吕耀东先生致辞。吕耀东先生对中欧国际工商学院北京校园落成致以热烈祝贺。他介绍了嘉华集团与中欧国际工商学院结缘的历史渊源。嘉华集团总部虽在香港，但始终秉承“祖国是我母亲”的理念。集团主席兼创始人吕志和博士始终恪守“施比受更有

意义，最大的心灵满足来自帮助别人”的理念。因此此次嘉华与中欧国际工商学院的合作，既体现了对国家的热爱，也是对吕志和博士理念的又一次实践。

吕志和演讲厅在中欧北京校区室内空间中面积最大，用于举办北京校区各种重大活动，由嘉华集团捐助。嘉华集团主席、吕耀东先生的父亲吕志和博士是香港著名的企业家。

中午时分，与会嘉宾齐聚北京校园南广场，举行“草木菁菁 校园寄情”北京校园植树节。与此同时，中欧国际工商学院校友爱心联盟举办了救助玉树灾区的说明会和捐款活动，张维炯副院长和校友代表向与会嘉宾介绍了中欧校友救助玉树灾区的情况，并且向广大校友发出了“青海玉树赈灾倡议书”。在之后举行的名家讲坛上，杨国安教授、丁远教授分别进行了精彩的演讲。当天的压轴论坛，是属于中国重量级企业家的时刻。联想控股有限公司董事长柳传志、东软集团董事长兼CEO刘积仁、中欧名誉院长刘吉教授、杨国安教授、《中国企业家》杂志总编辑黄丽陆登上论坛，展开智慧的交锋。论坛的主题是“后危机时代的创新”，由副院长兼中方教务长张维炯教授主持。

在同一天，还分别举行了吴敬琏教室揭牌仪式、海沃氏教室揭牌仪式以及IDOM、巴可、贝卡尔特、TCL、TNT捐赠揭牌仪式。 **TheLINK**

cooperation between the EU and China.” He said the new BJ campus shows that “CEIBS has never stopped its journey,” adding that the new facility “guarantees that CEIBS continues to facilitate the future development of China.”

Adding academic content to the day, CEIBS also hosted an afternoon “Summit Dialogue on Global Financial Reform and Its Impact on China” featuring CEIBS Dean and Vice President Rolf D Cremer; Baosteel Chair Professor of Economics at CEIBS Prof Wu Jinglian; Deputy Director of the Financial and Economic Affairs Committee and Standing Member of the National People's Congress, Director of CEIBS Lujiazui International Finance Research Centre Prof Wu Xiaoling; and Former Dean of CEIBS, former Secretary of State for Economic Affairs in the Spanish Ministry of Finance Prof Alfredo Pastor. The following lecture series featured CEIBS Chair Professor of Human Resources Management and Associate Dean Arthur Yeung and Professor of Accounting Ding Yuan.

The grand finale Executive Forum panel discussion on “Chinese Entrepreneurs at CEIBS” showcased six entrepreneurial Chinese business leaders: Lenovo Group Chairman, Lenovo Holdings CEO and President Liu Chuanzhi; China Mobile Communications Corp President Wang Jianzhou; CNOOC President Fu Chengyu; Neusoft Group Chairman and CEO Liu Jiren; TCL Group Chairman and President Li Dongsheng; and *China Entrepreneur Magazine* Chief Editor Huang Lilu. [TheLINK](#)



**北京校园落成盛典：**中欧校友在北京校园植树节上（上图）；中欧执行院长朱晓明和中共北京市委副书记王安顺在活动上交谈（左下）；在4月24日北京校园落成盛典上，欧盟驻华大使赛日·安博与全国人副委员长华建敏亲切握手，中间为中欧副院长兼中方教务长张维炯。

**FULL DAY EVENT** – CEIBS alumni during the tree planting ceremony (above), CEIBS Executive President Zhu Xiaoming and CPC Beijing Municipal Committee Deputy Secretary Wang Anshun in discussion during the event (bottom left), and EU Ambassador Serge Abou (left) greets Vice-Chairman of The National People's Congress (NPC) Hua Jianmin during the April 24 launch of the Beijing Campus. At centre is CEIBS Vice President and Co-Dean Zhang Weijiong.



# 中欧全院师生员工 为玉树灾区人民 踊跃捐款

## CEIBS Community Assists Yushu Earthquake Victims



中欧国际工商学院执行院长朱晓明  
CEIBS Executive President Zhu Xiaoming

4月14日，我国青海省玉树藏族自治州发生7.1级地震，造成巨大的人员和财产损失，为表达全国各族人民对青海玉树地震遇难同胞的深切哀悼，中国国务院决定，4月21日举行全国哀悼活动。当天，中欧国际工商学院下半旗，为玉树地震灾区死难的同胞致哀。

在执行院长朱晓明教授的提议下，中欧举行了全院性的募捐活动。这一倡议得到了学院管理委员会其他成员的全力支持，同时也得到了全院师生员工的积极响应。

4月21日下午，利用午餐后的休息时间，中欧国际工商学院在教一104教室为玉树灾区举办募捐活动。朱晓明院长、副院长兼中方教务长张维炯教授、副院长兼外方教务长郭理默（Rolf D. Cremer）教授先后捐款，中欧全体师生员工非常踊跃地为玉树灾区捐款，部分在校的MBA、EMBA学生也赶到现场捐款，许多因为工作原因未能赶来现场的同事也通过邮件、电话等方式确认捐款。学院已将所有捐赠款项交至上海市红十字会，用于支援灾区人民抗震救灾。

中欧校友会、中欧校友爱心联盟也向全体校友发出了救助青海玉树地震灾区联合倡议书。除了全院性募捐外，包括中欧爱心联盟等校友公益组织已经行动起来，准备以各种形式支援灾区建设，共同携手与灾区人民共度难关、重建家园！

中欧国际工商学院一直强调关注“企业社会责任”。在2008年5·12地震以后，中欧师生员工与校友募集善款1000多万元，中欧校友企业捐款金额高达25亿元。

On April 21, the CEIBS community joined the rest of China in a National Day of Mourning for the victims of the April 14 Yushu Earthquake. With all flags at the school's main gate flying at half mast, faculty, staff and students used their lunch break to donate to those affected by the disaster.

The call for donations came from the school's Management Committee, under the leadership of Executive President Zhu Xiaoming. All funds raised will be donated to national charities to support the relief efforts.

The CEIBS community responded quickly to the call for donations and those who were unable to make pledges in person gave them by phone or email. Soon after the earthquake struck, CEIBS' alumni charity association Love Alliance, which played a major role in relief and reconstruction activities after last year's Wenchuan earthquake, developed a plan to help the residents of disaster-struck Yushu. CEIBS Alumni Office and CEIBS Alumni Charity Union submitted proposals to the school's alumni network on two initiatives: 1) establish two classes in Yushu Tibetan Autonomous Prefecture for needy primary school students and 2) collect donations for the earthquake victims from alumni attending the April 24 opening of CEIBS' Beijing campus.

The outpouring of support for the victims of the Yushu earthquake is in keeping with CEIBS' strong emphasis on social responsibility.

# 中欧MBA课程被《福布斯》中文版评为中国最具价值MBA课程

*Forbes China* Ranks CEIBS MBA the "Most Valuable in China"



《福布斯》杂志将中欧国际工商学院MBA课程评为2010年度中国最具价值的MBA课程。这项排名于4月20日公布，中欧高居榜首。《福布斯》中文版每年都对中国的全日制MBA课程进行排名，依据包括投资回报、职业发展和薪酬提升。中欧国际工商学院已经连续3年在这一调查中夺冠。

今年，中欧在“投资回报”和“就读MBA前后5年薪水增长率”两项调查中均名列首位。中欧EMBA课程也取得了令人瞩目的成绩，在2010年中国最具价值EMBA课程的调查中名列第二。

中欧国际工商学院教务长兼副校长郭理默(Rolf D Cremer)教授在就这条新闻发表意见时强调，毕业生职业发展得到了强有力地推进，说明了中欧的关键优势所在。他说：“作为中国首先创办、规模最大也是排名最前的商学院，我校有着独特的价值：让我们的学生在获得世界级的商业管理教育的同时，获得对中国的深刻认识。《福布斯》中文版的排名，显示了这两者的结合对于雇主来说极有价值，对我们的毕业生来说也非常宝贵。”



*Forbes* *China* magazine has ranked the CEIBS MBA as the Most Valuable MBA Programme in China for 2010. The announcement that CEIBS had topped the list was made on April 20. Every year, *Forbes China* ranks China-based full-time MBA programmes in terms of their return on investment, career development and salary increase. CEIBS has held the top spot in the survey for three consecutive years.

This year, CEIBS rated highest in the survey in the categories of “return on investment” and “percentage of salary increase before, and five years after, the MBA.” There was also an impressive showing by the CEIBS EMBA Programme which

rated #2 in the 2010 survey of China’s Most Valuable EMBA Programmes.

Reacting to the news, CEIBS Dean and Vice President Rolf D Cremer emphasized that strong career development among alumni illustrates CEIBS’ key strengths. “As China’s first, largest and best-ranked business school, CEIBS is in a unique position to offer our students both world-class business management education and deep-rooted China knowledge. The *Forbes China* ranking results show that this combination is highly valued by employers and highly valuable for our alumni,” said Dean Cremer.



**“中欧商务教育文凭课程”合肥班和重庆班学友返校暨毕业典礼：**4月17日，中欧国际工商学院上海校园，153名来自安徽省和重庆市各行各业的高层管理人员，从中欧国际工商学院院领导的手中接过了高“含金量”的证书——经过为期半年的学习，“中欧商务教育文凭课程”合肥一班、二班和重庆班的学员完成了全部课程，并且获得由中欧国际工商学院和法兰克福财经管理大学共同认可并联合签发的课程证书。在毕业典礼之前，学员还在4月16日返校参加了诸多中欧专家教授开设的讲座。

**FRESH GRADS** – 153 business executives from Hefei and Chongqing graduated from CEIBS' six-month EU-China Business Development Certificate Programme (BDCP) on April 17, part of the wider EU-China Business Management Project. The graduation ceremony followed a series of lectures by CEIBS expert professors during Reunion Day on April 16.

**“金融法官培训”顺利结业：**4月10日下午，中欧首期金融法官培训结业仪式暨首期检察官、首期警官培训启动签约仪式在中欧陆家嘴国际金融研究院举办，30位上海市各级法院的法官获得了中欧颁发的金融法律高级培训项目的结业证书。上海市政协主席冯国勤、上海市政协副主席、中欧国际工商学院执行院长朱晓明出席并致辞。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教授还代表研究院，分别与上海市高级人民法院应勇院长、上海市人民检察院陈旭检察长和上海市公安局张学兵局长签署了关于金融法律培训长期合作的意向书，并正式启动了“首期金融检察官、首期金融警官培训”。

**LAW & ORDER** – The first training programme for judges who focus on China's financial sector concluded on April 10 with 30 judges from various levels of China's judiciary receiving their "Certificate of Completion for CEIBS Advanced Financial Law Training Programme." CEIBS launched a similar programme for police officers, the first Financial Procurator and Financial Police Officer Training Programme, on the same day.



# 理研讨会：公司治理在环球金融中心扮演



朱晓明院长出席耶鲁大学主办的“资本市场及公司治理研讨会”：4月16日，中欧国际工商学院执行院长朱晓明教授出席了由耶鲁大学主办的“资本市场及公司治理研讨会”，并在研讨会的第二部分就“公司治理在中国资本市场扮演的角色”和其他重量级嘉宾展开深入讨论。参会的嘉宾包括上海市委常委、副市长屠光绍，香港上海汇丰银行副主席史美伦，上海证交所总经理张育军，耶鲁大学管理学院金融学教授陈志武等。

**MONEY MATTERS** – Executive President Prof Zhu Xiaoming was among high-level panellists who examined “The Role of Corporate Governance in China’s Capital Market” during an April 16 Yale University-hosted Symposium on Capital Markets and Corporate Governance. Other VIPs at the event included member of the Standing Committee of the CPC Shanghai Municipal Committee and Vice Mayor of Shanghai Mr Tu Guangshao; HSBC Deputy Chairman Ms Laura Cha; General Manager of the Shanghai Stock Exchange Mr Zhang Yujun; and Yale School of Management Professor of Finance Dr Chen Zhiwu.

“中欧校友情系当代大学毕业生”系列活动之校友企业招聘会成功举办：经过一个多月的精心准备，4月25日，在中欧国际工商学院执行院长朱晓明教授的倡导下，由中欧校友会主办，中欧校友企业博尔捷人力资源集团承办的“中欧校友情系当代大学毕业生”系列活动之“中欧校友企业招聘会”在上海应用技术学院隆重举行。本次招聘会共有107家校友企业提供岗位，86家校友企业参加招聘会，共计发布了428个职位，招聘人数达1451人。

**JOB FAIR** – More than 400 job openings available at alumni-affiliated companies were highlighted during an April 25 Alumni Recruitment Fair, which attracted participation from more than 100 companies and another 86 individual business executives. Initiated by CEIBS Executive President Zhu Xiaoming, the event pulled in almost 1500 job seekers.



# 中欧助力上海世博会欧盟-比利时馆开放日

## CEIBS Helps Launch Expo's EU-Belgian Pavilion



**出席官员：**左起：欧盟驻华大使赛日·安博，中国外交部副部长张志军，西班牙大使卡洛斯·布拉斯科，西班牙国会主席何塞·博诺，欧盟委员会主席巴罗佐，比利时大使帕特里克·奈斯，欧盟外交和安全政策高级代表、欧盟委员会副主席凯瑟琳·阿斯顿参加欧盟-比利时馆开幕仪式。

**EXPO OFFICIALS** – From left, EU Ambassador Serge Abou, Chinese Vice Minister of Foreign Affairs Zhang Zhijun, Spanish Ambassador Carlos Blasco, President of the Spanish Parliament José Bono, European Commission President José Manuel Barroso, Belgian Ambassador Patrick Nijs, and High Representative of the EU for Foreign Affairs and Security Policy/Vice President of the European Commission Catherine Ashton during the Opening Ceremony of the EU Pavilion.

5月1日，几十万热情观众涌入上海世博会这个有史以来最盛大、最豪华的世界博览会，中欧国际工商学院也派出了一支由15人组成的代表团进入园区参加了在官方开幕式之后举行的欧盟-比利时联合馆揭幕仪式。

在仪式上，欧盟驻华大使安博对前来参加揭幕仪式的各国外交官、政府官员和我院代表说，“能够有机会和大家一同参观欧盟-比利时联合馆，我感到非常高兴”，他强调，由于在世博会举办期间，欧盟的轮值主席有4个月都是由比利时担任的，而且比利时首都布鲁塞尔是欧盟总部所在地，所以此次世博会由欧盟和比利时共同运作该馆。

欧盟委员会主席巴罗佐在演讲中说，“能为联合馆揭幕，我的心情十分激动”。他把比利时和欧盟在这个项目上的合作比作欧洲合作“一个完美的典范”。巴罗佐主席同时也强调，这次世博会是欧盟第一次参加在欧洲之外举办的世博会，这显示了中欧关系的重要性。他也赞扬了东道主上海的“城市魅力”。当天晚些时候，巴罗佐主席会见了中国国家主席胡锦涛。

在对馆内所有观众致以“衷心的欢迎”后，比利时驻华大使奈斯着重阐述了合作精神，“比利时是一个多民族国家……而这个博览会就是呼吁大家精诚合作。所以，请让我们一起来加油吧。”

Joining hundreds of thousands of visitors eager to participate in the Opening Day of what is expected to be the largest and most expensive World Expo in history, CEIBS led a delegation of 15 representatives to assist in the inauguration of the EU-Belgian Pavilion at Expo Shanghai on May 1.

During the first moments following the official Grand Opening, EU Ambassador to China H.E. Serge Abou addressed a well-heeled group of diplomats, officials and CEIBS representatives gathered in front of the EU-Belgian Pavilion. “I am very happy for the chance to share this Pavilion,” said H.E. Abou. He added that jointly managing the Pavilion during the Expo makes sense because Belgium holds the EU Presidency for four of the six months of Expo, and because the nation is home to the EU capital city of Brussels.

In his address, EU Commission President Jose Manuel Barroso told the crowd: “It is with great emotion

that I open this joint pavilion,” describing the joint management of the Pavilion as “a wonderful work of European cooperation.” President Barroso also emphasized that 2010 marks the first time for the EU to take part in a world expo located outside of Europe, which shows the importance of the EU-China relationship. And he praised Shanghai for “the beauty of the city” which is hosting this year’s Expo. President Barroso was scheduled to meet with Chinese President Hu Jintao later that day.

After issuing a “heartfelt welcome” for all visitors to his country’s pavilion, Belgian Ambassador to China Patrick Nijs focused his speech on the spirit of collaboration. “Belgium is a country of diversity... and this Expo is about a call for cooperation. So, please, let’s do it!” For complete story see [www.ceibs.edu](http://www.ceibs.edu)

最怀念的味道...



品多了陈年的红酒，会想念书本的墨香。

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# 顶级品牌在中国

## China's Fascination With Luxury



2010年及以后，中国在全球奢侈品市场上的角色是怎样的？让我们听听中欧第二届顶级品牌高峰论坛上专家们的回答。

What is China's role in the global luxury market in 2010 and beyond? Read on for answers from the experts at CEIBS 2nd Prestige Brands Forum.

菲拉格慕品牌图片  
Photo courtesy of Ferragamo

文/CHARMAINE N. CLARKE

去年，中国消费者在奢侈品上面花费了94亿元人民币的巨款，约占全球销售量的30%，弥补了因其他地区往日豪客们收紧钱袋而导致的销售量下跌。事实上，中国作为一个经常因国民消费水平低下而受到批评的国家，如今已成为全世界第二大奢侈品消费国。

中国的奢侈品消费者是些什么人？他们能负担得起这样的消费水平吗？2010年及以后，中国将在全球奢侈品市场中饰演何种角色？

在中欧第二届顶级品牌高峰论坛上，22位代表国际和国内奢侈品市场顶层的“大牌”专业人士，与政界、学界的领军人物就上述及其他问题交换了意见。逾300名观众现场参与了这场论坛。

该论坛于3月27日举行，由中欧国际工商学院和上海市静安区人民政府共同主办，并由IESE商学院和意中基金会协办。为期一天的论坛还讨论了下列问题：奢侈品牌应如何适应日益重要的中国市场需求？在为中国的高级品牌创

造一个富于吸引力的环境方面，上海应扮演何种角色？请看来自中欧第二届顶级品牌高峰论坛的片断。

**追逐华丽**  
王德培教授，中国经济体制改革研究会副会长

顶级品牌被中国的消费者所神往，所迷恋！

中国经济的井喷使全世界感到困惑：为什么一个既贫又弱的国家发展这么快？我们的奢侈品消费竟然赶上了日本人！那么，中国下一步的经济能否继续支撑我们国家的消费需求？或者说，我们的奢侈品能否把中国作为一个真正的主战场？我在此对这些问题做一个报告。

中国在2030年以前，每年都将新生1000多万人口，这也是决定中国经济高增长的主要原因。现在广告有一句话叫“不要输在起跑线上”，这证明了中国父母为了保证孩子们有最好的条件花费了大量的精力和金钱，他们不想让孩子们在上学前就被别的孩子甩在后面。

那么，我们有没有把眼光投向中国每年出生的1000万



中欧国际工商学院执行院长朱晓明  
CEIBS Executive President Zhu Xiaoming



中国经济体制改革研究会副会长王德培教授  
Vice Chairman, China's Economic System Reform Research Association, Prof Wang Depei



菲拉格慕集团首席执行官兼董事总经理  
米凯莱·诺尔萨  
Ferragamo CEO and Group Managing Director Michele Norsa

BY CHARMAINE N. CLARKE

**C**hinese consumers spent a whopping RMB9.4 billion on luxury goods last year, accounting for almost 30 percent of global sales and compensating for slumps in other sections of the global market where traditional big spenders were still pinching pennies. In fact, China, a country often criticised for its low levels of domestic consumption, is now the world's second largest consumer of luxury goods.

Who are China's luxury consumers and can they sustain this level of consumption? What role will China play in the global luxury market in 2010, and beyond?

Twenty-two "prestige brand" experts, representing the top tier of the global and domestic luxury markets, as well as influential government and academic leaders, shared their opinions on these and other issues before an audience of 300-plus during CEIBS' 2nd Prestige Brands Forum.

The event, hosted by CEIBS and the Shanghai Jing'An District Government on March 27, was co-organised by IESE and Fondazione Italia Cina. The venue was the Petrochemical Auditorium on CEIBS Shanghai campus. Also among the issues explored during the day-long event: how luxury brands should adapt to the needs of the increasingly important China market, and the role Shanghai should play in creating an attractive environment for prestige brands in China. Read on for out-takes from CEIBS' 2nd Prestige Brands Forum:

### Enamoured With Opulence

**Prof Wang Depei, Vice Chairman, China's Economic System Reform Research Association**

"Chinese consumers are fascinated by prestige brands!"

China's economic landscape sometimes baffles the whole world. How can such a poor country develop so rapidly? And how is it possible that China has surpassed Japan in the consumption of prestige brands goods? Is it possible for China's economic growth to continue propping up this level of consumption of prestige brands?

Here is what I think: China's population will grow by 10 million each year, so this will be a very important driving force behind the country's economic growth. This population growth is very important in advertising circles, where they use catch phrases such as "don't lose the race before you are out of the blocks" (referring to the need to give your child competitive advantages in school and life). This popular saying proves that Chinese parents pay a lot of attention, and spend a lot of money, on ensuring that their children have the very best. They don't want their children to be at a disadvantage even before they begin school.

So the question is: Is it possible for prestige brands to pay more attention to China's 10 million annual newborns who are so treasured by their parents?

There is another point I want to raise: The classic prestige brands, especially the middle and low-end brands, are mainly targeting the middle class. But given the speed of China's economic development, who is China's middle class? I personally believe that China's middle class is just not strong enough [to provide a sustainable market for these brands]. It is quite possible that China's middle class has not yet developed!

Then there is also the issue of the prestige brands themselves. In China, the newly wealthy who may lack knowledge of the prestige goods market, the children of these newly-rich, the elite, and the ordinary people are all crazy about fashion. So because the consumers of prestige brands are so diverse, this has had a negative impact on the brands themselves. Yes, China is a huge potential market but prestige brands should maintain their own standards of exclusivity and elegance and not be lured by the thought of making a quick profit."

### Evolution of the China Market

**Michele Norsa, Ferragamo CEO**

"Why can China drive the luxury industry out of a crisis? First of all, at Ferragamo we don't look only at China, we also look at Chinese consumers in other parts of



中欧国际工商学院执行院长佩德罗·雷诺  
CEIBS President Pedro Nueno



法国路威酩轩LVMH集团中国区总监吴越先生  
Director of LVMH Group (China) Andrew Wu



万宝龙(中国)有限公司董事总经理陆晓明先生  
Managing Director of Montblanc (China)  
Edward Lu

中国虽然可以为奢侈品牌带来很好的市场利润，但是千万要守住我们的底线——一个是品质，一个是稀缺，还有奢侈品所独具的奢华的锋芒。

人口呢？这部分人口可是父母的掌上明珠！

中低端的奢侈品差不多是针对中产阶级的，如果说有中产阶级的话，这个奢侈品市场是稳定的，是广大的，是可延续的。然而，虽然中国经济发展如此之快，但谁是中国的中产阶级呢？我个人认为，中国的中产阶级并未强大到足以以为这些品牌提供持续的市场。很有可能中国的中产阶级根本就没有发展起来。

还有奢侈品本身的问题。中国的新富阶层可能对奢侈品市场缺乏了解，还有富二代，精英阶层和普通人都疯狂地追求时尚。奢侈品牌的消费者变得多样化，这就对品牌本身带来了负面影响。中国虽然可以为奢侈品牌带来很好的市场利润，但是千万要守住我们的底线——一个是品质，一个是稀缺，还有奢侈品所独具的奢华的锋芒。

### 中国市场的进化

米凯莱·诺尔萨 (Michele Norsa)先生，菲拉格慕集团

为什么中国带领奢侈品行业走出危机？首先，我们菲拉格慕对中国消费者的观察不仅局限在中国境内，而且还能放眼世界其他地方。如果我们把目光投向美国和欧洲，就会发现中国消费者的增长极为显著。法国一些百货商店雇佣了中国员工，以满足中国消费者的需求。这种情况以前在别国人身上是从未发生过的。之所以会发生，是因为在巴黎、伦敦的商场里，中国消费者多得令人难以置信。所以我们断定：“中国人是菲拉格慕最重要的顾客群。”

目前，我们还在中国看到了另外一类消费者。用市场术语来说，我们将这些新型消费者称为“富二代”或“新

富”。但我们也非常关注“传统高端人士”类型的消费者，以及那些我们称之为“受礼者”的人。例如，成都地震后的第二年，我们成都专卖店的销售额竟然超过了伦敦邦德街专卖店！这完全是因为当地的商人购买了大量礼品，或是去那里作商务旅行的人们彼此之间进行礼品交换的缘故。送礼在中国文化中是一项非常重要的礼节，在意大利文化中也是这样，它在生意往来中是举足轻重的。

我们在中国的市场，55%由女性构成，45%由男性构成。我们相信，在未来的三年内，大中华地区——包括香港和澳门在内——将成为我们最大的市场，不仅超过日本，还会超过美国。过去几周以来，美国市场增长非常迅速。因此，在未来3年内，这种竞争将颇为有趣。

中国的二线、三线和四线城市变得越来越重要。一旦国内外的价差缩小，在国外购物的人就有可能改为在本地购物。目前，由于关税的原因，国内外价差很大，但在未来的5到10年里，价差将会缩小，人们会发觉在本地购物更为轻松，当地出售的产品在尺寸、颜色、款型方面都对本地顾客更有吸引力。

3到5年前，我们会十分自豪地说：“我们的产品保持50年不变，在所有市场上都一样！”如今，我们越来越深刻地认识到，我们必须在保持同一形象、同一质量、同一生产过程和同一产品目录的前提下对产品加以调整，以适应不同市场的需求。

我们相信，在未来的三年内，大中华地区——包括香港和澳门在内——将成为我们最大的市场，不仅超过日本，还会超过美国。



上海市静安区副区长方世忠  
Jing'An District Vice Governor Fang  
Shizhong



香格里拉酒店集团副总裁Cetin Sekercioglu先生  
Shangri-La Group Vice President Cetin  
Sekercioglu



复旦大学市场营销学助理教授卢晓  
Fudan University Assistant Professor of  
Marketing Pierre Xiao Lu

the world. If we look at the United States and Europe, the growth of Chinese consumers is absolutely outstanding. In some French department stores you have Chinese staff that cater to the needs of Chinese consumers. This has never happened with any other nationality before. This is being done now because the number of Chinese consumers in the department stores in Paris, in London, is unbelievable. So we believe 'Chinese speaking' people are Ferragamo's number one consumers.

Now we are also seeing a different kind of consumer within China. In marketing terms, we describe some of the new consumers as the 'affluent second generation' or the 'contemporary newcomer'. But we are also strongly focused on the 'traditional elite' consumers and the ones we call 'gift receivers'. For example, the year after the Chengdu earthquake, our store in Chengdu was selling more than our store on Bond Street in London! This was just because of the sheer number of local business people buying gifts, or the people travelling there for business and exchanging gifts. Gift-giving is a very important ritual in the Chinese culture, as it is in the Italian culture, and it is very important when conducting business.

In China, our market is made up of 55 percent women and 45 percent men. In the next three years, we think Greater China – which we define as including Hong Kong and Macau – will be able not only to bypass Japan but to also overtake the United States as our #1 market. The U.S. has been growing very fast in the past weeks and months. So this competition, over the next three years, will be very interesting.

In China, second, third, and fourth tier cities are going to become very important. People who are spending money internationally, driven by the price difference, will probably spend money locally once the price gap has been reduced. The price gap is reasonably high now, because there are duties and taxes but in the next five to ten years, this gap is going to be reduced. Then people will find it easier to buy locally, where the size of a product, the colour, the shape, are more attractive for local customers.

Three to five years ago, we would have said, quite proudly, 'Our product has been the same for 50 years and

'CHINESE SPEAKING' PEOPLE  
ARE FERRAGAMO'S NUMBER  
ONE CONSUMERS

it's the same for all markets'. Now, more and more, we realize that yes, we need to have the same image, the same quality, the same manufacturing, the same category of product – but we need to adapt the product to the needs of the different markets."

**Shanghai: China's Prestige Brand Capital**  
Dr Fang Shizhong,  
Jing'An District Vice Governor

"Over the past few years, China has become the most dynamic market for prestige brands. Even with declining global sales as a result of the financial crisis, the sale of prestige brands in China is still very robust.

By the end of 2009, China's prestige brands consumption was RMB9.4 billion, accounting for 27.5 percent of the global market and making China the world's second-largest consumer of prestige brands.

Shanghai is China's prestige brands capital, and it is also a key location for many big brands from across the globe. The Jing'An District has the advantage of being located in the centre of Shanghai. Over the past few years, we have made a significant effort to promote the district's modern services industry, and the area has seen remarkable economic and social development.

In Jing'An District, we have 1,200 international and domestic prestige brands located on West Nanjing Road. Top brands from around the world have set up their



菲拉格慕品牌图片  
Photos courtesy of Ferragamo

## 上海：中国的奢侈品牌之都

方世忠，静安区副区长

“这几年中国已经成为全球奢侈品行业增长最快的市场之一。虽然受到国际金融危机的影响，国际奢侈品市场出现了下滑的趋势，但是中国市场却逆势上扬。

据统计，至2009年底，中国奢侈品消费高达94亿人民币，占全球市场的27.5%，中国已经成为世界第二大奢侈品消费国。

上海无疑是奢侈品之都，也是全球许多大品牌的关键地标。静安区是上海的中心城区，具有比较明显的区位优势和产业优势。我们这几年着力提高现代服务业的聚集度和能级，所以取得了显著的经济和社会发展的区域成绩。

目前在静安区南京西路所集聚的国际国内知名品牌已经达到了1200个，国际上一些世界顶级一线品牌都在南京西路开设了自己的专卖店和旗舰店。静安南京西路已经成为国际高端品牌的集聚地和上海市高端消费的风向标。在我们静安顶级品牌的发展过程当中，我们也一直在思考两个非常重要的问题——一是国际顶级品牌如何更好地满足中国消费者的需求？二是我们中国老字号如何提升品牌和内在品质及商业价值？我们希望通过大家共同的努力，不断优化上海的商业生态和环境，为国际高端品牌和本土企业的发展提供更多的平台和机遇。” **TheLINK**

欲了解更多第二届顶级品牌高峰论坛信息，  
请参见[www.ceibs.edu/index\\_cn.shtml](http://www.ceibs.edu/index_cn.shtml)

flagship stores there, making West Nanjing Road a premier location for global prestige brands. But we still face two important challenges: first of all, how can we make sure that these top brands meet the needs of the Chinese public? Second: How can we improve the quality and commercial value of China's traditional brands? Our aim is to optimise the business environment in Shanghai and provide a more enabling environment for the prestige brands in the city.” **TheLINK**

See [www.ceibs.edu](http://www.ceibs.edu) for complete coverage of the 2nd Prestige Brands Forum.

HOW CAN WE MAKE SURE THAT  
THESE TOP BRANDS MEET THE  
NEEDS OF THE CHINESE PUBLIC?



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# 中欧与世博

## CEIBS & THE EXPO

5月1日，上海打开了9扇大门，迎接拥有159年历史的世界博览会。本届世博会是目前为止规模最大的一届。据官方称，为尽地主之谊，上海投入了450亿美元，还有一些如扩建地铁系统、改建著名景点——外滩步行通道的长期项目。新世博园区面积达5.2平方公里。截止世博开幕，上海已吸引了200个国家和组织在熠熠生辉的园区内建造了精美的场馆。2010年世博会6个月的会期内预计将迎来7000万名参观者，因而它将成为有史以来全世界规模最大的博览会。

184天的会期过去一个月了，显然世博品牌已经成为一种标志。中欧国际工商学院市场学教授周东生在5月1日世博会开幕后评论道：“世博会在中国的知名度很高。迄今为止，中国人几乎百分之百都知道上海在开世博会。”大部分上海市民都知道世博会的主题是“城市，让生活更美好”，这句话的重点在于传达一种社会发展、科技进步和环境保护的信息。虽然世博园区每天接待成千上万参观者，无可避免地给城市的后勤安保等工作带来很大压力，但绝大部分参观者都是带着美好的印象结束其世博之旅的。

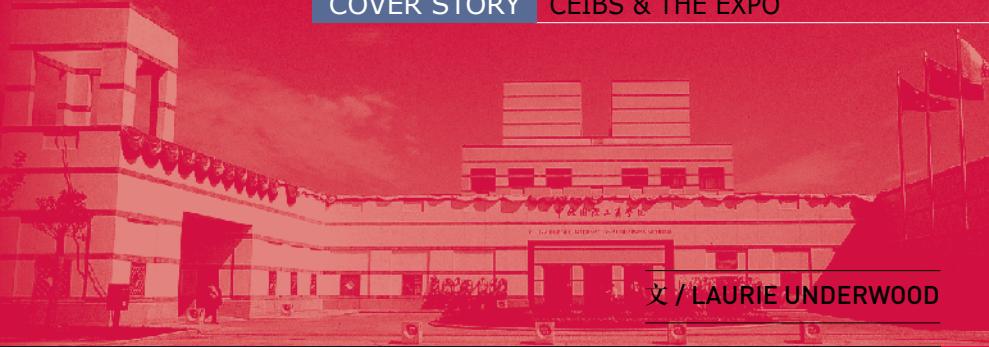
世博会开幕前一个月，上海世博会中国政府总代表助理徐波先生曾对中欧师生员工做了一场专题讲座。他说，世博会的独特之处在于它将不同的国家集合在一

起——不仅仅是为了解决国与国之间的冲突，而且还为了使各国在合作与协同的精神下共同工作。徐波说：“世博会是人类在和平年代进行跨文化交流的最佳范例。这是一次不同种类文化的狂欢。世博会超越了意识形态、阶级和文化，每个人都可以参与讨论。”负责世博会海外推广的跨国公司阳狮咨询合伙人菲利普(Philippe Le Corre)补充道：“世博会将全世界团结起来，逐步让我们生活的世界变得更美好，并着眼于地球环境的改善。”

下面的封面故事讲述了中欧和上海世博会之间的渊源。两家都致力于促进跨文化教育，促进国与国之间的相互理解，提倡在发展中负起责任。从设计与开发的初始阶段，两家就有了合作关系，如今世博会开幕，两家的合作也早已进入常态化阶段。随后讲述的则是9位中欧校友深度参与到上海世博会设计、建设和隆重开幕过程中的故事。

《TheLINK》杂志还将独家采访中欧国际工商学院执行院长朱晓明教授和他的几位申博同事——那些从申博的前期调研、中期的游说，一直到最后蒙特卡罗的决战都全程参与，并为上海申博成功付出了巨大努力的幕后英雄。我们将在今后分别以图片和文字的形式回顾申博过程中那些不为人知的故事，重温那些激动人心的时刻。





不过现在还是请先和本刊一道踏上“世博之旅”，探寻：

**幕后** | 9名校友深度参与世博运营，或为成千上万的游客提供饕餮大餐，或设计、管理具体的世博展馆：

- 设计世博公园 | 上海园林设计院院长朱祥明 ( EMBA 2000 )
- 动迁与重建 | 上海世博土地控股有限公司的陈志海 ( EMBA 1998 )
- 宣传世博 | 世博集团上海广告有限公司总经理李栋 ( EMBA 2003 )
- 中国私营企业联合馆建设总监 | 复星国际董事长、创始人郭广昌 ( CEO 2006 )
- 创建万科世博展馆 | 万科集团副总裁肖莉 ( EMBA 1998 )
- 建设台湾馆 | 上海成美投资顾问公司总经理白中琪 ( EMBA 2005 )
- 管理卢森堡的中世纪展馆 | 托马斯·罗德瓦尔德 ( Thomas Rohdewald MBA 2005 )
- 世博美食 | “真功夫”总裁蔡达标 ( EMBA 2006 )
- 非洲美味 | 上海珍鼎餐饮总经理韩文 ( EMBA 2000 )

**品牌世博** | 中欧的教授和研究中心主任们就世博会公关、事件管理和品牌建设给出了许多“金点子”。为读者出谋划策的有：

- 营销学教授柏唯良 ( Willem Burgers )
- 营销学教授弗沃德 ( Waldemar Pfoertsch )
- 管理学教授蔡舒恒 ( Terence Tsai )
- 中欧文苑主任高大伟 ( David Gosset )

## 2010年上海世博会之最

- 2010年上海世博会是中国首次承办的世界级别的博览会。
- 本届世博会的主办方付出了巨大的努力来吸引世界各国参展，例如力促在金融危机中受创的美国参展，并帮助非洲、亚洲和拉丁美洲等发展中国家参展。
- 世博会之前，上海在全市开展了大规模的建设工作，包括新建地铁线路、重修外滩、对世博园周围进行拆迁及改善周边环境、培训志愿者队伍，以及购置4000辆崭新的世博出租车，配备受过导游培训的驾驶员。
- 世博会期间将举办包括论坛、表演和演讲在内的2万场文化活动。
- 世博会迎来242个官方代表团，其中包括100位国家元首。
- 截止世博会开幕日，共有15000名记者注册采访世博。
- 2010年世博会首次提供了完全虚拟版的网上世博会，世界各地的参观者可以通过登陆www.Expo2010.cn参观所有场馆。

作为上海竞标主办世博会的一部分，主办方决定在10月份世博会结束时发布《上海宣言》。主办方称，这一文件将使为期6个月的“交流让城市生活更美好的设想”和“描绘都市化的未来”的努力达到高潮。





**O**n May 1, Shanghai opened nine massive gates to the world's largest World Exposition in the event's 159-year-history. In preparation for the role of host, Shanghai has spent US\$45 billion on Expo-related expenses according to officials, not counting longer term projects such as expanding the subway system and improving the pedestrian walkway along the city's famous Bund. By opening day, Shanghai had attracted 200 nations and organizations to construct stunning pavilions in the sparkling new 5.28-kilometre Expo site. Expected to attract 70 million visitors over six months, Expo 2010 may well reign as the world's largest expo ever.

One-month into the 184-day run, it is clear that Brand Expo is making a mark. As CEIBS Marketing Professor Zhou Dongsheng commented after the May 1 opening, "Awareness in China is very high. By now, nearly 100 percent of the Chinese people know there is a World Expo in Shanghai." Most citizens also know that the theme – Better City, Better Life – focuses on a message of progress, technological advancement and environmental protection. While the inevitable logistical challenges of bringing hundreds of thousands of visitors to the site daily has caused some cynics to alter the motto "Better City, Better Life" into "Better City, Bigger Strife", most visitors leave the event impressed.

As Xu Bo, Assistant to China's Commissioner General to Expo Shanghai, told an audience of CEIBS students at an exclusive presentation held the month before the opening, the World Expo is unique in that it brings together different nations – not to resolve a conflict but to work together in a spirit of cooperation

and collaboration. Said Xu: "The World Expo is one of the greatest examples of cross-cultural communication for human beings during peace time. It is a carnival for different cultures. The Expo transcends ideology, class, and culture; everyone can participate in the discussion." Philippe Le Corre, a Partner for Publicis Consultants – the international firm tasked with promoting the Expo abroad – adds: "The World Expo is a worldwide community gathering, centred on living in a better world and focused on improving the global environment."

As the following cover story makes clear, there are deep-running links between Expo Shanghai and CEIBS. Not only do CEIBS and the Expo share a common mission to promote cross-cultural education, international understanding, and responsible development, but the two entities have actually collaborated during the initial planning and development phase and are now regularly cooperating during the hosting months. In the pages that follow, readers will meet nine CEIBS alumni who are intrinsically involved in the design, development and launch of Expo Shanghai.

As a follow-on article this fall, *TheLINK* will feature an exclusive interview with CEIBS Executive President Zhu Xiaoming and several of his colleagues who have participated in the process of bidding to host Expo. This team of unsung heroes was directly involved in this critical process, from the preliminary investigation to the mid-term lobbying to the decisive battle in Monte Carlo. Look to that future edition of *TheLINK* for the untold stories behind Shanghai's successful bid, and CEIBS influence on the final outcome.





On the pages that follow, please join *TheLINK* for a grand Expo 2010 tour exploring:

**Behind the Scenes** | Meet 9 CEIBS alumni intimately involved in Expo operations, from preparing gourmet meals for crowds of thousands to designing and managing specific pavilions:

- Designing the Expo Park – Shanghai Landscape Architecture Design Institute Dean Zhu Xiangming (EMBA 2000)
- Relocation & rebuilding – Shanghai World Expo Land Holding Co., Chen Zihai (EMBA 1998)
- Promotion – General Manager of Expo Group Shanghai Advertising Company Li Dong (EMBA 2003)
- Directing the Chinese Private Enterprise Pavilion – Fosun International Chairman and Co-founder Guo Guangchang (CEO 2006)
- Creating the Vanke Expo Pavilion – Vanke Vice President Shirley Xiao (EMBA 1998)
- Constructing the Taiwan Pavilion – Shanghai Chengmei Investment Consultant General Manager Bai Zhongqi (EMBA 2005)
- Managing Luxembourg's Medieval Pavilion – Thomas Rohdewald (MBA 2005)
- Catering to Expo Crowds – Kungfu President Cai Dabiao (EMBA 2006)
- Serving a Taste of Africa – Shanghai Tripod Catering Service Co. General Manager Heaven Han (EMBA 2000)

**Brand Expo** | CEIBS professors and research centre directors share top Expo takeaways on PR, event management, and branding. Hear from:

- Professor of Marketing Willem Burgers,
- Professor of Marketing Waldemar Pfoertsch,
- Professor of Management Terence Tsai,
- Director of Academia Sinica Europea David Gosset.

## Expo 2010 Firsts & Facts

- Expo 2010 marks the first time China has hosted a World Expo.
- Expo organizers made a huge effort to attract all nations of the world to exhibit, urging the financial crisis-hit US to participate and assisting developing nations in Africa, Asia, and Latin America.
- Shanghai engineered a massive citywide pre-event cleanup, completing new subway lines, revamping the Bund, removing or improving entire neighbourhoods surrounding the site, training armies of volunteers, and buying 4,000 new Expo taxis manned by tourist-trained drivers.
- 20,000 cultural events will be held during Expo, including forums, performances, and talks.
- 242 official delegations will visit the site, including 100 heads of state.
- 15,000 journalists had registered to cover Expo by Opening Day.
- Expo 2010 offers the first full virtual Expo, allowing viewers around the world to "visit" any pavilion online at [www.Expo2010.cn](http://www.Expo2010.cn).
- As part of Shanghai's bid to host the Expo, the organizers committed to producing a Shanghai Declaration by the event's October end. Organizers say the document will be the culmination of six months of "exchanging ideas on improving quality of life in cities" and "mapping out the future of urbanization."





# 一个摄影师镜头中的世博

## Expo Through a Photographer's Lens

文/周杨  
BY ECHO ZHOU

著名的园林设计师、上海市园林设计院院长朱祥明(EMBA 2000)校友带领其设计团队负责了2010上海世博会的多个设计项目——上海世博会绿地系统规划、世博公园、庆典广场、全球城市广场等。从一个设计师的角度,他为我们讲述了承担这样一个全球性的项目面临的挑战,并通过他的镜头与我们分享了他眼中的上海世博。

Renowned landscape designer and Dean of the Shanghai Landscape Architecture Design Institute **Zhu Xiangming** (EMBA 2000) led a team in spearheading the design of several high-profile Expo projects including the Expo Park, Celebration Square, and Global City Square. Zhu gives a designer's view of the challenges inherent in taking on such global scale projects, and shares a view of the Shanghai Expo through his camera lens.

**上海世博公园:** 这片位于2010上海世博会园区中心位置的永久性绿地,规划用地29公顷,每日可容纳8万人次游客在此小憩,这里不仅让工厂和码头重现了昔日的“上海滩”景致,而且已经成为上海中心城区最大的“绿肺”。

从2007年起,在荷兰NITA设计集团提供的设计方案基础上,上海市园林设计院就上海世博公园的实施进行了深化设计。这样的成果归功于他从事风景园林规划设计工作二十八年的经验,他曾主持大型园林规划设计项目二十余项,各类设计获奖二十余项,在国内外发表学术论文二十余篇。2000年获得中国国务院“政府特殊津贴”,2001年获“全国绿化奖章”称号。

自1867年巴黎世博会第一次将世博公园引入博览会,草坪、林荫道、溪流等

绿地景观就成为了历届世博会展示人类改善自身生存环境所作努力的标志之一,而本届世博公园的设计及施工更是充分展现了一个“生态和谐、环境优美、多种功能组合的”绿地系统组合。

世博公园最初的设计理念是“黄浦江边一把徐徐打开的中国折扇”,在实施过程中,上海市园林设计院引入了空间立体绿化方式,巧妙运用了“滩”、“扇”这两大独特构思,沿约1.8公里长的浦江岸边尽可能地模拟出一种原始的“滩”的状态,再通过植物配置有效点缀整个“扇面”,60几个品种的4000多棵大型乔木构成折扇的“骨架”,其中还有难得一见的“东方杉”和进口的日本青枫等珍稀乔木。

会展期间正值炎热季节,而世博公园通过大面积绿化以及喷雾等一系列技术措施,可保证比公园外的温度低5摄氏度,





The Shanghai World Expo Park – a permanent green space located in the centre of the Shanghai World Expo Area – occupies 29 hectares, of which more than 1 million square metres is covered with greenery. Built to accommodate 80,000 visitors per day, the park, during Expo season, is now providing Shanghai with its largest “green lung” in the city centre. The area, previously covered by factories and piers, has clearly taken on a new look and new ambitions.

Much of the credit for the transformation of this district goes to Dutch firm NITA Design Group, for the initial design, and Shanghai Landscape Architecture Design Institute (SLADI), which created the final plans in 2007. And much of the success of SLADI, in undertaking this massive project, goes to the leadership of Dean Zhu Xiangming (EMBA 2000). In leading this project, Zhu drew upon his CEIBS degree plus 28 years of expertise in landscape planning and design, including overseeing more than 20 large-scale landscape planning and design projects, and winning

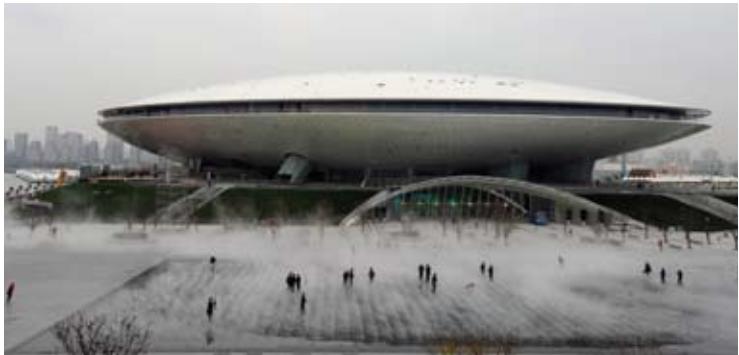
a National Medal of Great Achievement in afforestation in 2001.

According to Zhu, since the concept of the “Expo Park” was first introduced at the 1867 Paris World Expo, green landscapes – such as lawns, boulevards and streams – have been regarded as an indicator of people’s efforts to improve their living environment. The design and construction of Shanghai Expo Park embodies that concept and reserves a multi-functional green space featuring both “a harmonious ecological system and beautiful environment.”

Among the unique features of the park, Zhu explains, is the underlying motif of a “slowly unfolding Chinese fan” located along the Huangpu River. SLADI used the concept of the fan to create a three-dimensional afforested space that also restored the 1.8 kilometres of riverside back to its original state. Designers chose rare and precious plants dotted along the area to represent decorations on a Chinese fan, and the planting of more than 4,000 arbores of 60 breeds, including rare breeds

世博公园  
Expo Park  
摄影/朱祥明  
Photo by  
Zhu Xiangming





庆典广场(中)  
Celebration Square  
(centre)

全球城市广场(下)  
Global City Square  
(below)

摄影/朱祥明  
Photos by  
Zhu Xiangming

从而给参观者带来宝贵的清凉。同时，大量耐践踏草坪、观花地被和缀花草坪的交错运用，还有效解决了世博会期间高强度人流、安全性与场地容量的矛盾。

会展期间该区属台风发生比较强烈的区域，因此，设计方还将植物群落的抗风性纳入考量，使之对台风等灾害性气候有较强的应变能力。同时，利用高低起伏的地形，防汛墙还被巧妙地“藏”在缓坡中，整个世博公园的防汛标准均为“百年一遇”，草坡中防汛墙之后的地区更是达到了“千年一遇”。

朱祥明表示，世博期间的部分硬地和水面在会后会改造为绿地，兼顾世博会会前、会中、会后三个阶段的景观过渡，降低会后的维护成本，体现植物设计的可持续性和前瞻性。

**庆典广场：**2010年3月31日，3000多平米的上海世博会庆典广场注水调试，喜迎世博倒计时30天。“水镜”效果成功展现，厚度不足10毫米的薄薄的水膜确保了水面的绝对平静，如同一面镜子，可以倒影周边的建筑、公园、天空，还能喷出一阵阵如云似雾的水气。庆典广场位于上海浦东世博轴北端，北临黄浦江，东依世博演艺中心，西接世博公园和世博中心。在世博会期间，庆典广场是世博会举行大型庆典、接待、户外观演等活动的重要场所之一；世博会之后，地处滨江绿地的庆典广场将成为黄浦江两岸滨江体系的重要空间节点，是市民休闲旅游的标志性景观；更是今后上海举办大型演艺、庆典活动的重要场所之一。

**全球城市广场：**全球城市广场位于世博园E05地块，企业馆展区东侧，为出入口广场，广场面积约1万平米，无固定观众席，并设置安全围栏，可供观演面积约6000平米。世博会期间将举办城市特别日活动、年轻的世博系列活动以及小规模的文化演艺活动等。

**镜头追踪申城新貌：**“迎世博精彩600摄影大赛”于今年2月揭晓结果，朱祥明校友的作品《梳》荣获特等奖，其作品《世博会300天世博园区全景图》获入选奖。本次大赛从2009年11月8日启动，共计2577张参赛图片，参与者用镜头记录美丽与难忘的瞬间，感受申城迎世博市容环境建设的变化，从不同视角反映了上海世博会“城市，让生活更美好”的主题。



such as Taxodium and imported Japanese Seifu, constitute the “frame” of the fan.

Another innovative concept: In anticipation of the large number of visitors encountering Shanghai’s summer heat, SLADI used abundant plants and a water mist system to ensure that temperatures inside the park would be five degrees lower than outside. The park was also designed to resist natural disasters, such as floods and typhoon. SLADI took advantage of the sloping terrain to construct a flood control wall hidden under the cover of vegetation. In fact, the entire park is built to resist a once-in-a-100-year flood, and the retaining wall can withstand a once-in-a-millennium flood.

What happens to the park after Expo Shanghai ends? Zhu assures that the landscaping of the Shanghai Expo Park will be altered for a new role as a long-term green area. As Zhu explains: The park’s transition plans were made with an eye toward the landscape’s long-term use, allowing Shanghai residents to continue enjoying the Expo Site long after October 31.

**Celebration Square:** On March 31, 2010 – on the start of the 30-day countdown to the opening of Expo Shanghai – Celebration Square began its trial operation. After water was injected onto its surface, the square was transformed into a “mirror of water”, reflecting surrounding buildings, the park, and sky. Located at the northern end of Expo Boulevard in Pudong, Expo Celebration Square faces the Huangpu River to the north. During the Expo, the square serves as a primary

venue for parades, reception ceremonies, and outdoor activities. After the Expo, the square will become an important connecting point between Pudong and Puxi’s waterways, and a major attraction for travellers. At the same time, the square will also maintain its role as a venue for large-scale performances and parades.

**Global City Square:** Global City Square is located at the E05 block in the Expo area, near the east of the Corporate Pavilion. The 10,000-square-metre venue is completely surrounded by rails, except at its entrances and exits. While the square offers no fixed observation area for spectators, Zhu explains that it instead features a vast 6,000-square-metre general area for performances. The square is also the venue for the City Special Day activities, a series of “Young Expo” activities, and small-scale cultural performances.

**New Perspective:** This February, Zhu Xiangming’s long-time love for photography changed from a private passion to a very public display when his piece “Combing” won a Special Prize in the Wonderful Expo 600 Photo Competition. Zhu also entered the photo “Panorama of the Expo Park on the 300 day countdown to the Expo”. The two pieces were among the 2,577 submitted between November 2009 and February 2010 by photography buffs who recorded beautiful and memorable Shanghai moments. By reflecting the “Better City, Better Life” theme of the Shanghai World Expo from different angles, the photos captured the transformation of Shanghai as it prepared to become a World Fair Host City.

朱祥明作品  
《世博会300天世博园区全景图》  
Zhu Xiangming's award-winning photograph  
"Panorama of the Expo Park on the 300 day countdown to the Expo"



# 世博是平台 后世博是机遇

## Unlimited Potential

文/童希  
BY ALICE TONG

从资产管理部、项目发展部再到人力资源部，98级EMBA陈智海校友经历了世博土地控股有限公司从土地动迁、场馆建设、商业策划再到公司逐步转型的过程，也经历了自己人生的“世博机会”。

Thanks to his work at Shanghai World Expo Land Holding Co. **Chen Zhihai** (EMBA 1998) is convinced that Shanghai has a lot to gain from staging Expo 2010.

2005年9月，陈智海从华泰证券来到世博土地控股，他坦言当时证券行业的不景气是一个很大的原因，而另一方面，他也是看中了世博提供的巨大平台。世博之大，在陈智海口中如数家珍，5.28平方公里区域的面积——包含了黄金区位的土地资源，相当于5个陆家嘴的面积，预计世博后可开发20年以上；投资规模大——直接投资就在数百亿以上；参观人数多——预计有7000万人将参观世博，在前期就需要在运营配套上准备许多内容；参与的国家数、展馆数多——这些将从物质平台上、运作模式上、协调能力上为上海将来的建设积累经验。

2005年1月正式成立的世博土地控股有限公司是由上海城投、上海地产集团及市财政共同出资组建，配合世博事务协调局共同推进世博会的土地动迁、市政和场馆建设，以及运营准备等工作。陈智海先是在资产管理部主要负责世博园区范围内动迁、储备土地过程中的资产处置和实物资产管理等工作，还包括在闵行区浦江镇建设动迁安置基地——世博家园内的配套商业资产的运营与管理等等。进入项目发展部后，参与对世博轴、E片区以及为参展工作人员提供住宿的世博村进行商业全局策划。“我们真正运作的只是一小部分，园区5个片区加上世博村，加上6个馆部，分了12块，土控直接全程参与了E片区和世博村的策划和建设”。陈智海之后又进入人力资源部，为公司的阶段工作重心与组织架构的调整，以及人员的调配做准备。现在的他已经进入上海城投的上市公司——城投控股担任投资总监。

“与之前的证券公司工作专业性强，目标对象相对单一相比，尽管有许多工作内涵是相通的，但是在短时间内可以接触到很多的项目，非常广泛的人群：政府、国内外的商业机构、咨询机构、金融机构、设计、建筑、设备供应商、酒店等等”，陈智海给我们数了数他需要“对接”的部门，搞建设要接触设计、施工单位；搞资产处置要接触设备协会、拍卖行；搞资产管理要接触国资委、金融机构、专业咨询机构、银行、保险……；搞世博村运营，需要接触国内外各种类型的酒店管理公司、商业策划与商业招商中介机构以及不同类型的商家等等。工作内容与之前有着非常大的不同，也更具挑战，用他自己的话来说，“三、四年的时间里可以接触到平常公司里二三十年都接触不到的东西”，这也使他深深体会到中欧的学习经历带给他的好处，陈智海跟之前的校友一直保持着很密切的联系，事业上都给予彼此很多帮助，这些中欧带给他的人脉和理念上的提高都是显而易见又弥足珍贵的。





Chen Zhihai's (EMBA 1998) many roles at Shanghai World Expo Land Holding Co. have given him a bird's eye view of Expo 2010. Now that Expo is in full swing, Chen is both awed by the enormity of the event and amazed by the vast possibilities that will emerge as a result of China's first staging of the World Expo.

Established in January 2005 to liaise with the Shanghai Expo Bureau on the critical task of relocating individuals and businesses located at the Expo site, Shanghai World Expo Land Holding Co. (Expo Land) was formed with joint funding from Shanghai Chengtou Corp., Shanghai Real Estate Group and Shanghai Finance Department. After joining the company that September, Chen was tasked with managing the commercial infrastructure set up to increase the comfort of those relocated to Pujiang and Minhang. Later, as a member of the Project Development Team, Chen was involved in the overall commercial planning for the Expo Axis and Zone E areas. Later, he joined the company's Human Resources Department where he sourced and managed staff during the Expo's development stage. "The things I have learned in these last four years would have taken me 20-30 years to experience in my previous job," Chen says.

Before joining Expo Land, Chen worked at Huatai Securities. With the finance market in a slump and the once-in-a-lifetime opportunities presented at the Expo, he had no doubt about making a career change in joining Expo Land. "At the securities company, I was very focused on specific areas and my career goals were limited," he says. His current responsibilities with the Expo provide vast possibilities, the opportunity to work on many different projects and interact with high-level local and international players. Chen has also gained experience across industries as he worked with designers and architects on project design; auction houses during the land acquisition phase; financial institutions and the State-owned Assets Administration Commission of the State Council in his role as asset manager;



and hotel management companies while running the Expo Village in Pudong (which provides housing for participants). He credits his CEIBS study and the resources of the school's extensive alumni network with providing him with the tools he needs to get such a complex job done. "This job is very different from my previous one, it's much more challenging," says Chen.

Spanning 5.28 square kilometres, the Expo venue is five times larger than Shanghai's Lujiazui financial centre. During the Expo, which has attracted unprecedented international participation, Shanghai stands to gain valuable knowledge and experience that will be useful for the city's future development. After the event, Chen believes the area will continue to develop and evolve, serving as an asset to Shanghai. Chen expects that Shanghai will reap tangible benefits from the Expo over the long term in four areas: the tourism industry, new exhibition space, continued improvements to Pudong's infrastructure, and cultural enrichment. "All Expo host countries have used Expo sites in promoting their tourism industry. China's Expo has so much more to offer!" he says, citing the impressive structures that will remain after the event. "The four pavilions, the Expo Axis, the Urban Best Practices Area in Puxi, and the five parks near the banks of the Huangpu River add



而比起世博带给自己的工作机遇，后世博带给上海的发展空间更让陈智海有所期待。他从四个方面阐述了世博将会带给上海的机会，首先是旅游产业，任何国家在世博后都会将世博园区作为旅游的硬件，中国世博会的资源无疑会非常丰富：浦东的一轴四馆、浦西的城市最佳实践区、以及配合世博园在浦江两岸的五个公园，总面积达到80公顷，相当于世纪公园的大小。尤其值得一提的是后滩湿地公园，这在上海的城市中心，可能还是首创，这些市中心的绿肺将为城市生态环境改善、为城市旅游环境提供了非常优质的资源。其次是已经建成的场馆，约120万平方米的展馆总面积，超过上海现有所有展馆的面积，在世博后相当长的时间里，将为上海的展览业提供很好的场馆空间。其三、世博前，在浦东南浦大桥和徐浦大桥之间的区域，还没有形成一定规模的集中商业和高端的品牌酒店，而后世博将在商贸、酒店等方面进一步拉动和提升浦东这个区域的发展。还有就是文化产业的发展，随着世博文化中心等永久性场馆的建成和投入使用，文化产业硬件将初具规模，就世博文化中心来说，这个最多可以落座18000人的场地可以成为优质的运动场馆、演出场地，举办大型室内演出、NBA比赛或者作为室内溜冰场地等等，有很多的可能性。

“世博会给第三产业带来很多机会，把握上海世博会给上海、乃至长三角带来的机会，这比184天的世博会更加精彩”，陈智海说。

up to 80 hectares. This is as big as Century Park. There is also the Wetland Park, which is probably the first park of this type in Shanghai's City Centre. These 'green lungs' will improve the city's ecology and provide high-quality tourism resources," he adds.

The city will also benefit, Chen says, from about 1.2 million square metres of excellent exhibition space that is now being used for the main pavilions. In addition, he anticipates that improvements will continue to be made to the top-level hotels in the area surrounding the Expo site. "Fourthly, with the building and opening of the permanent pavilions in the Expo Cultural Centre, the facilities needed for cultural development are taking shape," says Chen. "The Expo Cultural Centre alone can seat 18,000 people, and can be used as a stadium to host sports events, performances, NBA competitions, skating – the possibilities are endless."

The key, he says, is in grasping new chances as fast as they arise. Says Chen: "If we can seize the opportunities the Expo has brought to Shanghai and the Yangtze Triangle, the future will be even more exciting than the 184-day Expo itself."





# 做广告没有做过的事

## Innovative Advertising

文/童希  
BY ALICE TONG



世博上海广告有限公司总经理李栋(EMBA 2003)和他的团队有着关于上海世博的深刻的理解。

General Manager of Expo Shanghai Advertising Co. **Li Dong** (EMBA 2003) and his team have an in-depth, ground-up knowledge of the Shanghai Expo.

“跟世博相关的工作内容是全新的，有很多的不确定性和意想不到的困难，需要整合其他方面的诸多资源，需要合作团队间的相互理解和支持”。现任世博集团上海广告有限公司总经理的李栋(EMBA 2003)深深感到，中欧两年的学习所形成的系统思维和决断能力运用在世博项目中是再适合不过了，“帮助太大了，中欧的案例教学、模拟训练、同学分享和毕业之后的实践经验不仅使自己有了处变不惊的底气，在推进服务世博的各个项目中也颇有信心。”

2008年8月8日，北京奥运开幕那天，由于组织调动，李栋从世博集团外服公司的副总经理调任了世博集团上海广告有限公司总经理。这一个时间的巧合他自己觉得很有意思，所以记得格外清楚。“广告是个十分挑战的行业，尤其是遇到上海世博会这个千载难逢的盛事，回忆过去两年走过的路程，虽然辛苦，但更多的是收获，特别是为世博会这个庞大而复杂的项目所做的一些事情”，听得出来，李栋还是很满意这样的机会。

刚开始，上广为上海申办世博做了很多工作，从申办报告的准备到吉祥物的挑选，上广作为创意策划公司就参与其中。而等到世博在上海呱呱坠地

“Advertising is typically a very difficult industry; it becomes especially challenging when we face a grand, once-in-a-century event like the Shanghai Expo,” says General Manager of Expo Group Shanghai Advertising Company (ESAC) Li Dong (EMBA 2003). For the past 24 months, Li and his colleagues have risen to the challenges he describes, successfully tackling the unique difficulties inherent in staging Shanghai’s first-ever World Fair.

“Although the past two years have brought all kinds of problems, it is what we have achieved that is more important – it’s a pleasure to contribute to Expo Shanghai,” explains Li, who has been the advertising company’s GM since August 2008.

ESAC has been involved with the Expo from the early stages. In addition to designing and promoting a number of China’s state- and private enterprise pavilions, the firm also had a hand in Shanghai’s application process for host city, as well as in mascot selection. The company’s expertise has not gone unnoticed: its work with the Expo has



了，上广在世博会中的角色也有了转换，从参与申办到运营筹备直至投入运营，上广为世博的正式落地一直忙碌着。

世博会是通过展览的手段来传播科技、文化和理念，所以这次盛会也是国际一流展览公司和广告公司一展身手的机会和场所。作为本土领先的传播企业，上广凭借深厚的整合行销功底以及对世博会的深刻理解，不仅参与了众多国家馆、企业馆的策划和传播，更为世博会本身的招商、传播和活动等做了很多。

谈到具体工作的内容，李栋连说“太多了”，个案是数不胜数。主要工作包括三个部分。一是世博会招商前的行业调查、世博会赞助企业的VI设计和规范以及世博会赞助企业的整体传播等；二是世博园区部分活动的创意策划和品牌植入，上广对活动本身的传播以及赞助企业的权益回报进行全程的策划和执行。再有就是上广参与了部分企业馆前期的整体策划工作，典型的案例就是国家电网馆。“上广作为国家电网馆的总策划，牵头策划了展馆的外形，展览的要素，展示的理念、展示的手段直至传播的方案，前前后后差不多花了两年的时间”，辛苦的付出赢来了很多的赞誉，上广也作为总策划方被《现代广告》等多家专业杂志专访过。

很多服务世博的工作不是一家传统的广告公司所能做到的。“好在我们从申博

起就开始参与，非常了解世博会要讲述什么，以及企业可以借助这个平台做怎样的营销传播，这是上广的优势。但这又是一个非常复杂而又系统的工作，有用到传统广告的手段，但跟传统的广告模式又不完全一样。”那么怎么来执行这些以前没有做过的工作呢？“最重要的是整合资源，让专业的公司做专业的事，例如国家电网馆建筑物的设计就是由设计水立方的深圳中建负责，馆内最出彩核心——“魔盒”，是由法国的专业公司设计，由德国专业公司制作完成。我们牵头做展示内容的故事主线，并根据参观者的心理曲线来设计展示的内容和布局。当然，最为重要的是上广作为总策划，要能够有效整合各方的资源和优势，做好项目整体的衔接和协调。”

到了现在，随着世博盛会大幕的拉开，很多筹办工作已经完成，但李栋的世博工作还在继续，“现阶段我们的主要工作集中在反隐性营销方面。非世博的赞助企业，一定不会错过这个事件营销的机会，但不能以侵犯现有赞助商的权益和违反世博局的相关规定为前提。上广目前正全力世博局的相关部门，制定反隐性营销的操作细则，加大保护赞助企业的执行力度”。总的来说，现在的工作重心已经从从策划转换到执行层面了。

“做这样系统而又庞大的工程，当然有商业利益在里面，但对上广来讲，更多的是责任和奉献。很多的变化是事先不能预料的，很多的工作是不能讲回报的。我们是一家国企，更应该承担起应有的企业责任，服从大局，甘于奉献，恰如世博局一位领导曾对上广作出过的评价那样：‘听得懂，叫得应’。我们也曾婉拒了一些客户，为的是保证我们手头工作的质量。”经过世博一役，上广的“履历”上增添了非常漂亮的一笔。“上海依然在快速地发展，将来会有更多更大的盛事和挑战等着我们。有了上海世博会的服务经验，接下来有上海迪士尼、米兰世博会，有人说我们就可以利用已有的经验和团队去为他们工作了，为什么不呢？”李栋开心地笑了。





led to feature stories in respected trade publications such as *Modern Advertising*. “As Chief Planner for the National Grid Pavilion, we have been involved in its architectural design as well as the key elements and concepts of the exhibitions inside the pavilion. Our responsibilities also include promoting the pavilion,” says Li.

Once the Expo got underway, the company’s focus shifted to recruiting service companies to participate in the full roster of Expo events organized and promoted by ESAC. Li’s firm also faces the daunting task of protecting the rights of event sponsors. “At the moment, our main work is focused on anti-ambush marketing,” says Li. “Companies that are not official sponsors do not want to miss the great marketing opportunity that the Expo provides; however they must not violate the rights of the paying sponsor companies or breach Expo regulations. We are now finalizing the details of the anti-ambush marketing regulations in order to protect the sponsor companies.”

ESAC’s in-depth, ground-up knowledge of Expo Shanghai, and their well-integrated marketing skills have all served Li and his colleagues well as their role evolved. Over the last two years, the company’s broad scope of responsibilities has included designing, marketing and branding for the Expo, its activities and sponsors. “Thanks to our early participation in the Expo, we have a clear understanding of what the Expo is trying to say and how enterprises can use this platform to promote themselves. These are our advantages,” says Li. “In the meantime, this is an extremely complicated but systematic project. It involves some traditional advertising methods, but it also completely differs from the traditional advertising model.” As a result, ESAC has had to “cross the river by feeling for stones”.

How did Li and his team successfully match their marketing efforts to the scope, scale and complexity of the Expo? By stepping outside the “traditional” role of an advertising company, says Li. “The key is to integrate resources while allowing the professional companies to do what they do best,” he says. “For example, the National Grid Pavilion’s architectural design was done by the company that designed the Olympic Water Cube in Beijing: Shenzhen Zhongjian. The highlight of the pavilion, the “Magic Box,” was developed by a French design company

and constructed by a German company. We initiated the exhibition’s storyline and designed the content and layout. Obviously, the most important thing is that, as Chief Production Designer, we maximize all resources and manage the entire project.”

As Li puts it, “It’s a lot of work!” He credits his two years at CEIBS with giving him the skills needed – systematic thinking and effective decision-making – to make his company’s Expo experience a success. “My studies at CEIBS were really useful, especially the case studies, mock projects, group discussions and field work,” he says. “After graduation, I built a solid [professional] foundation on that knowledge. This gives me the confidence I need for the Expo project.” Before his appointment (coincidentally on the opening day of the Beijing Olympics) as ESAC’s General Manager, Li was the company’s Deputy General Manager. He knows the value of having a solid team when navigating uncharted waters. “Being so integrally involved in the Expo is all new to us, full of uncertainty and unexpected challenges. The project also requires understanding and supporting each other as a team,” says Li.

Succeeding at Expo also requires commitment to excellence. To ensure that they deliver their best performance, ESAC has turned down a number of potential clients over the last two years. As Li explains, “We are thinking more of our responsibilities and the contribution we can make. Many changes are not predictable; many things cannot be measured by the reward. We are a national enterprise; we should embrace our responsibility to serve the public.”

Despite the sacrifice in would-be clients, Li says the long-term benefits of participating in Expo are significant. For one thing, Expo accomplishments have certainly boosted the reputation of ESAC – which will open many client doors. “Shanghai is maintaining its rapid pace of development and we will be faced with many bigger events and bigger challenges in the future,” Li points out. The company’s name – and the names of Expo team members – is already being bandied about in discussions about upcoming projects such as Shanghai Disney and the Milan Expo. For Li, such future events would be a welcome challenge. Could ESAC excel at other high-risk, high-profile events? “Why not?” Li says with a smile.

# 民企的力量

## Private Power



文/CHARMAINE N. CLARKE

复星国际创始人、董事长郭广昌(CEO 2006)介绍了16家中国企业高效协作、在创纪录的短时间内成功创建上海世博会中国民营企业联合馆的情况。这一成就令人赞叹地真实体现了中国民营企业致力创新、探索可持续发展道路的责任感。

Fosun International Chairman and Co-founder **Guo Guangchang** (CEO 2006) tells how 16 Chinese enterprises efficiently worked together, in record time, to form Expo's Chinese Private Enterprise Pavilion, creating a stunning visual statement of domestic private companies' commitment to both innovation and sustainability

**在**比原计划晚了两年之后，中国民营企业联合馆签订了参展合同，是18个企业联合馆中最后定址的一个，这时距世博会的盛大开幕只有12个月了。

尽管起步不早，中国企业联合馆的组织者还是成功地吸引了16家中国的顶尖企业，共同建造这座令人惊异的建筑，向世界展示中国的民营企业将对全球经济产生怎样的影响。企业馆突出展示了中国近三十年来巨大的经济成就，并以生动的实例说明了中国民营企业正从一门心思创造利润转向追求创新、技术进步和可持续发展。企业馆的主题是“无限活力”。

16家参展企业之一的复星国际创始人和董事长郭广昌介绍说，企业馆由19个巨型圆柱体组成，高低不一，采用流线型设计。这象征着中国民营企业的蓬勃活力，也显示出参展企业对2010世博会主题“城市让生活更美好”的一种坚定的承诺。郭广昌说：“在硬件上民企馆充分体现了上海世博会低碳环保理念。”企业联合馆以太极拳法这种创新形式对16家参展企业进行了介绍，意在引起观者的思考与探讨，探究民营企业在中国这个竞争极度惨烈的市场上的生存之道。这一设计催生了一个给人留下

深刻印象的展区，在这里人们看到的是中国经济的发展历程，尤其是伴随着中国的改革开放和市场化进程所取得的经济成就。郭广昌说：“这些丰富多彩的内容，不仅仅使民企馆的参观者体会到高科技的现场展示，更加体会到中国民营经济的群体力量，以及他们积极参与世博、为国争光的强烈愿望。”

在世博会开幕前紧张、兴奋的几个月里，复星承担了协调企业联合馆融资与建筑的艰巨任务。一开始，几乎没人认为企业联合馆的建筑工程能够如期完成。郭广昌自己全身心投入，奔走推广，四出融资，跑遍了国内商圈。郭广昌说：“民企馆要展示的不是我们十六家企业的某个产品、某个品牌，我们要展示的是一种共同的精神、创业者的精神。只有这样的精神，才能使我们的世界更绿色、生活更有品质。”他成功地联系到了阿里巴巴的马云、万达集团的王健林、苏宁电器的张近东等知名商业领袖。终于，他带领同事们成功募集到接近三亿元人民币的建设款项，另有价值近四千万元的实物捐赠。郭广昌说：“参展企业的高科技在场馆建设中得到了充分的运用，包括装饰材料、灯光系统、太阳能系统，甚至是空气中的香味，



Just 12 months before the grand opening of Expo Shanghai, China's Private Enterprise Pavilion signed a contract of participation. The decision was made two years behind schedule and it was the last of the 18 corporate pavilions to confirm a spot.

Despite the late start, pavilion organizers succeeded in attracting 16 top Chinese enterprises to jointly create a stunning structure showcasing for the world how China's private sector will influence the global economy in the future. The pavilion highlights the nation's tremendous economic accomplishments of the last three decades and illustrates how China's private sector is shifting from exclusively pursuing profitability to a focus that also includes the pursuit of innovation, technological advancement and sustainability. The theme is Infinite Vitality.

Guo Guangchang (CEO 2006), Chairman and Co-founder of one of the 16 participating domestic enterprises – Fosun International – explains that the pavilion consists of 19 enormous cell-shaped cylinders of varying height and fluid lines. It is a symbol of the vibrant energy of China's private enterprises and a tangible show of commitment to the Expo 2010 theme of "Better City, Better Life." Says Guo: "In terms of hardware, our pavilion fully reflects the Expo's low-carbon, green philosophy." It introduces each of the 16 featured companies through an innovative display of *taichi* moves – provoking a dialogue on how private companies survive in China's ultra-competitive marketplace. The result is an impressive exhibition area that showcases the development of China's private economy and highlights the achievements that have accompanied the country's

reform and opening-up policy as well as its move towards a market economy. "The pavilion not only provides visitors with a high-tech exhibition, but is proof of the collaborative power of China's private economy and our determination to actively participate in the Expo and make our country proud," says Guo.

In the hectic months leading up to the Expo Opening, Fosun took on the daunting task of coordinating the pavilion's fundraising and construction – a project that was initially viewed as virtually impossible. Guo himself was integrally involved in promoting the event, and securing funding, within China's business circles. "The pavilion is not meant to showcase some specific product or brand of any of our 16 enterprises. Instead, what we are trying to show is a shared spirit, the entrepreneurial spirit. Only this spirit can make our world greener and make our lives better," he says. He successfully approached well-known business leaders including Alibaba's Jack Ma, Wanda Group's Wang Jianlin and Suning's Zhang Jindong. In the end, he and colleagues succeeded in receiving RMB300 million in funding plus RMB40 million-worth of gift-in-kind donations. "The cutting edge technology provided by participating enterprises is fully utilized throughout the project in our decorations, lighting and solar energy systems – even the quality of the air," Guo explains. Jala Ltd Group collaborated with an international fragrance maker to create a signature fragrance which is distributed throughout the pavilion through its ventilation system. Visitors will experience the natural aromas of spring flowers and fruit ripened by the autumn sun.





3月29日上午,在复星集团董事长郭广昌和美特斯邦威董事长周成建的陪同下,中共中央政治局委员、中共上海市委书记俞正声带队调研视察了民企馆。俞正声认真听取了郭广昌关于民企馆在汇聚中国优秀民营企业,并以活力与细胞、创业者让城市更美好为主题展馆建设的情况汇报后,连声说好。

**SITE VISIT** – Member of the Political Bureau of the CPC Central Committee and Secretary of the CPC Shanghai Committee Yu Zhengsheng during a March 29 inspection of the Chinese Private Enterprise Pavilion. He was accompanied by Fosun International Chairman and Co-founder Guo Guangchang (CEO 2006) and chairman of Metersbonwe Zhou Chengjian. During the visit Guo briefed Yu on how China's private enterprises united to construct the pavilion in record time.

都来自民营企业的科技创新。观展的游客会享用到一场视觉大餐,对未来的新兴科技先睹为快,比如企业馆外墙上就破天荒使用了智能反光铝材,企业馆建筑的外观一天当中会发生数次变化,对太阳位置的变化作出反应。晚上尖端科技带来更加眩目的变化,最先进的视听和照明科技的使用将整座建筑变成一个巨大的屏幕,显示出栩栩如生的影像。

尽管开工甚晚,企业馆还是赢得了美誉,提升了中国民营企业的世博参与度(参见P43赞助企业表)。16家赞助企业的联合是由企业家和执行者组成的一支核心队伍促成的。他们厚积薄发,利用自身的资源和力量,对世博会做出了贡献。此外,

成千上万的民营中小企业也联合起来,建设了一道名为“闪耀矩阵”的水晶墙。企业馆是第一个拥有主题曲的展馆,曲名是《活力·闪耀》,强大的演唱阵容荟萃了国内38位当红歌手,另有80余位影视明星协助力推企业馆。企业馆还举办了一场中国功夫展览,展出了来自全国各地的数十位画家的作品。企业馆展出的主打合作作品是一段8分钟的视频,题为“高潮秀”,由享有盛誉的北京奥运会开幕式导演王潮歌、樊跃执导,华谊兄弟制片。

世博会开幕前,企业馆就已吸引了中国政府高官纷纷前来,如前国务院副总理李岚清、前国务院副总理吴仪、中共上海市委书记俞正声、中共上海市委统战部主任杨晓渡等,他们对企业馆的设计与创意都赞不绝口。到访企业馆的还有瑞典国王卡尔十六世·古斯塔夫(King Carl XVI Gustaf),以及来自宜家、沃尔沃等知名瑞典企业的执行官员等。

游客们在中国企业联合馆看到的是壮观的建筑成果,而那些真正负责建设的人则深深体会到其中的挑战之巨。郭广昌说:“民企馆之所以有这样的高效率,恰恰是因为民企本身就具备高效务实讲求结果的特点,决策快,执行也快,一切都以目标的完美实现为努力的方向。”最终的成果是,企业馆壮观的巨型建筑完美地体现了展馆“创业者让城市生活更美好”的主题。郭广昌说:“民企馆迅速成型的全过程,堪称一个奇迹。这一奇迹其实也是中国民企奇迹的呈现。”

### 小档案

- 企业联合馆的“高潮秀”向观者推出一场高科技盛宴,1008颗PVC材料制成的圆球悬浮在空中形成复杂的三维立体效果。
- 建筑立面上使用了“智能膜”,在太阳的照射下,从不同角度观看这层反光贴膜材料会产生不同的视觉效果。
- 民企馆等候区域顶部装置太阳能光电板,整个区域用电都由太阳能获取。采用节能的LED灯具并使用回收料制作灯具。采用自然通风换气系统、水喷雾降温系统,从而减少空调使用量,达到足够的舒适性。利用绿色植物墙,改善场馆内外的空气环境。
- 中国民营企业联合馆位于世博会浦西D片区三号门300米开外,左边是万科馆,右边是中国船舶博物馆,对面是SAIC大厅和通讯与信息中心。
- 闪耀矩阵是由成千上万块奥地利奢华水晶品牌施华洛世奇提供的水晶构成,上面刻着该馆赞助者姓名。



Viewers are treated to a preview of futuristic technology such as the intelligent light-reflective aluminium used, for the first time ever, on its exterior walls. The buildings' appearance will undergo several transformations throughout the day, adjusting to changes in the sun's position. In the evenings, there will be even more spectacular changes with the use of cutting-edge audiovisual and lighting technology. The entire building will become a giant screen on which vivid images are displayed.

Despite its late start and ambitious goals, the pavilion has been credited with boosting the level of China's private enterprises' participation in the Expo (see Corporate Sponsor box). The 16 sponsor companies have been joined by a cadre of entrepreneurs and performers who have pooled their resources and strengths to contribute to the exhibition. In addition, tens of thousands of private SMEs were also involved in the construction of a crystal wall named "Shining Matrix". In addition, the Chinese Private Enterprise Pavilion was the first to launch a theme song, aptly called Vitality, which features 38 of China's best-known performers. Meanwhile, more than 80 well-known film and TV stars have helped to promote the pavilion and the works of dozens of painters from across China have been included in an exhibition on Chinese-style martial arts. The flagship collaborative effort

displayed at the pavilion is the eight-minute video entitled "Climax Show," directed by acclaimed Beijing Olympics Ceremony directors Wang Chaoge and Fan Yue and produced by Huayi Brothers.

Even before the Expo opened, the pavilion began attracting attention from high-ranking Chinese officials such as former Vice Premier Li Lanqing and Vice Premier Madam Wu Yi. CPC Shanghai Committee Secretary Yu Zhengsheng and Head of the Shanghai CPC Municipal United Front Work Department Yang Xiaodu also had high praise for its design and creativity. Other VIP visits have included a stop, in May, by King Carl XVI Gustaf of Sweden and executives from Swedish companies Ikea and Volvo.

Visitors to the Chinese Private Enterprise Pavilion will only see the spectacular final result, but those involved in the project know the challenges undertaken. "The efficiency with which this project was completed was a result of our private enterprises' shared philosophy of everyone working to get the job done as efficiently as possible. We made decisions quickly, and we always aimed for perfection," says Guo. The final result is an impressive edifice that perfectly captures the pavilion's motto "Entrepreneurs make city life better". Adds Guo: "The amazing speed of our pavilion's construction is nothing short of a miracle. Behind this miracle is another miracle – China's private companies."

## Fast Facts

- The pavilion's "Climax Show" offers a high-tech treat, featuring 1,008 floating balls, made from PVC, which will be used to create intricate 3D designs.
- The scenes displayed on the building's exterior "intelligent membrane" change with the direction of the sun.
- The pavilion's waiting area is covered by a "solar energy transforming board" which supplies all the electricity used by the area. The lamps are made from recycled material and the use of an LED screen cuts down on the amount of electricity used. Air conditioning use is also minimised by using a fine mist of water to cool down the surroundings. Plants are used to naturally improve the air quality both in and out of the building.
- Located about 300 metres from the No. 3 entrance in the DE Zone of the Puxi Expo site, the Chinese Private Enterprise Pavilion has the Vanke Pavilion to its left and the China Shipbuilding Museum on its right. It is across from the SAIC-GM Hall and the Communications and Information Centre.
- The "Shining Matrix" wall is made up of tens of thousands of crystals from Swarovski, Austria's luxury crystal glass jewellery brand. The names of the pavilion's sponsors are carved on the wall, which will be illuminated so that the carefully cut stones sparkle, dazzle and seem to move.

## 中国民营企业联 合馆赞助企业

阿里巴巴  
爱仕达  
大连万达  
易居中国  
复星国际  
皇明太阳能  
华谊兄弟  
伽蓝集团  
美特斯邦威  
民生银行  
欧普照明  
红星美凯龙  
苏宁电器  
泰豪科技  
万丰奥特  
新光集团

## Chinese Private Enterprise Pavilion Corporate Sponsors

- Alibaba
- ASD
- Dalian Wanda
- E-House (China)
- Fosun International
- Hi-min Solar
- Huayi Brothers
- Jala Group
- Metersbonwe
- Minsheng Banking Corp
- Opple
- Red-Star Mei Kai Long
- Suning Appliance
- Tellhow Sci-tech
- Wanfeng Auto
- Xinguang Group



# 尊重 R-E-S-P-E-C-T

文/CHARMAINE N. CLARKE

万科执行副总裁肖莉 (EMBA 1998) 向The Link杂志解说万科的世博展馆为何以尊重自然为主题。

Vanke Vice President Shirley Xiao (EMBA 1998) explains why reverence for nature is the theme of the company's Expo Pavilion.



“尊重的可能”，是万科馆的主题。万科馆从建筑材料到展演内容，都希望能够回应这样一个主题，并希望参观者在离开万科馆后也可以用‘尊重’的态度面对自然。”

2007年，万科公司决定参与上海世博会，公司上下旋即在董事长王石的领导下围绕这个项目行动起来。展馆的设计队伍由科学家、艺术家、教育家和环保人士组成，全馆面积达5000平方米，其中包括1000平方米的开放水域。展馆的基本框架由7个形如金灿灿的麦垛的建筑构成，参观者可以穿行其间，同时接受万科公司的各种信息。有一项引人注目的展览内容是濒危灭绝的金丝猴的照片，同时展出的还有森林再造、废旧电路板构成的莫比斯环、巨型蚁穴，还有一个热气球造型的升降台，它们全都向参观者们讲述着环境保护的动人故事。

在“雪山精灵”厅里，展示着享有盛誉的摄影师和环保人士奚志农先生的作品。奚先生所拍摄的金丝猴的照片感人至深，金丝猴是一种几近灭绝的哺乳动物，仅在中国生存。接下来步入的“生命之树”厅聚焦于“史上最大规模的环保行动”——中国政府的“退耕还林”政策。参观者置身环形银幕的包围当中，可以“亲身经历”灾难性的自然现象如沙尘暴、雷鸣电闪，然后将这些图片与发芽草木、拔节树苗和成群飞鸟的静谧之美相



对照。同时，“莫比斯环”厅展出了20万个易拉罐和废弃电路板，以说明台北市致力于物资回收的效果。此外，参观者还可以在“蚁穴探险”厅中乘上热气球造型的升降台，感受蚁穴构造之复杂和非洲大草原之壮美。

最后一个厅名为“尊重·可能”。参观者在这里坐上梯田一般的移动座椅，感受大自然震撼人心的美丽。该厅巨大的穹顶球幕和巨幅环幕放大了参观者的感受。它们共同使参观者体验到完全置身于自然壮伟景观中的滋味，也让参观者更深入地理解环境保护的需求。肖莉说，他们的目标是：“在感动之后，万科馆希望引起参观者对城市、人与环境之间关系的思考，并在思考之后，从自己能力所及的地方着手行动。”

万科已经树立了“言出必行”的好榜样。2月4日，万科馆成为首家与上海环境能源交易所签约实行自愿减排的世博展馆。将有第三方对万科馆的建设、运营、拆除全过程中产生的能耗进行独立评估，万科将依此购买相应的“碳信用额”。

万科孜孜以求的最高目标，是通过世博会而营造一种长期的印象。该公司将展馆命名为“2049”，这也恰好是中华人民共和国建国100周年的年份。但肖莉表示，这个馆名并非特指建国100周年，而是对未来的开放性的象征：“虽然未来有不确定性，但只要我们以尊重的态度去面对，我们就可以有更美好的明天。”



“Respect is the theme of the Vanke Pavilion, and everything, from the construction materials to the contents displayed, echoes this theme. We hope visitors can maintain respect for nature when they leave our pavilion,” says Shirley Xiao (EMBA 1998), Vanke Executive Vice President and Spokeswoman and one of the key personnel behind the company’s Expo pavilion.

Once the company decided, in 2007, to participate in the Shanghai Expo, the entire firm – led by its Chairman Wang Shi – galvanized behind the project. Designed by a team of scientists, artists, academicians, and environmentalists, the 5,000-square-metre pavilion includes 1,000 square metres of reflecting pools. The basic structure consists of seven gold-hued houses made of straw, which visitors pass through while taking in Vanke’s message. Striking photographs of China’s endangered golden monkeys set against images of reforestation, the circuit boards in one hall, a giant ant farm in another, and a lift shaped like a hot air balloon all tell visitors a powerful tale of environmental protection.

The works of acclaimed photographer and environmentalist Xi Zhinong illuminate the hall named “Spirits in Snowy Mountains”. Mr Xi displays captivating images of golden monkeys – a nearly extinct mammal only found in China. Next, the “Tree of Life” hall focuses on “history’s largest environmental campaign” – China’s policy of transforming cultivated land back into forests. Surrounded by circular screens, visitors “experience” catastrophic natural phenomena such as sandstorms, lightning and thunderstorms, then contrast those images with the serene beauty of sprouting plants, growing trees, and flocks of birds in flight. Meanwhile, the “Möbius Strip” hall displays 200,000 used cans and circuit boards to illustrate the impact of recycling efforts in the city of Taipei, while visitors to the “Adventures in the Ants Nests” can hitch a ride in the hot-air balloon-shaped lift as they contemplate the intricacies of ant colonies and the beauty of the African Savannah.

The final hall, named “Respect,” seats visitors on electrically powered moving chairs designed to look like terraces from which they enjoy nature’s breathtaking beauty. The experience is enhanced by the hall’s huge dome-shaped ceiling screen and circular wall screen. They combine to give visitors the experience of being completely enveloped in magnificent scenes from nature as they learn more about the need for environmental protection. The goal, says Xiao, is to “move visitors and get them thinking about the relationships between cities, people and the environment – and ultimately, spur them

to act.”

Setting a good example, Vanke is already “walking its talk.” On February 4, the company’s Expo Pavilion became the first to sign up for voluntary reduction of emissions under a contract with Shanghai Environment and Energy Exchange. Based on the findings of an independent evaluation of energy consumption during construction, operation and demolition of the pavilion, Vanke will purchase equivalent carbon credits.

Most of all, Vanke seeks to make a lasting impression via Expo. The company named its pavilion “2049” which is also, coincidentally, the 100-year anniversary of the People’s Republic of China. The name symbolises the unlimited possibilities ahead. Says Xiao: “While we cannot be certain about what’s going to happen in the future, as long as we have respect [for nature], the future will be more beautiful.”

### 小档案

- 万科馆的总预算(包括场馆的场地费、场馆建设费、展演策划及制作费、运营及推广费等)为2亿元人民币。
- 万科馆的整体面积为5000平方米,其中场馆的面积为3300平方米,开放水域为1000多平方米。
- 作为首家签约实行自愿减排的世博展馆,万科馆允诺由第三方对场馆的建设、运营和拆除权过程中的能耗进行评估。

### Fast Facts

- The pavilion’s total budget (including the cost of the venue, construction, planning and producing the exhibition, operational and marketing expenses) is RMB200 million.
- The total size of the entire Vanke Pavilion is 5,000 square metres, including 3,300 square metres of hallways and more than 1,000 square metres of reflecting pools.
- The first Expo pavilion to sign up for voluntary reduction of emissions, the Vanke Pavilion agreed to have an independent party evaluate its energy consumption during the construction, operation, and demolition processes.





# 台湾馆点亮世博

## Taiwan Lights Up Expo

文/CHARMAINE N. CLARKE

上海成美投资顾问有限公司总经理白中琪(EMBA2005班)在促成台湾参与上海世博会时饰演了关键角色。

General Manager of Shanghai Chengmei Investment Consultant Co. **Bai Zhongqi** (EMBA 2005) played a key role in Taiwan's participation in Expo 2010.



**在**缺席世博会 40 年后,台湾满载辉煌,重返世博。台湾馆坐落于热门的中国馆对面,邻近世博会的主要建筑世博轴,可谓风水独好。

“台湾参加 2010 年世博会,是一个向全世界展示美丽宝岛的良机。”上海成美投资顾问有限公司总经理白中琪(EMBA2005)说。成美在促成台湾参与上海世博会时饰演了关键角色,并落实了台湾馆的选址及管理工作,将中国大陆与台湾之间的纽带系得更紧。“从一开始,我就与台湾的执政党和上海世博局密切合作。”白中琪补充道,“2009 年,我协助说服台湾政府参加上海世博会,并联系有关部门,确定了台湾馆的地点。此后,考虑到这一展览的重要性,我推荐台北世界贸易协会来管理台湾馆。”

去年 8 月 9 日,莫拉克台风使台湾遭受了 50 年来最严重的洪灾。即便如此,台湾馆仍于 8 月

17 日正式动工。这种“敢做精神”折射出台湾意欲在中国大陆首次举办的世博会上表现出色的决心。

台湾馆的外形像一盏孔明灯,它在台湾人的心目中象征着健康和幸福。一个直径 10 米、数码照明的球体悬浮在一汪波平如镜的水面上,展现了台湾山清水秀的自然美景。水面代表台湾著名的日月潭。巨大的球体身兼二职,不仅是一面屏幕,呈现着令人心潮起伏的宝岛景观,而且还是一座剧场,参观者在球体内部可以观看一部展现台湾的丰富历史文化和现代科技成就的短片,时长 4 分钟。

台湾馆的主题是“山水心灯”。这四种元素在建筑结构上巧妙地交织在一起。台湾馆的建筑包括采自东亚地区最高峰、台湾著名的玉山的石材。为了契合主题,参观者将应邀来到反射水池上方的平台上,点亮虚拟的孔明灯,然后放飞。在台湾,放灯这种传统习俗被人们认为会带来好运。



After a 40-year hiatus from the World Expo, Taiwan is back this year, in all its glory. And it has a prime location opposite the popular China Pavilion, near to the event's main building – the Expo Axis.

“Taiwan’s participation in World Expo 2010 is a very good opportunity to show the world how beautiful the island is,” explains General Manager of Shanghai Chengmei Investment Consultant Co. Bai Zhongqi (EMBA 2005). Chengmei promotes ties between mainland China and Taiwan, and played a key role in facilitating the island’s participation in the Shanghai Expo, as well as securing the location and management of its pavilion. “From the very beginning, I’ve worked closely with both the Taiwan governing party and the Shanghai World Expo Bureau,” adds Bai. “In 2009, I helped persuade the Taiwan Government to participate in the Shanghai World Expo and I also liaised with relevant departments about the location of the Taiwan Pavilion. Then, considering the importance of this exhibition, I recommended that the Taipei World Trade Association manage our pavilion.”

Despite the impact of Typhoon Morakot, which on August 9 left Taiwan with its worst flooding in 50 years, the Taiwan Pavilion broke ground on August 17. This can-do spirit is an indication of the island’s determination to put on a good show during mainland China’s first-ever staging of the World Expo.

The Pavilion is shaped like a Kong Ming lantern, regarded by the Taiwanese as a symbol of health and happiness. The natural beauty of the island’s magnificent landscape is displayed on a 10-metre-wide digitally-lit globe suspended over a pool of mirror-smooth water – a representation of Taiwan’s famous Sun Moon Lake. The giant globe not only doubles as a screen displaying astounding images of the island but also houses a theatre in which visitors watch a four-minute movie highlighting Taiwan’s rich history and culture, plus modern day

technological breakthroughs.

The Taiwan Pavilion’s theme is ‘mountain, water, heart and lantern’. These four elements have been skilfully interwoven into the structure whose foundation includes stones from Taiwan’s famous Jade Mountain, the highest in East Asia. In keeping with the theme, visitors are invited to light and “fly” virtual lanterns on the platform above the reflecting pool. In Taiwan, “lantern flying” is a traditional custom believed to bring good luck.



### 小档案

- 40名世博参观者在台湾馆的平台上围成一圈站立, 每人点亮一道激光束。球体就在所有激光束的照耀下熠熠生辉。
- 台北还赞助了城市最佳实践区的两项展览——无线城市和再循环项目。

### Fast Facts

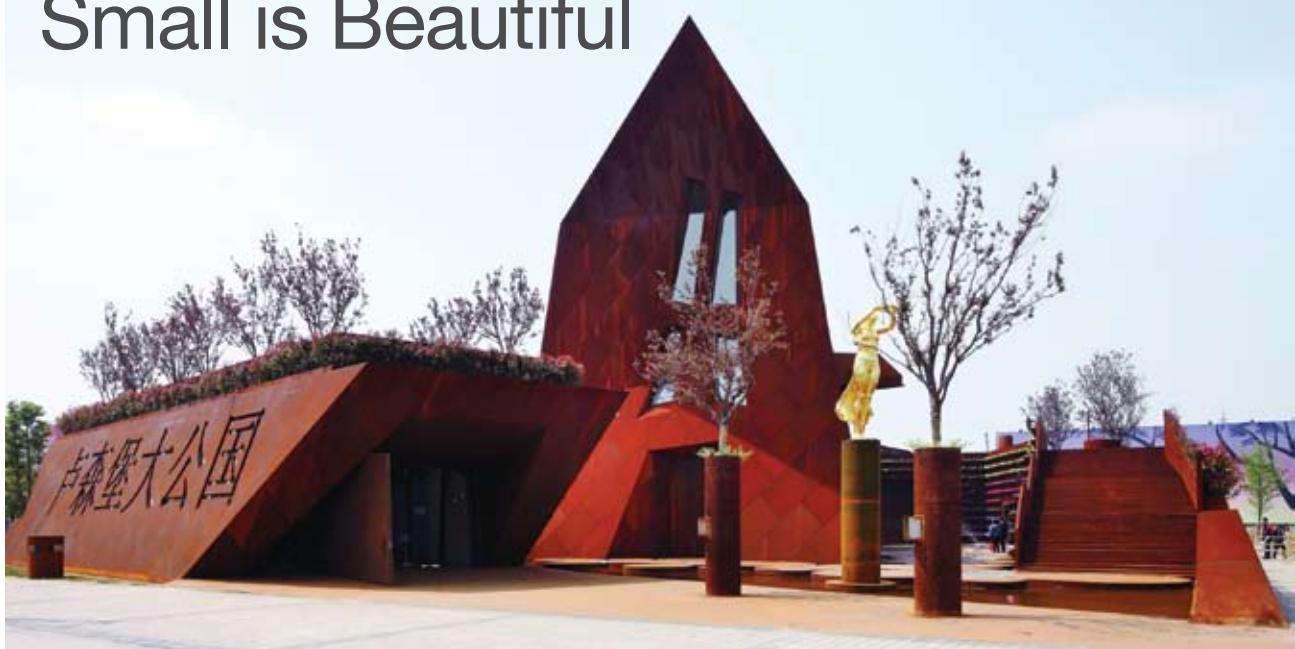
- When 40 Expo visitors stand in a ring on the Taiwan Pavilion platform, each of them will trigger a laser light beam. Together, the beams will illuminate the globe.
- Taipei is also sponsoring two exhibits in the Urban Best Practices Area: a wireless city and a recycling programme.



# 亦小亦美

## Small is Beautiful

文/CHARMAINE N. CLARKE



由托马斯·罗德瓦尔德(Thomas Rohdewald)(MBA 2005)管理的卢森堡中世纪馆在世博会上大获成功，深受观众喜爱。

Luxembourg's Medieval Pavilion, managed by **Thomas Rohdewald** (MBA 2005), is a runaway hit with Expo visitors.

也许是这座城堡状展馆的红褐色特别醒目，也许是那小葡萄园令周围地带生机勃勃，或是展馆入口处那座金色少女像带来了诱惑，不管怎样，卢森堡馆的受欢迎程度都超过了组织者的预期。在第一个月的运营中，展馆每天涌入 23,000 名游客，比预计多出一倍。

游客摩肩接踵，无疑令人欣慰。卢森堡馆占地 3000 平方米，是其参与世博会 159 年来规模最大的建筑。“这反映出我们对上海世博会的重视程度。”卢森堡馆总监托马斯·罗德瓦尔德说。罗德瓦尔德负责管理展馆的日常运营，事无巨细，都要亲力亲为：不管是领导展馆的核心管理团队，与世博会组织方协调，确保展馆和展览设施的维护及时到位，处理媒体关系，监督行政事务的办理，还是与每天纷至沓来的贵宾游客联络，都少不了他的努力。罗德瓦尔德在过去的两年中忘我投入，监管着整个项目的方方面面。他领导着近 300 人的团队，包括 20 名来自卢森堡的志愿者，他们要确保每一位来到展馆的游客都能最大程度地体验到卢森堡的特色。

展馆本身就是一个建筑奇迹，使用了“预锈”过的考顿

钢，这种材料防腐蚀，也带来了那种醒目的红褐色。建筑物的设计使用的是欧洲中世纪城堡的样式，恰到好处地为中国游客提供了感受古代欧洲浪漫情调的机会，使用的却是现代科技。所有的建筑材料都是可回收的，内墙则完全用进口自卢森堡的天然原木覆盖。此外，展馆是“森林与堡垒”的结合，暗合了“卢森堡”这个中文名。

1923 年建成的卢森堡金色少女像也来到了上海，置于卢森堡展馆。这座雕像是为了纪念和平而建的，当时第一次世界大战的巨大伤亡给人们留下了极大的创痛。这次来到中国的金色少女像，是从卢森堡宪法广场出借而来的。“中国公众是真的喜欢这座少女像，拍照的频度超越了以往任何时候。”罗德瓦尔德说。游客们会了解到这座标志着和平和国家独立的金色少女像长达 87 年的历史，尽管在第二次世界大战前后该雕像曾经神秘地失踪过四十年之久。洛斯瓦尔德说：“考虑到世博会的总体主题，我们觉得和平是‘城市让生活更美好’的大前提，所以我国政府决定把金色少女像送来中国，作为两国友谊的象征。”

受到金色少女像的吸引而来的观博游客们进入中世纪



**I**t may be the fortress-shaped pavilion's striking rust-red colour, the small vineyard enlivening the surrounding area, or the allure of 'Gëlle Fra' – the statue of a Golden Lady gracing the entrance. Whatever the reason, the Luxembourg Pavilion is a far bigger hit than organizers expected. During the first month of operation, an average of 23,000 visitors have streamed in daily – more than double the anticipated number.

The crowds are a welcome sight since the 3,000-square-metre structure is the largest Luxembourg has built in the 159-year history of Expo. "This reflects the importance we attach to the Shanghai Expo," explains Luxembourg Pavilion Director Thomas Rohdewald (MBA 2005). Rohdewald manages the daily operations of the pavilion, which means personally directing everything from leading the core management team, coordinating with Expo Organisers, ensuring the maintenance of the building and exhibition facilities, press relations, overseeing administrative tasks to liaising with the constant flow of VIP guests. Rohdewald has been integrally involved with nearly every aspect of the project

over the last two years. He leads an almost 300-member team, including 20 volunteers from Luxembourg, who must ensure that each of the thousands of pavilion visitors receive the full Luxembourg experience.

The pavilion itself is an architectural wonder, built from 'pre-rusted' corten steel which prevents corrosion and gives the pavilion its striking red colour. The design of the structure – modelled after a medieval castle – fittingly provides Chinese visitors with the romance of Old Europe while using modern technology; all construction materials are recyclable, with the inside walls entirely covered in natural woods imported from Luxembourg. In addition, the pavilion is built to reflect a combination of "Forrest and Fortress," a play on the Chinese name for Luxembourg (卢森堡).

Added to the mix is the 'Gëlle Fra' (the Golden Lady), a statue created in 1923 as a tribute to peace following the calamities of WWI, and which is on loan from central Luxembourg's Constitution Square. "The Chinese public just loves her. She has been photographed like never before," says Rohdewald. Visitors will learn



### 小档案

- 卢森堡馆外形如同中世纪堡垒，周围是森林环绕。这是世博历史上最大的卢森堡馆。
- 卢森堡著名建筑设计师瓦伦蒂尼(Francois Valentiny) 担纲本次卢森堡馆的设计。
- 用于展馆建筑的考顿钢标志着卢森堡长逾120年的高质量钢铁产品生产史。钢铁工业是卢森堡的支柱工业之一。
- 卢森堡馆完全用可回收材料制成，主要成分是钢铁、木料和玻璃。
- 由卢森堡著名艺术家克劳斯·西托(Claus Cito)于1923年创作的金色少女像为了纪念成千上万的卢森堡一战将士而建的，日常安放地在卢森堡市上城区中心的宪法广场。

### Fast Facts

- Shaped like a medieval fortress and tower surrounded by a forest, this is Luxembourg's largest pavilion in the history of the World Expo.
- Prominent Luxembourg architect Francois Valentiny was lead designer for the pavilion.
- The corten steel used in the design is a symbol of the country's more than 120-year-history of producing high quality steel products. The steel industry is one of the pillars of Luxembourg's economy.
- Steel, wood and glass are the main components of the pavilion, which is fully recyclable.
- Created by renowned Luxembourg artist Claus Cito in 1923, the 'Gëlle Fra' (Golden Lady) statue is a memorial dedicated to the thousands of Luxembourgers who fought in World War I. Its usual home is Constitution Square in the Ville Haute quarter of central Luxembourg City.



城堡中的餐厅，就能享用到卢森堡的风味美食，菜点非常美味，白葡萄酒则酿自著名的莫塞耳河畔的葡萄。世博会期间，卢森堡馆也将在其位于塔楼的会堂中举办一系列的文化活动，向世界 — 尤其是中国 — 推销卢森堡的种种。尽管卢森堡是个小国，人口不足 50 万，却有着 150 个不同的民族，希望通过上海世博会的展示强化该国的旅游胜地形象。目前中国游客到卢森堡旅游，一般只待一天。罗德瓦尔德说：“我们希望向公众展示卢森堡的无数可玩之处 — 室外活动也好，遍及全国的古堡游也好，都表明卢森堡的美景趣事，一天时间是看不完的。”

尽管中国人喜欢搞大型活动 — 最明显的例子就是 2008 年北京奥运会和 2010 年世博会的宏大开幕式，卢森堡馆的主题还是设定为“亦小亦美”。罗德瓦尔德解释说：“了解卢森堡的中国人并不多，他们也就是听说卢森堡是个疆土不大、国民富裕的欧洲国家。我们要向中国民众表明，小国有小国的可爱之处。”世博会给卢森堡提供了与中国和其他国家加强商业和经济联系的机会。卢森堡馆正在向本国企业和政府部门招商，前来主办宣传活动，突出本国的旅游胜地、金融中心和物流枢纽的形象。

卢森堡参与世博会项目的花费高达 1400 万欧元，世博会结束后将进行详细的评估，以确定参与世博会在促进旅游、商贸方面的作用。不过按照目前展馆游客的庞大数字来看，卢森堡的世博之旅已经可以算作极大的成功了。

about the Golden Lady's 87-year history as a symbol of peace and national independence, despite a mysterious four-decade-long disappearance during WWII. "Considering the overall theme of the Expo, we believe that peace is a necessary precondition for a "Better City, Better Life," explains Rohdewald. "So our government decided to bring her to China as a sign of friendship."

Lured inside by the Golden Lady, pavilion visitors who venture into the restaurant – located in one of the medieval castles – are treated to a taste of Luxembourg through its delicious dishes and white wines made from grapes grown along the famous Moselle River. During Expo, the pavilion will also host a series of cultural events in its auditorium (located in the tower) which will market Luxembourg to the world – especially to the Chinese. As a small country with a population of half-a-million, incorporating 150 different nationalities, Luxembourg is hoping the Shanghai Expo will strengthen the country's image as a tourist destination. Chinese visitors to the country now typically stay for only a day. "We hope to show the public that there is a lot to enjoy in Luxembourg – from outdoor activities to visits to ancient castles spread all across the country – much more than they can see in just one day," says Rohdewald.

Despite China's penchant for large events – evident in the successful staging of the grand-scale 2008 Beijing Olympics and Expo 2010 – the theme of the Luxembourg pavilion is "Small is beautiful, too (亦小亦美) ." As Rohdewald explains, "Not many people in China are aware of Luxembourg – they've only heard that it's a small, wealthy country in Europe. We want to show the Chinese that a small country can have worthwhile attractions." The Expo also offers a chance for Luxembourg to strengthen commercial and economic relations with China and other countries. The pavilion is attracting Luxembourg companies and government administrations to host events promoting the country as a tourist destination, financial centre and logistics hub.

Participating in the Expo has been an €14 million project for Luxembourg: afterwards, a detailed assessment will be made to determine the event's success in boosting tourism and commercial activity, but given the unexpectedly high number of pavilion visitors, Luxembourg already considers its participation in the Shanghai Expo as a huge success.



# 饮食文化“真功夫”

## Food as Culture

文/CHARMAINE N. CLARKE



总裁蔡达标(EMBA 2006)治下的“真功夫”作为中国民族快餐工业的领头羊,在2010年抓住世博会的机遇,把当代中国饮食推向世界。

Building on its reputation as a leading player in China's fast-food industry, Kungfu – led by President **Cai Dabiao** (EMBA 2006) – takes modern Chinese cuisine to the world at Expo 2010.

“真功夫”是中国第一家标准化运营,提供传统美食的民族快餐连锁店,是2010年世博会的餐饮提供商之一。“真功夫”总裁蔡达标(EMBA 2006)说:“我们提供物超所值的消费体验,让来宾了解品牌背后所蕴藏的中国饮食文化,体验新一代中国快餐的魅力。”

“真功夫”的标志是彩色的功夫人物造型图,从饭碗到筷子,这一无处不在的商标都在唤起人们对20世纪70年代香港功夫巨星李小龙的美好回忆:正是因为有了李小龙,中国功夫的艺术魅力才有了国际影响。“真功夫”摒弃了典型西方快餐的油腻感,有着良好的市场定位,填补了快餐和中国传统文化之间的空白。

也正是秉持着这一理念,“真功夫”积极参与了2010年上海世博会的餐饮服务。“真功夫”在世博会上设立了两个餐饮服务点:浦西

**A**s China's first fast-food chain to achieve the vital element of standardization while dishing up healthy traditional Chinese cuisine, it comes as no surprise that Kungfu Catering Management Co is among the eateries feeding millions during the six-month-long Expo. As Kungfu President Cai Dabiao (EMBA 2006) explains, “By offering excellent value for money, we hope our guests will get to know the Chinese food culture behind the brand and experience the charm of ‘modern traditional’ Chinese fast food.”

With its colourful logo of a striking martial arts master splashed across everything from rice bowls to chopsticks, Kungfu's image evokes fond memories of the Hong



## 小档案

### 推荐菜点：

香汁排骨饭、元气人参鸡、台湾卤肉饭、花旗参乌鸡汤、茶树菇老鸭汤

### 首月运营最畅销菜点：

香汁排骨饭

### “真功夫”世博运营的最大挑战：

如何借助世博会的契机，让更多海内外的宾客了解“真功夫”的品牌内涵，将“真功夫”品牌推向全世界

## Fast Facts

### Hot Menu Items:

Succulent ribs in a tasty sauce, Ginseng chicken, Taiwan braised pork on rice, Ginseng Chicken Soup, Mushroom duck soup

### Top-selling items (based on first month at Expo):

Succulent ribs in a tasty sauce, served over rice

### Biggest Expo Challenge for Kungfu:

Effectively using the Expo to promote the brand to locals and visitors.



店占地 485 平方，浦东店占地 314 平方，在美国馆主入口处。蔡达标说：“在世博现场，大家会看到，美国快餐 KFC 在中国馆，中国快餐‘真功夫’在美国馆，这也许会引发大家对中西文化融入与竞合的联想吧。”

1994 年创立以来，“真功夫”声名鹊起，提供了极好的选择，让食客们品尝到中国 5000 年文化沉淀下来的、令人垂涎的精品菜肴。“真功夫”提供的都是中式主食，比如乌鸡汤（著名的养生汤）和墨鱼丸。“真功夫”在全国各地拥有 300 多家分店，店铺遍及北京、上海、杭州、广州、深圳等地，每年售出逾亿份快餐。蔡达标本人荣获 2008 年“年度创新人物”奖，并获得了第一财经频道和 CNBC 主办的中国商业领袖奖“年度中国创业家奖”。在中国的年轻一代中，蔡达标已经成为传奇性人物。各界纷纷赞誉“真功夫”成功地为中国民族快餐业树立了现代化标准。如今，“真功夫”连锁企业声誉日隆，已经成为中国第一家采用标准化操作流程运作中国传统餐饮的企业，并在质量、服务和餐饮安全方面达到了国际水准。

在“真功夫”的全球发展战略中，参与 2010 年世博会是重要的一环。去年一年，蔡达标率领自己的团队不辞辛劳，为世博会的餐饮服务作了周到的准备，调整了菜单项目，确保由模范员工向顾客提供最好的菜点。蔡达标介绍说：“世博会开幕前夕，‘真功夫’在园区餐厅及全国餐厅开展了‘举世共赏中国味’主题推广活动，推出了江浙名菜蟹粉狮子头，以及鲜润雪耳瘦肉汤、银鱼炖水蛋、白桃青茶豆浆等多款美食。”之所以选择浙江菜，是因为该地区的饮食是全国范围内最为精细多样的。蔡达标说：“真功夫希望用专业优质的服务，让海内外宾客都能快捷的享受到本土地道的中式美味。”

2009 年，通过举办员工岗位精英大赛，“真功夫”挑选出了 27 位岗位精英，前往世博园区餐厅。这 27 位岗位精英将为派往世博店面的 100 多位“真功夫”员工树立榜样。蔡达标说：“我们的员工将为园区游客提供最好、最专业的服务。“真功夫”是中国最有影响力的民族快餐品牌，我们将在世博会上大放异彩。”蔡达标对他的公司充满信心。“真功夫”与世博园区其他餐饮服务供应商一起，将每天服务超过 40 万的参观者和上万的服务人员及志愿者。

蔡达标说：“除了营养美味的食物，我们也希望通过世博餐厅提供给每位中外来宾上佳的消费体验，让来宾在新环境中体验新一代中国快餐的魅力。”



Kong movie star Bruce Lee who helped launch the international popularity of Chinese martial arts beginning in the 1970s. Factor in the additional benefits of a menu free from the greasy fare typical of Western fast-food chains and Cai's restaurants are well positioned to easily bridge the cultural divide.

This is the philosophy behind Kungfu's active presence at Expo 2010. The chain is serving visitors from two large operations on the Expo site: a 485-square-metre location in the Puxi district and a 314-square-metre restaurant on the Pudong side, situated at the U.S. Pavilion's main entrance. Says Cai: "Visitors to the Expo site will see American KFC in the Chinese Pavilion and Chinese Kungfu fast food in the U.S. Pavilion. Perhaps this will remind them of the (friendly) competition between Chinese and Western cultures."

Since its launch in 1994, Kungfu has solidified its reputation as an excellent choice for mouth-watering menu items that have evolved during China's 5,000-year-old history. The menu typically includes Chinese staples such as black chicken soup (known for its health benefits) and spicy fish balls made of cuttlefish. The company sells almost 100 million meals every year via 300-plus restaurants across China including Beijing, Shanghai, Hangzhou, Guangzhou and Shenzhen. Cai himself has become a legendary figure among young generation Chinese ever since being named "China Innovator of the Year 2008" and receiving the "China Entrepreneur Award of the Year" during the *CBN/CNBC*-hosted China Business Leaders Awards. The accolades celebrated Kungfu's success in pioneering modern standards for China's fast-food industry. Today, the chain is widely known as the first restaurant chain in China to adopt standardized operational processes for Chinese fast-food and to achieve international standards for quality, service and food safety.

Participating in Expo 2010 fits well with Kungfu's long-term goal of expanding globally. Over the last year, Cai and his team have prepared exhaustively for the event, tweaking their menu to ensure that their best dishes are served by exemplary employees. "Before the Expo opened, we launched the 'Chinese Taste for the World' theme in our restaurants at the Expo site and our other



locations all across China," says Cai. "We feature many delicious treats including famous Zhejiang dishes such as succulent pork and crab meatballs, pork soup with delicious white mushrooms, a tasty steamed egg custard with whitebait, as well as a refreshing peach and green tea flavoured soya drink." Zhejiang dishes were chosen because the region's cuisine is regarded as China's most elaborate culinary style. Adds Cai, "We hope all our guests, from home and abroad, will enjoy local traditional Chinese food through our professional service."

Last year, in a bid to identify its best employees and assign them to key positions in its Expo restaurants, Kungfu staged an Outstanding Employees Competition. The 27 employees selected will set an example for the more than 100 staffers assigned to Expo locations. "Our employees will provide the best and most professional service for Expo visitors," says Cai. "As China's most influential Chinese fast-food chain, Kungfu will shine at the Expo." He is positive that his company will have no problem meeting the challenge of being among the eateries feeding the expected 400,000-plus visitors and 10,000 staff and volunteers at the Expo site each day.

"In addition to enjoying tasty and nutritious food, we hope that each guest, from home or abroad, will have an excellent experience at our Expo restaurants, which includes trying our 'modern traditional' Chinese fast food in a new setting," Cai adds.



# 非洲美味就是它

## A Taste of Africa

文/CHARMAINE N. CLARKE

上海珍鼎餐饮总经理韩文(EMBA 2000)和他的团队用美味佳肴诱惑着世博员工和参观者的味蕾。

Shanghai Tripod Catering Service Co. General Manager **Heaven Han** (EMBA 2000) and his team tantalize the taste buds of Expo visitors and staff.



**在**上海世博会非洲广场上，哈酷娜·玛塔塔餐厅颇为引人注目，这座两层建筑占地 1275 平方米，是个体验非洲餐饮文化的好去处：鱼子酱做成派，多汁的鸵鸟肉用松暖的皮塔面包包裹，鸵鸟蛋炒饭蒸得滋味绝美，嫩嫩的南非鲍鱼蘸上奶油酱，令人垂涎的蔬菜汤里放了火辣的红椒，而这些都只是菜单一角而已。

4 月 8 日以来，哈酷娜·玛塔塔餐厅的三名非洲厨师和 100 名本地员工联手推出了多款美食。这家餐厅由上海珍鼎餐饮负责运营，公司总经理韩文 (EMBA 2000) 在过去的一年中一直在为餐厅的创办与运营而奔走。“世博园区有 128 家餐厅，我们是其中唯一的非洲特色餐厅。”韩文说。

位置决定一切，哈酷娜·码塔塔毗邻雄伟的非洲联合馆，和轮渡码头仅有一路之隔，可谓占足了地利。世博会期间，哈酷娜·玛塔塔预计每天接待 4000 至 7000 人次。急于填饱饥肠的顾客可以在一楼餐厅提供的七套快餐组合中任选其一，价格从 30 元到 60 元不等，同时欣赏一楼店面取材于斑马条纹的装饰。为尊重非洲为数众多的穆斯林，餐厅不提供猪肉，游客们可以转而品尝鸭胸、鸡翅、牛羊肉等。

二楼的花样要多得多：这里设有包厢，中间是一座从各个方向都看得见的大舞台，正是派对的好地方！品尝了这里的小吃，客人可以在非洲氛围中观看非洲艺术家带来的演出。此处的灯泡创意取自鸵鸟蛋，墙壁上是手绘彩饰，暗色的扶栏，葫芦雕成的灯罩，绘有图案的麻布窗帘，一切都创造出一种异国情调，灵巧的非洲手工艺品和兵器锦上添花，就连用以衬托的色彩，都是那么鲜明生动。

韩文和珍鼎餐饮在非洲饮食方面也许尚属新手，但他们在招待大批食客方面却有着丰富经验。世博会前，平均每天每 700 名上海市民中就有 1 人在珍鼎用餐。韩文预计，世博会期间珍鼎将为 300 万顾客提供饮食服务。除了哈酷娜·玛塔塔餐厅，在美洲广场旁的中南美洲联合馆中还有一个占地 2500 平方米的餐厅，珍鼎每天在这里为 1 万名世博员工提供午餐和晚餐，包括厨师、跑堂、保洁在内的 150 人的服务团队负责提供自助餐形式的中西餐饮。用餐的费用从 10 元到 25 元不等，一般都要启用 16 个点菜机，以满足大批世博员工的用餐需要。

韩文却并不担心庞大的用餐人群。在为大型活动提供餐饮服务方面，珍鼎有着丰富的经验：2008 年夏天在上海举行的八场北京奥运会足球赛的工作餐全部由珍鼎提供。除了为上海市政府举办的大型高级会议提供常规饮食服务、为大型企业提供餐饮服务以外，珍鼎还承接过 2008 年上海汽车博览会和中国国际工业博览会的饮食服务工作。2009 年，仅大客户的订单就给珍鼎带来了 1 个亿的纯收入。

不过当前珍鼎的主要目标就是在集中精力服务世博会的同时兼顾对其他顾客的服务工作。只是，哈酷娜·玛塔塔餐厅在世博会后将和世博园区的一些其他设施一道拆除，这也给该项目留下苦甜参半的回味。韩文说：“哈酷娜·玛塔塔餐厅只在世博会期间开放，谁要是想在上海当地品尝非洲美食和文化，那可要抓紧了，只有六个月的期限哦。”



**C**aviar canapés, succulent ostrich meat wrapped in warm, fluffy pita bread, ostrich-egg fried rice steamed to perfection, tender South African abalone in cream sauce, mouth-watering vegetable soup spiked with flaming hot red pepper. These are just some of the treats on the menu at Hakuna Matata African Culture Restaurant & Bar, a hard-to-miss 1,275-square metre, two-story culinary and cultural delight located in the Expo's Africa Square.

Led by a team of three African chefs, the 100 local staff members have been serving up taste bud-tantalizing fare since April 8. Hakuna Matata is run by Shanghai Tripod Catering Service Co., whose General Manager Heaven Han (EMBA 2000) has spent the last year getting the restaurant up and running. "There are 128 restaurants at the Expo but we are the only one offering African dishes," Han says.

As the saying goes, location is everything. Positioned next to the massive African Union Pavilion and only separated from the ferry dock by the Expo's main road, Hakuna Matata expects to serve 4,000 to 7,000 customers a day over the next six months. Customers looking to grab a quick bite can stop at the zebra-inspired first floor, which offers seven set meals priced from RMB30 to RMB60. While pork is left off the menu in deference to Africa's large Muslim population, hungry visitors can choose from duck breast, chicken wings, beef or lamb.

Much more awaits on the second floor. Featuring VIP booths looking onto a large stage visible from every corner of the room, this is where the party is! After visiting the buffet, guests may watch performances by authentic African entertainers while surrounded by African aesthetics. The ostrich-egg inspired lamp bulbs, hand painted walls, dark wood railings, carved gourd lampshades, and patterned hemp curtains together create

an exotic ambiance, with deft touches of African craft and weaponry set off by splashes of vibrant colour.

Heaven Han's Tripod Catering may be new to African cuisine, but the company is well versed in feeding large crowds. Before the Expo, the company fed one in every 700 Shanghai residents each day. Han anticipates that the company will serve 3 million customers during the Expo. Tripod also satiates the appetites of 10,000 Expo employees a day, offering both lunch and dinner in its 2,500 square-meter venue. Chinese and Western dishes are served buffet style every day by a 150-member team that includes chefs, wait staff, and a clean-up crew. Meals range in price from RMB10 to RMB25 and the 16 order stations are usually in use as hordes of Expo staff members try to grab a bite.

But Han isn't worried about the crowds. Tripod has extensive experience in catering for large events: it provided staff meals during all eight football matches held in Shanghai during the 2008 Summer Olympics. In addition to regularly catering lunches for most of the large, high-level meetings by the Shanghai government, providing meals for corporations and factories, past catering jobs also include the April 2008 Shanghai Car Expo, and the China International Industry Fair. From these and other clients, Tripod netted RMB100 million in revenue in 2009.

For now, though, one of its major goals is focusing on the Expo without short-changing other clients. But the Expo project will have a bitter sweet ending as the beautiful Hakuna Matata will be demolished – like most of the facilities on the Expo site. Says Han: "The Hakuna Matata will only be open during the Expo, so anybody who wants to experience African food and culture from right here in Shanghai has only this six-month window of opportunity."



### 小档案

#### 路线指引：

乘世博4号线沿世博大道来到C片区。哈酷娜·玛塔塔餐厅颜色鲜亮，一目了然。就在轮渡码头对面、非洲联合馆旁边，该馆装饰有巨大的长颈鹿画像。

#### 菜单一瞥：

一楼提供七套快餐组合，价格从30元到60元不等。一定要尝尝鸵鸟肉包和南非鲍鱼！二楼是小吃天地，推荐鱼子酱面包和非洲葡萄酒。

#### 娱乐项目：

不定期推出非洲艺术家的现场表演。

### Fast Facts

#### How to get there:

Hop onto Expo Shuttle Bus Line 4, along Expo Avenue, towards Zone C. You can't miss the bright colours of Hakuna Matata; it's across from the ferry dock and next to the African Union Pavilion.

#### On the menu:

Fast food options on the first floor include seven set meals that range from RMB30 to RMB60. Be sure to try the ostrich wrap and the abalone! Among the offerings on the buffet style second floor are caviar canapés and African wines.

#### Entertainment:

Live performances by authentic African artists on select dates.



# “世博品牌”的启示

## Learning from “Brand Expo”

5月1日至10月31日期间召开的世博会盛况空前，为上海带来了千载难逢的市场机遇。中欧国际工商学院市场营销学教授柏唯良、弗沃德、管理学教授蔡舒恒、中欧文苑主任高大伟分享了各自对世博会的品牌管理方面的最新研究心得。

文/安若丽  
BY LAURIE UNDERWOOD



像一下，有这样一场公司活动的任务降临到你身上：来自 200 个不同国家和组织的 7000 万来宾，占地 5.28 平方公里的园区，整整 184 天的会期，而你的老板们不但要求你组织这场 159 年以来同类活动中最巨最佳的一场盛会，而且已将这样的目标进行了广泛的宣传……这听起来是不是极为可怕？

上海世博会的主办方于 5 月 1 日举办了盛大的开幕式，揭开了这场盛会的序幕。现在 2010 年世博会开头的“蜜月”已近尾声，经理人们可以从中学到什么呢？

问：上海主办 2010 年世博会的意义何在？这场盛会真的会提升上海乃至中国的形象吗？

柏唯良：上海世博会产生的巨大间接影响，目前尚未获得充分估计。本届世博会的准备工作

不仅仅让上海在硬件方面发生了许多积极的变化，而且还促使上海人重新认识上海。世博会不仅改变了几公里长的黄浦江两岸，还以一种非常积极的方式改变了这座城市的气氛和文化。

采访世博会的外国记者会发现，这里的出租车比他们本国的还干净，上海的警察比他们本国的还要彬彬有礼，当他们在中国入境时，海关关员对他们微笑相待，而不是仿佛在对他们施以恩惠，公路两边的绿化带修剪一新。凡此种种，比我们所选择的任何流行口号还要有力量得多。我们是通过真正改变现实而对上海的形象进行管理的——上海这座城市因世博而改变。我的意思并不是说，上海现在已经完美无缺了。但很清楚，从各方面来看，目前上海比外国参观者成行之前所期望的更完美。

高大伟：从世博会开幕那一刻起，中国媒体就围绕哪一个馆最受欢迎、哪一个馆科技含量最高、哪一个馆最漂亮之类的问题争论不休。但最重要的展馆，用我的话来说，是“无形展馆”。世博会让数百万中国人和数百万外国人走到一起来交流，这就创造出一个“无形展馆”，它是一个平台，弥合了中外人士在理解方面的鸿沟。世博会的外国参观者将更深入地认识到中国复兴的广度，中国参观者也会对国外的经验产生更直接的感受。

问：本届世博会是否会对上海产生长期的促进作用？良好影响是否会延续到世博会结束以后？

柏唯良：本届世博会提升了上海的国际形象。不过，上海在国际上原本就已经是一个很棒的品牌了。本届世博会可能对上海的国内形象的



In staging the largest-ever World Exposition during May 1 to October 31, the city of Shanghai has gained a once-in-a-millennium marketing opportunity. CEIBS Marketing Professors **Willem Burgers** and **Waldemar Pfoertsch**, Professor of Management **Terence Tsai**, and Director of Academia Sinica Europea **David Gosset** share their top learning points from the Expo in terms of good branding.

**I**magine being tasked with this corporate event: a guest list of 70 million visitors from 200 different countries and organizations, a venue spanning 5.28 kilometres, and a time-frame of 184 days and nights, and a widely publicized expectation from your bosses that you will host the biggest and best such event in 159 years. Sound like a nightmare?

The organizers of the Shanghai World Expo, which opened amid great fanfare on May 1, have taken on just such a colossal event. Now that the initial “honeymoon” is coming to a close, what lessons can managers learn from the 2010 Expo?

**Q: What is the significance, for Shanghai, in hosting the 2010 World Expo? Will this event really boost the image of Shanghai or China?**

**Willem Burgers:** The underestimated huge impact of the Shanghai Expo will be the indirect effect. The run-up to the Expo has not just resulted in a number of positive physical changes in Shanghai but also to rebirth of the perception of Shanghai by Shanghai people. The Expo has not just changed a few kilometres along the river; it has changed the atmosphere and culture of the city in a very positive way.

International journalists are coming here and finding that the taxis here are cleaner than they are at home, that the police in Shanghai are more polite than they are at home, that customs officers smile when you enter the country instead of acting like they are doing you a favour, that the greenery along the highways is so well manicured. The combination of all these cues is much more powerful than any particular slogan that we choose. We are managing Shanghai’s image by actually changing reality

– Shanghai has changed as a city because of the Expo. I don’t mean to say that Shanghai is perfect now. But definitely, in a variety of ways, Shanghai now is more perfect than international visitors expect before they come here.

**David Gosset:** In the Chinese media, since the opening of the Expo, the discussion has focused on which pavilion is most popular, or most high tech, or most beautiful. But the most important pavilion is what I call the Invisible Pavilion. You have millions of Chinese and millions of foreigners coming together and exchanging ideas at the Expo, and this creates the Invisible Pavilion – a platform that bridges the gap in understanding between Chinese and foreigners. The foreigners who visit Expo will become more aware of the extent of the Chinese Renaissance, and the Chinese visitors will gain more direct access to world experiences.

柏唯良教授  
Prof Willem Burgers





高大伟主任  
Director David Gosset

改变超过对它的国际形象的改变。

国内与国外对上海品牌的认知截然不同。在国内，上海以前一直没有被视为一个“酷”品牌。广州是个酷品牌，北京是首都，但上海在中国人心目中就未必是优秀品牌。直到最近，上海才以中国顶级品牌的面貌出现，但并不完全是正面的。事实上，有不少中国人至今还认为，上海人傲慢自大，上海的东西太贵，上海的文化也是唯利是图的。但这些却与许多外国人对上海的认知丝毫不相符，甚至一点也不相近。

国际上认为，上海仍然保留着上世纪 30 年代以来的神秘感，就像巴黎仍然保留着毕加索和“失落的一代”所处的年代 — 上世纪 20 年代以来的神秘感一样。优秀品牌的特点是源远流长，是在长时期内建立起来的。如果你在浦西的多处地方徜徉，你就会感到，至少是外国人会感到，他们来上海之前对上海的认识在某种程度上得到了证实 — 旧日图景保留至今：外滩的万国建筑、往日曾是租界的绿树成荫的街道，以及这所城市所表现出来的活力。

因此，中国人可能不会在产品上标明“上海制造”，但国外会这样做，例如会有标明“来自上海”的化妆品出售。上海会给外国人带来一种浪漫的感觉。事实上，上海在国际上的品牌形象比在国内更为正面。外国人已经发现上海是个迷人的城市 — 它久远的过去和眼下的现状都富有魅力。世博会将提升上海的国际形象，让它呈现为一座现代、整洁、安全的城市。但总体而言，世博会对上海在国内的品牌价值

提升将会超过国外。

**高大伟：**我认为世博会比奥运会更有意义。奥运会仅为 3 周，而世博会为期长达 6 个月。奥运会仅仅着眼于体育，而世博会展示了科学、技术和文化，是一次更为全面的盛会。

在全世界人民的心目中，中国的形象由最近三大活动塑造而成：第一，2008 年奥运会 — 这是中国重返世界舞台的标志。第二，G20 峰会取代了 G8 峰会。第三即 2010 年世博会。这将在全球公众对中国的认知方面留下印记。世博会也是对中国振兴的一次表达和说明。

**蔡舒恒：**我也认为 2010 年世博会可与 2008 年奥运会相提并论。在整整 6 个月里会产生促进良好形象的举动，这就意味着你有半年的时间来使上海突飞猛进。同样，为了办好世博会，上海必须提供优质的服务 — 不仅是提供一、两个星期或一、两个月，而是六个月。

另一项长期的益处是，上海会获得许多直接接触国际标准和惯例的机会。在 6 个月里，有数百个国家和团体将来世博会上介绍自己的精华 — 最先进的技术，最大胆的创新，最优秀的服务，最美味的食物，最精彩的表演。上海作为东道主城市，将成为所有知识和经验的接收端。所有的展出方都会竭尽全力给参观者留下深刻印象，因此上海的主办方处于向它们学习的最佳位置。

**问：**官方报道称，2010 年世博会园区耗资 40 亿美金，世博会总体耗资逾 45 亿美金。本届世博会值得花费如此空前的巨资吗？

**高大伟：**耗资的确巨大，但从另一方面来看，官方也期望世博会今年能直接为上海带来 5% 的经济增长。

同时，还有许多收益是无法用价格来衡量的。世博会对上海的长期作用包括使上海的现代化水平提升到一个新的高度，但它也代表着中国，代表着中国作为世界一员的能力。想想，举例来说，世博会将引来 200 万日本人、100 万韩国人，还有数百万来自其他国家的参观者。世博会对这些外国参观者无疑会产生正面的影响。他们将带着更美好的中国印象离去，这可是无价之宝。

**蔡舒恒：**虽然耗资巨大，世博会仍值得举办。



**Q: Will the Expo result in long-term improvements for Shanghai? Will the benefits last after the Expo closes?**

**Willem Burgers:** The Expo will enhance the international image of Shanghai. But internationally, Shanghai is already a very strong brand. The Expo will probably change Shanghai's image inside China more than outside China.

The brand perception of Shanghai inside and outside the country is totally different. Traditionally, within China, "Shanghai" has not been a "cool" brand. Guangzhou was a cool brand, Beijing was the capital, but Shanghai was not a strong brand among Chinese. It is only recently that Shanghai has emerged as a top brand in China, but not entirely in a positive way. In fact, the Chinese perception is that Shanghai people are arrogant, Shanghai prices are too high, and Shanghai culture is all about money. None of that applies to foreign perceptions of Shanghai, not even close.

Internationally, Shanghai still carries that mystique from the 1930s, in the same way that Paris still has that mystique from the 1920s when Picasso and the 'lost generation' were there... Strong brands are typically deeply rooted, formed over a long period of time. If you walk around many parts of Puxi, at least for foreigners, the perception they had before coming to Shanghai is to a certain degree confirmed – the old picture is still there: the Bund, the tree-lined streets in the French concession, the energy of the place.

So, the Chinese would probably not put "made in Shanghai" on a product, but internationally, cosmetics branded "from Shanghai," for example, would sell. Among foreigners, there is a sense of romance about Shanghai. In fact, internationally, Shanghai has a much more positive brand image than China. Foreigners already find Shanghai glamorous – both for its distant past and very recent present. The Expo will enhance the Shanghai image internationally as a modern, clean, and safe city. But overall the Expo will probably raise the value of brand Shanghai more among

Chinese than among foreigners.

**David Gosset:** I believe the Expo is much more significant than the Olympic Games. The Olympics lasted three weeks; the Expo lasts six months. The Olympics focus only on sports; the Expo showcases science, technology and culture – it is a comprehensive event.

In the collective global psyche, China's image has recently been shaped by three major events: first, the 2008 Olympic Games – they were a symbol of China's re-entry to the world stage. Second, the replacement of the G8 by the G20. And third is the 2010 World Expo. This is going to mark global public perception. It is an expression and an illustration of the Chinese Renaissance.

**Terence Tsai:** I believe Expo 2010 can be compared to the 2008 Olympics. There will be high profile promotional activities held there for the entire six months, so you are promoting Shanghai aggressively for half a year. Also, in order to host the Expo, Shanghai has to offer excellent services – not just for a few weeks or months, but for six months.

The other long-lasting benefit is that Shanghai can gain a lot of first-hand exposure to international standards and practices. For six months, hundreds of different countries and groups will come to Expo to introduce their very best – their best technologies, best innovations, best services, best food, best performances. Shanghai, as host city, will be on the receiving end of all that knowledge and experience. All the exhibitors will be trying their best to impress the visitors, so Shanghai organizers are in a great position to learn from them.

蔡舒恒教授  
Prof Terence Tsai





弗沃德教授  
Prof Waldemar  
Pfoertsch

如果没有世博会，这么多不同国家的人永远也不会来上海。世博会收到了一种近距离外交的效果 — 它使市民对这么多不同国家有了更深入的了解。所以，这笔钱花得值得。

本届世博会值得投入如此巨资，还因为它的可持续发展的主题。中国被国际社会视为污染大国。就这一世博主题而言，我们作为东道国，必须表明我们已经认识到了这些问题，并正在着手解决。这一主题为参观世博的中国新生代创造了很好的教育平台。世博会主办方还在注意世博园区的绿色服务方面做了出色的工作 — 比如环保电车。

**问：请谈谈独立展馆——某些特定的国家或企业是怎样利用世博会来传达它们的品牌信息的？**

**弗沃德：**在世博会的企业馆区，大部分中外公司都给参观者留下了精彩非凡的印象。各公司都建造了巨型展馆，展出最好的产品。

公司利用展馆来为客户提供 VIP 服务，这是一项非常有效的举措。在客户有限而宝贵的 B2B 市场上，这一工作收效良好。世博会对于培养客户关系和提供优惠条件都有非凡的价值。

但有些世博会上的公司尚未能很好利用这一机遇。例如，在我参观的企业馆中，只有中国国家电网馆要检票。其他公司都没有收集参观者的信息。他们迎来上百万的参观者，却错

失了这一建立长期关系的良机。从市场调查的角度来看，可以做的事情还有很多。当然，在参观者众多的情况下要做市场调查颇为不易，但我们可以应用市场工具。当人们在排队等候时，你可以进行简短的调查 — 将参观者的电子邮箱填在一张卡片上，然后抽奖。公司也可以在展览上安装一个互动输入设备。翌年，当你的公司有新产品投放市场，你就可以联系那些当初来你们展馆参观的人。

当人们来世博会参观时，他们心情愉快，轻松自如。世博会是向消费者展示你的公司未来产品的良机，特别是展示给中国消费者，因为 90% 的参观者都是中国人。

**问：在品牌管理方面，哪一个展馆是做得最成功的？**

**弗沃德：**优秀的中国企业家馆中有一家是国家电网馆。该展馆的重头戏是“魔盒”，参观者可以进入“魔盒”，穿越时空“飞翔”在不同的维度。

另一个令人印象深刻的展馆是江南造船厂建造的中国船舶馆。他们将展馆建立在江南造船厂的原址上 — 因此，该馆复原了历史景观，辅以现代 3D 环绕电影，还有供参观者购买的珍贵礼品。他们对消费者的需求考虑得很周到。中国铁路馆也与参观者进行了良好的互动，他们提供了精美的公司礼品，并提供机会让参观者了解中国铁路旅行的未来发展。

据我看来，国际企业家馆中最佳者非西门子莫属。该馆的特点是拥有许多互动元素 — 电脑游戏和通讯产品，如无需戴眼镜即可观看的 3D 电视、不发热的 LED 灯管、看上去如天幕一般的顶灯。这些都采用了最新的材料，我看得目瞪口呆。西门子馆每次只允许 20 人同时入内，因此它与消费者之间拥有极为深刻的互动，做得非常到位。

**高大伟：**中国馆是利用世博会来赞美中国振兴的上佳范例。它以一幅幻想色彩浓厚的巨型国画为特点，这幅画是对著名作品《清明上河图》的重新诠释，是一幅生机勃勃的复制品。中国馆向人们表明，中国现代化并不意味着中国西方化。 **TheLINK**



**Q: Official reports put the cost of the 2010 Expo site at US\$4 billion and the total overall costs at US\$45 billion. Is the Expo worth the unprecedented cost?**

**David Gosset:** The cost is massive but on the other hand, officials also predict that 5% of Shanghai's economic growth will be directly connected with the Expo this year.

Plus there are also many benefits that have no price. The long-term effect is that the Expo takes Shanghai to another level of modernization, but it is also a representation of China, of China's ability as a world player. For the millions of foreign visitors, the Expo will definitely make a positive impact. They will leave with a more positive view of China and that is invaluable.

**Terence Tsai:** Despite the expense, Expo is well worthwhile. Without the Expo, this number of people from so many different nationalities would never come to Shanghai. The Expo achieves a kind of instant diplomacy – it raises citizens' awareness across so many different countries. So, the money is well spent.

The Expo is also valuable because of the theme: sustainability. China is viewed as a Big Polluter nation by the international community. With this Expo theme, we as hosts must demonstrate that we know the issues and are committed to tackling them. And the theme creates a very good educational platform for the new generations of Chinese who are visiting Expo. Also, the Expo organizers have done a good job of paying attention to sustainability in the services at the site – such as the electric buses.

**How about the individual pavilions – how well are specific nations or corporations using the Expo to deliver their branding message?**

**Waldemar Pfoertsch:** In the corporate section of the Expo, most companies – both Chinese and foreign – have made a splendid impression.. The companies have created huge pavilions with great exhibits.

Companies are using the pavilions to offer VIP treatment for their customers, which is a very effective practice. This works very well for B2B marketing, in which you have limited but highly valued customers. The Expo is a great venue to foster customer relations, offer benefits.

But some companies at Expo are missing opportunities. For example, among the corporate pavilions I visited, only China's State Grid checked your entry ticket. Other companies are not collecting any information from

visitors. They have millions of people coming to them but they are missing the chance to establish a lasting relationship. From a market research perspective, much more could be done. Of course, it is difficult when you have so many visitors but we have marketing tools that can be used. While people are waiting in line, you could conduct short surveys – fill in a card with your email address and enter a drawing to win something. Or companies could build interactive input into your exhibition. Then over the next year, when your company has a new product launch, you can contact those who were at your pavilion.

When people come to Expo, they are in a happy mood, they are relaxed. The Expo is a great chance to expose your company's future products to consumers, especially Chinese, because more than 90 percent of visitors are Chinese.

**Q: Which are the outstanding pavilions in terms of successful branding?**

**Waldemar Pfoertsch:** One of the outstanding Chinese corporate pavilions is the electricity supplier State Grid. The exhibit features a "magic cube" which visitors enter to "fly" through time and distance and different dimensions.

Another impressive pavilion is produced by China South Shipyard Building Corp. They have built their exhibition inside an actual traditional shipyard – so it has a historic perspective plus a modern 3D surround movie and great gifts to buy. They reach out to consumers well. China Railway also interacts with visitors well by offering good corporate gifts plus the chance to see the future development of rail travel in China.

In my view, the best international corporate pavilion was sponsored by Siemens. The pavilion features a lot of interactive elements – computer games and new communications products such as a 3D TV that you view without glasses, LED lights that don't produce heat, ceiling lights that look like the sky. It is the newest stuff; I was stunned. The pavilion only allows in 20 people at a time so it is very intense communication with the customers, really nicely done.

**David Gosset:** The China Pavilion is an excellent example of using Expo to celebrate China's Renaissance. It features this fantastic giant classical painting, a re-interpretation of the famous painting "Ching Ming Festival by the River" reproduced with animation. The pavilion shows that the modernization of China does not mean the Westernization of China. [TheLINK](#)