



Employee Interview

“Employee Interview” is a new section launched together by CEIBS’ President's Office and *TheLINK* with the aim of fostering a spirit of employee involvement and engagement, promoting communication between departments, and discovering the richness of the CEIBS spirit through interviews and reports on employees who have contributed greatly to the school during their years of service.





Conscientiousness is a Culture

■ By Lei Na

As the first class coordinator (CC) at the CEIBS Beijing campus, Zhou Yi has remained in her post for more than 20 years. During her interview with *TheLINK*, Zhou talked about her job interview at CEIBS when she couldn't find the office building with the CEIBS logo on it and the many days she spent at the Hilton, Dayuan Hotel, Raycom Infotech Park, and CEIBS' new Beijing campus. Zhou's memories are simple, yet pleasant. The most remarkable is that she and her colleagues have always warmed up to each other, moulded each other, and stuck together. As *Huffington Post* founder Arianna Huffington once said, "Your first 100 employees define your company culture". If the first 100 employees each contributed to CEIBS' culture in different ways, Zhou has contributed conscientiousness and faithfulness.

An earlier book about the history of CEIBS includes the following story:

"In the winter of 1997, the CEIBS Beijing office hosted

an HR management course at the Hilton. Professor Keith Goodall flew in from London and arrived in Beijing at 12 midnight to teach. That day, a heavy snow fell in Beijing. Teaching assistant (TA) Zhou Yi and office manager Yang Xiaoyan didn't have the classroom arranged in accordance with the professor's requirements until after 1 a.m. Snow lay thick on the roads. Zhou Yi was supposed to take a taxi back home, with the fare reimbursed by the school. Instead, she made a decision to sleep in the classroom. It turned out that it would take her an hour to get home. Fearing that she might fail to get back by 6 or 7 the following morning, she borrowed a blanket and quilt from the hotel and slept in the classroom for four or five hours."

Subsequently, the author of the book went on to conclude that "CEIBS employees have invested far too much of themselves in order to get courses in their best shape."

When we discussed the story more than 20 years later, Zhou confessed that this happened a lot during CEIBS' start-up days. These days, she says she is accustomed to



going to bed early and getting up early, but she will be online at midnight if there is work to be done.

She also shared with me some common sayings among CCs. “One who doesn’t have nightmares is not a good TA,” Zhou says. “Many of the TAs are obsessive and can’t relax until they’ve counted materials at least five times. The class is like a play. As stage managers, we ensure that sound, projection, and lighting equipment is well placed. CCs have to be a jack-of-all-trades, from organising classes to distributing materials. A myriad of details are handled in a standardised way with excellence and careful attention.”

Back in 1998, a Dutch colleague told Zhou, “What is professionalism? It’s when you wear a suit with light makeup, shake hands with students, and call them by name on their first day here.” She has since kept up the tradition and passed it on to more colleagues. I think that is probably what cultural integration looks like in an international organisation.

Below is a transcript of our interview.

What has your time at CEIBS been like?

I first connected with CEIBS in 1997 after graduating from Beijing Normal University. At that time, I attended an admissions event held by CEIBS at the Wangfu Hotel in Beijing, where I exchanged business cards with the head of CEIBS’ Beijing office. She soon contacted me and asked if I was interested in a position there. The position was as a TA for the EMBA class of ’96. Following the interview, I decided to take the job. That’s how I came to CEIBS.

The class of ’96 was very special. Its members – government leaders and top executives from various state-owned enterprises and foreign companies – couldn’t fly to Shanghai to take courses every month. So the school gave them special permission to take courses in Beijing. In June 1998, the class of ’96 graduated. The teacher who hired me asked me if I wanted to stay at CEIBS or join InterChina as a consultant. I was still young and I said I wanted to stay here, but I hadn’t given much thought to working at the school. At that time, there were no plans for the school to offer EMBA



programmes in Beijing. I worked as a CC in the Executive Education (EE) department for more than six months. I officially joined CEIBS in June 1998.

At the end of 1998, after giving consideration to the importance of the North China market, the school decided to offer EMBA programmes in Beijing. Soon, Mr Ma Yusheng (EMBA 1995) joined CEIBS as its chief representative. Together we recruited students at the Hilton and then offered courses at the Dayuan Hotel. As a CC and TA, I began class management with the class of 1999. Beginning in 2010, I worked as course manager responsible for maintaining the high-quality operation of courses. My work included administering academic rules at the Beijing, Shanghai and Shenzhen campuses, assigning TAs based on curriculum arrangements, sharing experience in curriculum management, acting as a substitute teacher or class manager, and providing support for events such as commencement, graduation, and other student activities. The job was simple, but no mistakes were allowed.

What kind of difficulties did you encounter prior to the construction of the Beijing campus?

At the time, we spent a lot of time discussing what kind of environment students needed in class. In terms of facilities, as high-class as it was, the Hilton was not a desirable venue as it lacked space for group discussions or projectors. So, Mr Ma selected Dayuan in west Beijing, which he saw as the most culturally rich area in the city. Located deep in a maze of hutongs – or narrow alleys –

Dayuan was a place of charm and quiet beauty. We did, however, discover a number of problems after moving in. Classes were offered in the hotel’s movie theatre. Before each class, we asked hotel staff to move the tables and chairs and we worked with them to arrange the classroom. Back then it was not easy to communicate with state-owned hotels. We once took the staff to watch and study five-star hotel services, such as handling coffee breaks and catering. At times, when we encountered unexpected issues, we had to offer courses elsewhere, which involved arranging other venues, equipment, dining services, and other things. That period was really challenging.

Xiao Bin, Director of Operations at the Beijing campus, once said that the campus “services were not up to standard despite having good facilities”. Was that when you started focusing more on services?

Exactly. The lack of CEIBS standards-compliant teaching facilities had been a problem for us. At that time, Mr Ma also called for staff to perform “multiple functions” and “multiple roles”. What we tried to do was to provide a better experience for students and professors through considerate services while working to improve facilities.

With more than 60 faculty members, the Beijing campus has a warm atmosphere. In response to an increased demand from students for more interaction, the faculty team put their heads together to create an executive forum, a campus newspaper, and to hold a New Year’s concert. The activities and products have remained



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in place. TAs also pick professors up at the airport on their first trip to Beijing and communicate with them about the details of their courses. For older professors who come here for lectures, we will even provide blankets if they want to take an afternoon nap. When National Chengchi University (NCCU) students went to Beijing for the first time for classes last year, our back-office colleagues prepared tanghulu – a traditional Chinese snack consisting of candied fruit on a stick – with the

words “Welcome NCCU students!” on it for coffee breaks. There are many such stories. I think these careful and considerate details are a kind of soft power.

Soft power is also reflected in conscientiousness. CEIBS’ motto is “Conscientiousness, Innovation, and Excellence”. From my experience, “conscientiousness” is very important. We take great patience to get repetitive work done well because “conscientiousness” – which is part of our culture – is like an underlying design or an operating system.

What kind of experience have you had in serving students?

Professors are certainly the most vital element for a good course experience. But curriculum management details and services are also vital. At the Beijing campus, the aiyis – or cleaning staff – even know which student likes iced Red Bull and drinks two cans at a time. On one occasion I saw dozens of board erasers lined up in the sun on the second floor terrace. It turned out that the aiyis regularly clean the board erasers after class. Such good intentions are certainly admirable.

For CEIBS Open Day events, the admissions office staff will

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We hope that with our hard work we will transform two years of school life into beautiful memories for students.

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prepare audio guides. They will show applicants around the campus and get to know each of them. A student once told me that he was impressed with the guidance and reception he received during his interview. We have also developed many activities, including learning forums, corporate visits, class committee meeting sessions, project post-mortem meetings, and forums for the EMBA programme. In short, we hope that with our hard work we will transform two years of school life into beautiful memories for students, so that they will recommend more people to apply to CEIBS after they graduate.

How do you view CEIBS' EMBA students?

We are not teachers in any real sense, although we possess some of the same qualities, like helping others succeed. Bearing this in mind, I look at students with more appreciative eyes. CEIBS champions conscientious and rigorous scholarship, a value shared by most of the students recruited. CEIBS students are excellent – they are middle and senior level managers from across a range of business sectors. Earlier this year, I met with members of the class of '96, who, in my view, were among the first to embrace reform and opening up. They and the companies they work for have made a huge contribution to China's economic development. Now more and more start-ups and private entrepreneurs are joining the EMBA programme, but their pursuit of excellence, studiousness, and rigorous

character are the same.

What are the most important things you've gained during your twenty-year career?

There are three:

First, self-improvement, self-learning, and self-growth. I have always kept an open mind and have constantly tried to improve the way I work, which has benefited me a lot. CEIBS is a leader in many areas. In the beginning, there were no standards to reference and we had to constantly improve our work in order to address students' needs and our pain points as we went along. Continuous improvement is key to operations management and it is a process of learning that goes on without end.

I've begun training new colleagues in recent years. I'm very introverted. Although I can do my job well, I also encounter challenges when working with others. I have gradually improved my communication skills and have learned to look at problems in a more rational and scientific way. These things – from getting my own job done well to working well with others, to sticking to principles in the face of conflict, to seeking out the best solutions – are important to me.

Second is friendship. Seven or eight of us have worked together at the Beijing campus for more than 15 years. We've worked together for so long that we have shared values and can cooperate well. These workplace friendships are valuable to me. Each time a new employee was added, Mr Ma would express the following three

hopes: 1) be happy at work, 2) learn and grow at work, and 3) contribute to the organisation. During my time with CEIBS in Beijing, I have developed a deep appreciation for this caring culture.

Third is the expansion of horizons. It's different to work at CEIBS compared with other organisations. Students bring a lot of practical experience to class and engage in discussions, analysis, and thought. We heard Prof Fang Yue talk about big data even before people knew what it was, Prof Chen Weiru talked about platform strategies, and Prof Xu Xiaonian talked about prospects for the service industry. All of them have been very inspiring. CEIBS professors are very forward looking and their ideas are frequently confirmed by market movements. In my view, CEIBS is unparalleled when it comes to expanding horizons.

Finally, I'd like to express my gratitude to CEIBS President Li Mingjun. During last year's New Year's concert in Beijing, President Li suggested that *TheLINK* should interview me. I didn't expect this to happen, as he is always busy with school affairs.

I'm just an ordinary member of the CEIBS team. I hope, through some of the scattered thoughts I've shared, to help others understand CEIBS in their own way.

Finding Joy on the Job

■ By Lei Na



If you are a frequent visitor to CEIBS' Shanghai Campus, you might start to sense a certain rhythm: posters along the corridors are regularly updated, like ever-changing musical notes; when weekends approach, banners announcing various forums hang overhead like orderly piano keys; and when crowds of people gather on campus and seat themselves in a classroom or a conference venue, a feeling of peacefulness and comfort inexplicably surrounds them. But no matter how busy it is on campus during weekends, before Monday arrives everything is 'magically' restored to a state of cleanliness and tidiness – ready for another busy week to begin.

The 'magician' behind it all is the

CEIBS Logistics Department. Out of curiosity, I recently paid a visit to their office for an interview with Senior Manager Cheng Fengxiang. When he first joined CEIBS nearly 20 years ago, everyone referred to him by his nickname, Xiao Cheng (Little Cheng). Since then, he has grown from being a junior staff member into a manager responsible for both the teaching support and engineering teams. And yet everyone continues to call him Xiao Cheng as it has now become both a term of endearment and well-earned respect. Whether you are preparing for courses or an activity at CEIBS, this is the most reassuring name you can hear.

During our interview, Xiao Cheng frequently spoke of the value of learning new skills and strategic thinking. "We were working on a project to upgrade the school's audio-visual facilities. I couldn't get it off my mind," he recalls. "Finally, one day, I got up at 2AM and combed through every step in the project before organising them on four sheets of A4 paper." As he speaks, it is clear Xiao Cheng is recalling a happy memory rather than complaining about the arduousness of his job.

Working day by day, one can develop a certain level of intuition, accumulate experience and in the process become stronger and more confident. This might be one of the simplest ways of finding joy on the job. Rather than being a purely draining experience, this approach to working can also facilitate a kind of rejuvenation. A well-run department



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is able to recognise employees' ideas and convert them into action, creating a win-win for both the organisation and the individual while at the same time generating value. For Xiao Cheng, the CEIBS Logistics Department is precisely this kind of platform.

He also mentioned possessing a “heart full of wonder”, a phrase used by almost every CEIBS interviewee with whom I've spoken. One might feel at ease at work after he/she has dealt with a magnitude of tasks and projects for a decade or two. But behind that confidence lies a special kind of fascination, especially at the beginning of one's career. Many CEIBS staff members have transformed this fascination into professional ethics, which has allowed them to develop

lasting ways of self-improvement.

Read on for more from the interview with Xiao Cheng:

What were some of your earliest responsibilities at CEIBS?

I joined CEIBS in June 2000 and my job focused on logistics from the very beginning, supporting the school's curriculum management by taking care of audio-visual equipment. At that time, teaching activities mainly took place in Academic Centre I and only basic facilities were available. There was only one projector, one power amplifier, and two microphones in each classroom. Things would often go wrong and dealing with the issues was a daily responsibility. In addition, due

to a shortage of team members, we had to do everything personally, including preparing classrooms and working onsite at our conference venue.

How different are the facilities nowadays? Do you think they are sufficient?

The audio-visual facilities at CEIBS only really took shape after a decade of experimenting and there is a world of difference between now and then. In the classroom, every piece of equipment you can think of – the air conditioner, curtains, lighting, as well as audio and video – can all be controlled by a phone or an iPad. CEIBS has the best audio-visual facilities in China and is always being studied and copied by other business schools. But, equipment is just

hardware. We are now thinking about ways to improve things like integration and management – it is easy to copy high-end and expensive facilities, but what is harder to learn about is the management process, logic, and culture behind it. These “invisible” elements are the things we are most proud of.

Now, we pay more attention to the stability of our teaching facilities. We utilise excellent operational software to visualise the school’s overall operations. For example, when the connection between a laptop and a projector fails, a ‘backstage roadmap’ can be checked on a mobile phone which enables us to more quickly assess the cause of a problem. When the effectiveness of a

particular device declines more than 90%, the system will automatically send an email to remind us to replace it. Switching from passive maintenance to active action in order to keep teaching activities on track is what we have constantly been striving to do.

What do you think the ideal teaching space is like?

I think the arrangement of audio-visual facilities always depends on the actual activity and a sense of space and comfort are the main points of consideration. Even over the course of several days at the school, participants may not have a chance to see how powerful our backstage equipment is,

but they will feel how comfortable the classroom is and get a sense of whether it matches the surroundings. To me, comfort means that when participants sit in our classrooms, they can completely immerse themselves in their studies.

Recently, the Asia-Pacific Director of an office furniture manufacturer visited CEIBS Logistics Department in order to ask the question, “Why did CEIBS choose our chairs?” I told him that we had compared 70-80 different kinds of chairs before we made our choice. CEIBS classrooms are relatively compact and finished with a lot of teakwood. If we used hard-seat chairs, they could scratch the furniture; but soft-seat chairs provide the same level of



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My personal development is inseparable from CEIBS' development.



functionality, plus they pose no threat to the surroundings. The director was impressed by our explanation. We make many similar observations during the course of our work. The key is how to make good use of these ideas and provide classrooms that are comfortable for professors and students.

Was there ever a particular moment that gave you a strong sense of achievement?

Quite a few. For example, you know the CEIBS eLab is located on the first floor of Building 5. Previously, that space was designed to house the Logistics Department, but after hearing that eLab needed an office, I proposed that we give it to them. This is because the buildings on the Shanghai Campus are very precise in their design, and so they differed from the style of the eLab space I had imagined and the Logistics Department space was the only suitable one we could find. I also found a designer for the eLab through one of our class coordinators. The Director of the eLab Professor Vincent Chang and

I then visited CEIBS alumni company MoHen Design International and they were generous enough to design the project at no cost to the school.

Working with CEIBS for almost 20 years, what are some of the most important things you've learned?

In serving CEIBS, the school has also helped me to grow. My personal development is inseparable from CEIBS' development. The trust I have received from leaders and colleagues has provided me with a huge space where I can perform at my best. I often attend industry salons. Through talking with peers, I have learned that it isn't easy to do renovation work at universities. However, CEIBS is an exception. We have an excellent operational mechanism, adequate funds, and smooth communication, all of which enable us to accomplish our intended plans.

How do you maintain a healthy work-life balance?

I have many hobbies. I love

photography and traveling. Over the past few years, I have developed a love of yachting. The sport requires an extremely strong team spirit which inspires me to recreate that kind of spirit in the workplace. To balance work and life isn't difficult for me. My wife is a wise woman who is able to arrange everything at home in a way that allows me to devote more time to my career and to developing my own hobbies.

What expectations do you have for the future?

I hope CEIBS will continue to have a brighter future, which will also lead to my own growth. I hope my team can better serve the school. I personally enjoy challenges; overcoming them involves a process of self-reflection, adjustment, and improvement. The key for the logistics team is to have a strong sense of responsibility and an enterprising spirit along with the courage to engage in self-reflection. "Conscientiousness, Innovation, and Excellence" is the CEIBS motto and it is also at the core of what our logistics team does.



Savouring Each Victory

■ By Lei Na

It seems perfect for me to write about Charmaine, since I am on her team, and my desk is only a few steps away from her office. We spend almost every weekday together. However, when I get down to writing this piece, I have no idea where to begin. CEIBS' International Media Team is one of “tranquillity” with each member focused on his or her own responsibilities while contributing to the success of the overall team. If there is any exchange of ideas, instead of engaging in small talk, it will be direct, to the point and efficient. Meanwhile, team members are on good terms with each other. Although foreigners make up half the team, it embodies the ideal esteemed by ancient Chinese people: “Friendships between gentlemen should be as fresh as water” – whenever a team member is in need of help, others willingly give a hand. The one who sets the tone is Charmaine Clarke, Assistant Director of CEIBS Marketing and Communications Department.

I still remember that it was three in the morning when I received her first email, attached with a document I had requested for my job interview. That was beyond my wildest expectation. After joining the team, I heard the legend: Charmaine replies to emails at any time she is available – during work hours, midnight or the small hours of the morning. It seems she is online 24/7. Fortunately, even though she spends so much time on work herself, she has never asked us to follow suit, and has never uttered a word of self-praise.

In charge of the school's international media

communications, she has to be both bold and detail-oriented, innovative and precise, as well as keep inner peace while tackling complex issues. She compares her situation to “trying to avoid raindrops as I walk on egg shells”. Most of the time, we can only be the on-lookers of her busy life as she completes a succession of heavy tasks on her own. Until this interview, I was ignorant of her life story or the source of her courage. Now I know a bit more about her curiosity about the world around her, her unremitted quest for the breadth of life, as well as a series of magical coincidences that brought her to China, to CEIBS. While introducing CEIBS to the world, she also gives us a better impression of the world.

Read on for Charmaine's story at CEIBS:

Can you briefly tell us about your life before you came to China? How long have you lived in China? What's your overall impression of the country?

In my former life I was a journalist in my home country, Jamaica. I covered everything from violent street protests to a state visit – full of pomp and ceremony – by Queen Elizabeth; from local government meetings to the G15 Summit of regional leaders. I travelled to Wales, Germany, China, The Bahamas and more, on assignment.

I began as a cub reporter in the *Jamaica Observer Newspaper's* Western Bureau and by the time I resigned in 2005 to do my Master's degree in China I was part of the editorial department's core management team, working from the HQ in Kingston. I was in charge of the Sunday paper,

bureaus and correspondents.

It was a great career, though very stressful towards the end. I would wake up at 5am every Sunday morning to listen to the radio to see if there were any big stories I had missed.

Overall I enjoyed being a journalist, I just got bored after the majority of the job became editing other people's work. I like the thrill of being out in the field. But my mom used to get nervous when she occasionally saw me on TV, trying to do my job while caught up in the crowd running away from tear gas during a street protest. Of course by the time the news aired on TV, I would be safely back in office or even at home in my apartment.

As I mentioned before, I came to China to study. I successfully applied for a Chinese government scholarship to do a Master's Degree in International Finance at Shanghai University of Finance & Economics. I had been to China once before, for work, and I had absolutely loved that visit – except the food. I was among a group of about 15 journalists from the Caribbean. We met all these government officials and they served us very fancy food – sea cucumbers and bird's nest, even snake at one point – but we were not used to this type of cuisine. I would push the food around on my plate, pretending to eat, then find the nearest western fast food place that evening after I had written and filed my stories.

I've been here for the past 13 years and I still don't eat those things – but I consider China my second home. Nothing can replace Jamaica, of course, but China comes pretty close. What I like most about China is the way they harness tech to make life convenient – the plethora of car hailing apps, being able to order something online today and receive it tomorrow. These far outweigh whatever negatives come with being here.

What circumstances led to you joining CEIBS, do you still remember your first impression of the school?

A fellow founding member of the Caribbean Association in China (CAC) was hired as English Editor in the Marketing & Communications Department at CEIBS but he got a better job with a big bank, a job more in his field. He didn't want to leave CEIBS in the lurch so he recommended me as his replacement. At the time I was in my last semester at school, and apart from writing my thesis and doing volunteer PR work for the CAC, I had



On the border of Germany and another European country, during a press visit.



the time. So I applied for the part-time job and was successful.

My first day on the job was June 25, 2007. It was also the day the King and Queen of Spain came to visit. What a start!

Can you describe your career path during the last ten years at CEIBS?

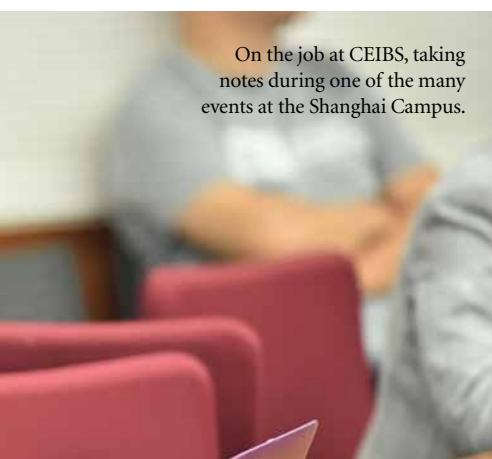
When I graduated in 2008, I was hired full time and given additional duties. Media relations were added to the list, I was responsible for the special BMT page on the website and I was to negotiate media partnerships, among other things. I was eventually promoted to Senior Associate Editor and the list of tasks just kept growing! But I liked that there were always opportunities to learn. I had to learn how to write an ad for TV, for example, by doing a Google search for the topic then through trial and error. I had no option but to learn... I had negotiated millions of RMB in free TV ads and the media partner needed me to provide the copy!



On the job as a journalist in Jamaica, interviewing my boss' boss.



Being "interviewed" by former Prime Minister of France and CEIBS Distinguished Professor Jean-Pierre Raffarin.



On the job at CEIBS, taking notes during one of the many events at the Shanghai Campus.



Receiving my certificate for completing a media course in Wales.

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I liked that there were always opportunities to learn.

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Then in 2011 my then boss left and I was promoted to Assistant Director of Marketing & Communications. I immediately began the task of establishing CEIBS' presence on international social media. I realised it could be an efficient way of telling our story directly to the outside world, of showing potential students, and even potential faculty, what CEIBS is all about. Because of its entrepreneurial DNA, and the fact that it's still a relatively young b-school, CEIBS provides a lot of leeway to try new things. Today we have a strong presence on all the major international social media sites. It does help that now even the Chinese government has seen the value of communicating its message on these international social media platforms.

I also made a big push, when I got to director level, to integrate video into our communications effort as it was obviously the next wave back then. Now video is the norm, and we work to find even more innovative ways to communicate our message.

Can you tell us a bit about what you do at CEIBS? What's your favourite part?

I do a bit of everything at CEIBS. I have edited a fire drill, written or edited speeches for the school leadership, I have cleaned the mini studio when I needed it urgently for a TV interview. [The cleaning crew eventually came and they were very puzzled because there was no dust on the furniture]. But my official role is leading the team that is in charge of non-Chinese language external communications. This covers everything from the website and the alumni magazine, *TheLINK*, to handling media

interview requests, providing media tips and training to faculty, students and alumni, and contributing to the crafting and implementation of the school's overall communications strategy.

I savour each victory, no matter how small. I get a thrill when I pitch an interview topic to a reporter and he/she accepts it. I get a thrill when a professor accepts an interview request. I get a thrill when I write a story and all the words fall into place just right. I get a thrill when I see a team member master a new task. I must savour all these wins, no matter how small, because there are a lot of challenges.

One part of your work is communicating with the international media and leveraging those resources to help build the CEIBS brand. What are some of the channels typically used to introduce CEIBS to the rest of the world? And what kind of image of CEIBS do you want to deliver to the whole world?

I mentioned social media before – Facebook, Twitter, YouTube, LinkedIn, iTunesU. We also use traditional media – TV, radio, newspaper, magazines. Over the last 10 years I have seen the media landscape evolve and these changes have had an impact on how we craft content and the channels we use. For example, we have moved away from print ads and more towards digital. I would love to see us increase our ad spend in the international market but that has to be done in a strategic and sustained way for it to be effective. Now everyone is focused on digital ads, we need to strengthen our ad content in order to

stand out. We need to tell stories that evoke emotional responses and we need to take advantage of the technology out there (without abusing data or invading people's privacy) to do targeted campaigns. For at least 5 years. Then we may see improved recognition of the CEIBS brand outside of China.

How do you balance work and life? What do you do in your free time, what are your hobbies?

Well, I'm replying to your questions at 9:30pm on a Monday night, so that's an indicator of the level of my work-life balance. But seriously, a few years ago I made a decision that I would leave work at 6pm every day, no matter what. It helps that I need to walk my dog Ruff at 6:30pm. Of course I still reply to emails when I am home because that's the nature of the job. I get a lot of emails from media outside of China's time zone and I like to respond to their needs when they are at work.

I love reading but don't do enough reading just for pleasure, I spend most of the time reading the news as I need to be up to date for work. I love long walks, as it gives me time to think. I also enjoy simple things like hanging out with my friends in a teashop. I'm not into bars. I also spend a lot of time talking with my family and friends – all over the world – on the various social media apps.

I need to do more volunteer activities like the one I did with the CAC during summer break. We took a group of kids to the Shanghai Aquarium. I had done it a few years back but this time was even better! Nothing compares to the joy you get from making someone else happy!



「花木兰」

扫码测一测，你的前世英雄是谁
Which "HERO" Were You?

伟大不止历史
也可以是明天的你



CEIBS Around the World

Highlights from our 5 locations



China's Service Sector Will be Major Focus of Reform & Opening-up

On Sept 12, CEIBS Professor of Economics and Finance, Sheng Songcheng, who is also former Director General of the Financial Survey and Statistics Department at the People's Bank of China (PBoC) and Counsellor to Shanghai Municipal Government, told members of the European Union's diplomatic community in Shanghai and business executives that China's service industry will be a major focus as the country pushes ahead with reform and opening up. In fact, he said, China had itself taken initial steps, before the current trade war with the US, to open up the increasingly important service sector; but the results will take time to become evident.



Executive Forums in Beijing

On July 3, as part of a series of events paying tribute to the 40th anniversary of China's Reform and Opening-up, President of Sinochem Group Co, Ltd Ning Gaoning (above) gave a keynote speech on "Four Decades of SOE Reform", before an in-depth discussion with CEIBS Associate Dean and Essilor Chair in Accounting Professor Xu Dingbo. Then on August 23, Director General of China Entrepreneur Club and Former President of China Merchants Bank Ma Weihua argued that impact investment and public welfare finance are important approaches to solving social problems and achieving quality economic growth.



Shenzhen Campus Hosts Annual HR Forum

On September 1, CEIBS Shenzhen Campus held the 2018 CEIBS HR Management Practice Alliance forum. CEIBS Professor of Accounting Hwang Yuhchang as well as Vice President of Better Life Group and General Manager of Supermarket Business Division Wang Xiangjie (CEIBS EMBA 2017) attended the event and shared their experiences.



RSLM: Vital to CEIBS Excellence Exchange Programmes

By Lukas Tonetto

CEIBS' Excellence Exchange Programmes (EEP) are much more than your typical b-school study tour. They are specifically designed for Chinese executives and provide a link between East and West through teaching, research, and business practice. With EEPs CEIBS strives to establish mutually beneficial partnerships between the school and European companies, generate unique insights across industries, and engage in constructive and open dialogue among senior executives from both Europe and China.

EEP's are a key element of the CEIBS EMBA programme. Following the principle of learning from the best, the CEIBS Zurich Campus offers several study tours in Switzerland, Germany, France, and Italy. "We conduct these high-end study tours for Chinese executives on topics such as Smart Manufacturing, Service Excellence, Innovation, and also Family Business," says Philipp Boksberger, CEO & President of CEIBS Zurich Campus.

EEPs are composed of input sessions by academics, panel discussions with industry experts, and visits to innovative companies, combined with case studies – all of which collectively make up the CEIBS Real Situation Learning Method (RSLM).

One of the companies visited during a recent study tour was Victorinox, in Ibach in the Swiss administrative division of Schwyz. Here, participants had the opportunity to meet with Carl Elsener Jr, the President, CEO, and Chairman of the world-famous Swiss penknife manufacturer, and to discuss the risks and opportunities associated with his business.

Victorinox is a notable example of a built-to-last family business. Dating back to 1884, when founder Karl Elsener opened a knife manufacturer's workshop, the company became the sole supplier of knives to the Swiss Army after acquiring its biggest rival in 2005. The brand has literally become a symbol of Switzerland. The company bears the Swiss coat of arms in its logo and even U.S. presidents have given Victorinox knives embossed with their presidential signature as souvenirs.

Carl Elsener Jr personally welcomed the CEIBS group on their recent visit. The day started with CEIBS Vice President & Dean Professor Ding Yuan opening the programme. EEP participants then analysed the Victorinox case before embarking

on a tour of the company's manufacturing facilities.

The case discussion, one of the core elements of the RSLM, posed the question of who or what has contributed to the success of Victorinox. The company has transitioned into a family firm under full control of the Victorinox Foundation and no longer conforms to public company listing requirements. The Victorinox Foundation regulates that 90% of its annual profits are retained earnings and 10% are spent on charity, environmental, and educational projects in Switzerland.

Carl Elsener Jr says that family members usually press for considerable dividends once they have passed the baton to their successors as their interest in corporate affairs begins to wane. However, he cautions that "this would make the company financially weak and impact its long-term development."

Remarkably, in over a century Victorinox has never applied for a bank loan. All its investment funds are drawn from its surplus reserve. What is more, the company has never had to lay off employees – not even during the two world wars in the 20th century, nor after the acquisition of its competitor in 2005.

Much of this can be attributed to modesty, one of the core values of

the Elsener family. "Modesty," says the company's CEO, "means family members should keep their feet on the ground and realise that the success of the company is attributable not only to key employees, but also to the entire team."

Over the past three years, CEIBS' Zurich Campus has offered more than 20 such EEPs and will continue to expand on this offer. So far, the demand for study tours to Europe has far outstripped supply. Demand is expected to remain robust as these programmes might also appeal to CEIBS AMP students or even the school's alumni.

During these high-end study tours, students can participate in a flexible format alternating between experimentation, evaluation, and feedback. They have the opportunity to explore an unparalleled branding channel through the CEIBS Real Situation Learning Method (RSLM) and the opportunity to gain deeper insights into innovative European companies.



Connectivity and Beyond ~ Stories from CEIBS Africa AMP/ODP Shanghai Module

By Kate Jiang

Fourteen students, a mixture of senior executives from Ghana, Nigeria and Benin, travelled to Shanghai in late September, the first ever CEIBS Africa participants in the Owner Director (ODP) and Advanced Management (AMP) programmes. This was the Shanghai module of a journey that began seven months ago with classes in Accra, Lagos and Casablanca and will culminate with a graduation ceremony in Accra in January, 2019.

The five-day Shanghai module that ended on September 30 was a mixture of classroom lectures, company visits, and excursions tailored to their quest for a more comprehensive understanding of the China market

and industries. The module included classes on China's unique business environment where they sought answers to questions such as how to engage consumers through a well-grounded customer service and marketing strategy and how to navigate and upgrade the surging collaboration between China and Africa. It also looked at managing skills across cultures and developing flexible perspectives to rethink the key challenges they are facing and lay a solid foundation for scaling their business growth in a dynamic business landscape. There were visits to industry giants Sany and Fosun, a panel on how to do business in China, and an eye-

opening visit to the Bund.

Read on and meet two of the students, both successful businessmen who have a keen interest in the China market.

Kofi Owusu-Nhyira

Nationality: Ghana

Company: Nsano

Position: Chief Executive Officer



“[Our company’s name, Nsano] is a word in the *twi* dialect in Ghana which means ‘fingertips’. We want our service to be on everyone’s fingertips and used with ease,” explains Chief Executive Officer Kofi Owusu-Nhyira who founded Nsano in 2013. As a fully Ghanaian owned start-up providing custom applications and telecoms software, Nsano now leads in the provision of mobile financial services in the country and surrounding regions. Kofi and his team of entrepreneurs with significant years of experience in mobile financial services walked the company through hard times in its early stages of development to its position today: a fully-fledged, diversified industry leader in the fintech field. “We have some of Africa’s finest experts in this field, who through a unique vision of the financial technology landscape, have given the company an edge over its competitors,” Kofi says. “We differentiated ourselves as an early beginner in the provision of B2B solutions and have, over the years, created customised payment services for merchants, institutions, and mobile financial operators in Ghana, Cote d’Ivoire, Zambia, and Rwanda.”

Given Africa’s relatively immature industrial and legal framework for financial technology, the company has no shortage of challenges – but there are also opportunities. Kofi positions Nsano as the converging point between business experimentation and legal regulation, between Africa and China. He sees the CEIBS AMP as a way to stay ahead of the competition. “The programme substantially broadens

my perspective of doing business,” he says. “The case studies offer concrete scenarios, both positive and negative, of directing the company, and it helps in anticipating the first wave of the fintech industry before being swallowed by the swirl.”

Prior to starting Nsano, Kofi consulted for several international electronic payments organisations, building on several years of practicing law. He is a member of the Ghana Bar Association. “I think I’m a risk-averse person; probably a ‘misfit’ in the fintech field,” he says with a chuckle. “But one of the keys of my business is how to harness risk and translate it into value for our customers.”

Carl Aniambossou

Nationality: Benin

Company: TRINET SA

Position: Founder & CEO



Carl Aniambossou’s journey as co-founder of TRINET SA, a telecommunications provider in Benin, Togo, Burkina Faso and Nigeria began as many entrepreneurial ventures do – by offering a solution to a problem. “There are connectivity gaps and severe downtimes on French West African coast countries that could even last for over two weeks,” he explained.

This makes service either unavailable or very expensive. Carl decided to do something about it. “My team and I decided to build cross country connectivity by land from Nigeria to Benin down to Togo, using terrestrial radio links, and this proved to be a great and rather interesting experience,” he said. Now he has even bigger plans.

“Thanks to CEIBS, I’m growing the vision bigger. Before, I was just looking into connectivity, but the real picture is connectivity for something else. So my idea is to use connectivity as a rallying point for solutions to various needs. We are providing software as a service-based solution to multiple other segments such as hospitality and transportation with a completely new business model,” he explains. Faced with intense competition for what can be a very lucrative market, Carl credits his inspiration to classes taken during the CEIBS ODP. “It helped me think outside of the box. I realised that instead of selling just internet services, we should provide services adapted to diverse needs,” he says. He has now positioned himself as a bridge between multiple stakeholders, an interface for French West Africa. “My multilingual and multicultural background gives me a privilege to connect people on both sides, and close the demand-supply loop,” he explains. But what gets him most excited is the idea of doing business in China. “It keeps me awake at night,” he says.

Raffarin: Similarities and differences between Chinese, French, and US leadership

Former French Prime Minister Jean-Pierre Raffarin, who is Distinguished Professor and Charles de Gaulle Chair in Global Leadership at CEIBS visited the school's Shanghai Campus for a series of academic exchanges from July 6-10. As part of the "CEIBS Insights 2018 Master Class" series of lectures, Raffarin analysed and compared Chinese, French, and US leadership from the perspective of a politician and a scholar. Below are excerpts from his speech.

"The history of leadership can be traced back to 1700 BC to the Code of Hammurabi, a solemn, fundamental code of law of Mesopotamia (now Iraq) which states that the powerful must abide by the law and that leaders must be respected.

Historically, a lot of thought has been given to leadership. Confucius proposed many great ideas on state governance in the 5th century BC in China. Also, philosophers such as Cicero diligently studied leadership and people management in ancient Greece.

In modern society, leadership is not just a matter of politics, but also a matter of business management.

In a business context, leaders need to inspire team spirit in order to encourage team members to grow and act. As an aspect of business management, leadership is one of CEIBS' core responsibilities. Many of the professors at CEIBS are engaged in in-depth research on leadership. In addition, the French-based Charles De Gaulle Foundation has entered into a partnership with CEIBS to examine leadership together.





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For Americans, leadership starts with learning.

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A cross-cultural comparison will uncover different types of leadership. However, we are not going to draw conclusions about which is better or which is worse; instead, we are going to highlight some of the differences as a way to provide inspiration and encourage improvement.

As Antoine de Saint-Exupéry, the French writer and author of *The Little Prince*, put it, “Love does not consist of gazing at each other, but in looking outward in the same direction.” The purpose of cultural comparison is not convergence, but idea sharing. At CEIBS, we can help define leadership by learning about both Chinese and European cultures.

Five types of leadership

In general, there are five types of leadership, or five ways for leaders to use power.

The first type is autocratic leadership. I’m your leader and you do what I say. This is how the military is run – subordinates act on the orders of their superiors.

The second type is paternal leadership. If you are willing to work with me, I will care for you like a father-figure, providing care and help for you. That is, as a leader, I offer you love and respect, and in return, you work for me.

The third type is democratic leadership. According to this approach, we work together equally and democratically, with work organised in a collective fashion, but still with only one leader.

The fourth type is collective leadership. Here, within the group, there are no leaders, but instead only individuals. The group is led by a team. No one stands in front of, or hides behind, the team.

The fifth type is laissez-faire leadership. In this case, there are no leaders and team members can just do what they want to do.

The US: Leadership is a game of success with an emphasis on rules and techniques

At American universities there is a

wealth of literature about leadership – for example, on how to get the attention of an audience and quiet a noisy auditorium during public speaking. When stepping up to the podium and greeting an audience, former US President Barack Obama often used the words “Hello, everyone”, instead of just “Hello”, as a way to communicate directly with the audience.

For Americans, leadership starts with learning. Everyone can be a good leader. The US way of thinking is that everything can be organised as long as they learn to work, speak, write, arrange meetings, make decisions, manage, and control things.

In the US, leadership is, in reality, a game of success. Plenty of research has been conducted into this area, especially research centred on Obama. As the first Africa American President of the United States, Obama attained the status of both a winner and a pioneer in leadership.

Obama’s principles of leadership include the following:

(1) Believe you are unique. Uniqueness is not a barrier, but an

advantage. Obama, for instance, was able to use his ancestry as a trump card in order to win the US presidential election.

(2) Credibility. Show you are capable of leading the country and prove to voters that you can do it.

(3) Third, considering that most young Americans prefer to look ahead to the future, as a leader you must constantly express your vision for the future.

In the US, leadership is about creation and reform – two ideas which have often been incorporated into campaign slogans. American leaders are willing to promise changes. They want to grow and improve their leadership in order to help everyone grow together.

Another interpretation of American leadership can be found in *The 48 Laws of Power*, an international best-seller published in the US. Some of the principles mentioned in this book include: never outshine the master,

always conceal your intentions, always say less than is necessary, always pay attention to your enemies, always make yourself indispensable, master the art of timing, and always be unpredictable.

In this way, Americans have established a set of ideas, rules, and practices for leadership.

France: Leadership is heroism

Throughout French history, many leaders have relied on personal charisma as a means to defining leadership. General Charles de Gaulle, for example, exemplified French leadership through his actions.

Charles de Gaulle believed that leadership is important and that nothing great could ever be achieved without great men. Besides possessing innate talent, leaders have the ability to learn from their experiences.

According to Charles de Gaulle, a leader needs to have the following

qualities:

(1) A leader should be a man of character. He is action-oriented with aspirations and a passion for taking action. He is not willing to just sit on the side-lines. In addition, he cares about decision making – if he becomes a leader, he won't let others make decisions. A leader welcomes challenges – for only by overcoming difficulties can he realise his full potential. Instead of passing the buck to others or to his subordinates, a leader takes responsibility for failures.

(2) Leadership needs to be suited to actual conditions. The environment is essential to the execution of leadership. France is a country full of ideologies where people like to think. However, a leader cannot be limited to one type of thought. He needs to observe the real environment and base the direction of decision-making on that environment.

(3) A leader is aware of his fate and knows clearly if he is a leader or not. A



good leader is enterprising, daring, and non-complacent.

Furthermore, Charles de Gaulle emphasised authority. He believed that silence is where the authority and reputation of leaders lay. He saw the need to be brief when communicating with others. He advised against remaining close to others, since a sense of detachment could help enhance prestige. He also believed moral power is important, as it could prevent one's status and reputation from coming into question.

In his view, being led is a basic need for French people, similar to eating or sleeping. A person becomes a leader not because he imposes leadership on others, but because others want to be led. Great leadership is needed in this kind of scenario.

China: Leadership is the wisdom to take stock of the situation

The 5th century BC was the

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*Many French leaders
have relied on personal
charisma.*”

time of both Confucius and Ancient Greece. At that time, both East Asians and Westerners were interested in the organisation of politics and the distribution of power.

Confucius' primary responsibility was to act as a consultant for rulers. In the process of doing so, he developed a set of ideas about power, which continue to inspire leaders around the world today. For instance, Confucius believed that without integrity one could not be a leader.

Similar to Charles de Gaulle, Confucius advocated the need for rituals. Leaders require rituals in order to make it easier to lead people. A military parade, for example, is a reflection of a culture that governs a particular country. In France, we also award medals to people for various contributions to society. Such rituals are important.

There is a wise saying about power in the Analects of Confucius: “Lack of forbearance in small matters upsets great plans.”

Wisdom is the pursuit of Chinese thought. Laozi, an ancient Chinese philosopher, had many sayings about leadership. In saying that he should “not dare to be ahead in the world”, Laozi meant one should remain neutral. According to Chinese philosopher Han Feizi, “the ruler must not reveal his desires”. Han Feizi also argued that a monarch's real power could not be shared.

When welcoming delegations from most countries, I find that the most important person always walks in front. When welcoming Chinese delegations,

however, I often don't know who the most important person is because he doesn't always walk in front.

In France, leaders are always among the first to rush to the forefront to hold the banner high. In China, however, they often work behind-the-scenes to develop strategies and are responsible for coordinating people in order to get things running.

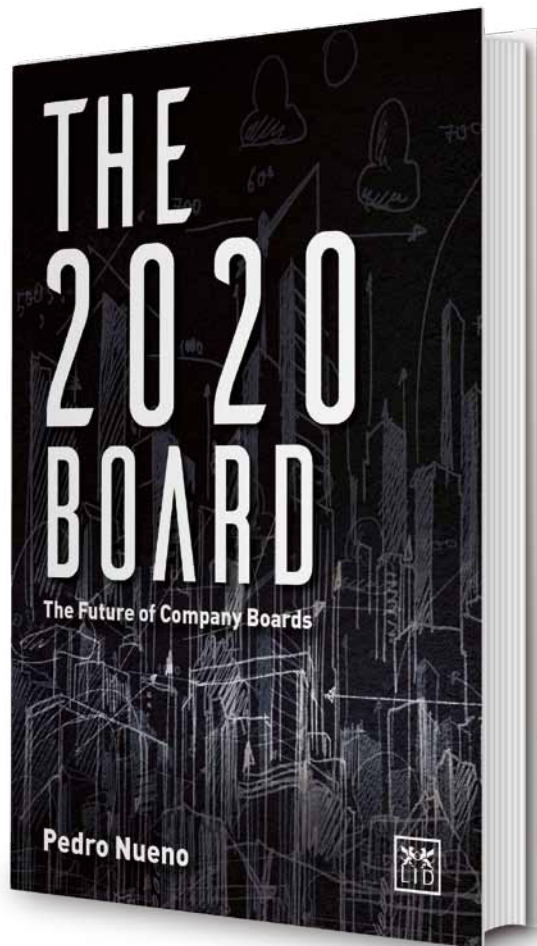
When it comes to exercising power, Han Feizi believed everything should be done according to laws, which, unlike what we now call laws, were simply a set of rules guiding people's actions based on collective reasoning. According to this approach, leaders execute projects which serve as platforms for communication and the implementation of collective ideas. On such platforms, leaders merely represent sets of rules.

12 keywords on leadership

Lastly, I would like to say that anyone can be a leader, whether it is in his family, the workplace, or on a sports team.

Regarding leadership, I have 12 keywords to share with you.

First, there are four major features of leadership: courage, creativity, trust, and emotion. Second, there are four areas in which leadership can be applied: strategy, influence, relationship, and execution. Finally, there are four things which subordinates or teams expect to receive from leaders: respect, belief, stability, and hope.”



Book Review

The 2020 Board: The Future of Company Boards

■ By Michael D Thede



As the title suggests, *The 2020 Board: The Future of Company Boards* offers readers an introductory look into the present-day (and future) world of corporate governance amid an ever-changing landscape of technological innovation and globalisation and the increasing pace of modern business. The book was penned by CEIBS' Honorary President (European) Pedro Nuño and is one of a number of works he has published on a variety of business-related subjects – a list which also includes titles such as *The Light and the Shadow*, *Corporate Turnaround: A*

Practical Guide to Business Survival, and *Letters to a Young Entrepreneur*.

In addition to his work as a writer, Prof Nuño has served on the governing boards of numerous international companies and has acted as a consultant for organisations such as the World Bank, the Organisation for Economic Co-operation and Development (OECD), Ford, and Morgan Stanley. And from even just the first few pages of *The 2020 Board*, it is clear he has acquired a lifetime of professional and academic experience from which to draw upon in taking us on a tour of the boardroom.

Along the way, Prof Nuño

employs a mix of best practices, case studies, and personal observations in order to give us a sense of what boards are really like and how they operate. In the process, he dives into a wide range of topics, including board membership and structures, roles and functions, challenges and limitations, group dynamics, decision-making processes, and even remuneration, while at the same time exploring some of the key differences between large vs small, established vs start-up, and public vs private (including family-owned) enterprises.

Prof Nueno also takes further care to highlight the importance of areas such as ethics and diversity and to dispel a few common myths around issues like accountability and confidentiality (or, rather, the lack of it) as they typically apply to members of the board. More importantly, perhaps, he also offers some valuable suggestions for how boards can promote higher levels of professionalism and raise the standard for what constitutes good organisational leadership.

Additionally, Prof Nueno's casual style and sense of humour (interspersed with a selection of cartoon illustrations from the *New Yorker*) makes the book an enjoyable one to read and the relative simplicity with which the material is presented makes it an easy-to-grasp, practical guide to life on the board.

Ultimately, *The 2020 Board* is a thoughtful, fresh, and engaging work suited for both emerging business minds with future boardroom

aspirations as well as for those with only a passing interest in learning more about the world of corporate governance. And coming in at just over 130 pages cover-to-cover, *The 2020 Board* makes for a convenient reference, a handy travel companion, or even just an interesting weekend read.





Zhang Bangxin:

Visionary in the Field of Education

■ By Lei Na

Compared with New Oriental, another Chinese education giant, Tomorrow Advancing Life (TAL) has a less dramatic, less spectacular, but more interesting growth story.

TAL's origin dates back to 2002 when, as a way to help pay his tuition during his MD/PhD training at the School of Life Sciences at Peking University, Zhang Bangxin (EMBA 2007) worked multiple part-time jobs, including as a tutor. Under his tutorship, the average child "scored three perfect scores in three successive math tests." Through word of mouth, the number of his students grew to 20. Remembering how upset he had been when he got his first RMB10,000 university tuition bill, he knew he had to find a way to let parents know they were making a worthwhile investment.

"You're welcome to sit in on the class. Also, you can request a refund at any time if you're not satisfied," he assured them. It was a commitment continued for years to come at TAL's predecessor Xueersi.

From the early days, Zhang focused on providing a high-quality product. He divided the children into two classes, which meant double the workload but no increase in income. In his view, however, this was the only way to do a better job of teaching the children. This is also how Xueersi's small-class-tutoring-approach was born.

With an eye on the booming tutoring market, Zhang and one of his classmates registered an after-school tutoring company. During the second semester, however, Zhang shut down two of the

four teaching locations they had opened in the first semester. He was concerned that they would not be able to maintain the level of service that had become their benchmark. At the same time, he carried out a strict assessment of teachers as part of a greatly improved management system. When faced with the challenge of limited resources and a lack of connections within the industry, Xueersi turned those hurdles into an advantage by pioneering the recruitment of fresh graduates; it has since recruited teachers from 211 of the 985 universities in China. One key element in building his company is Zhang's firm belief that "values" are no less important than capabilities. "You bring together the best people that perfectly match your values and screen out people that do not," he said firmly. "Your values are your business model."

In modern-day China, where many entrepreneurs are looking for opportunities and shortcuts, TAL is unique in that it has long committed itself to growth management and has never recklessly sought advancement. Their approach paid off. Xueersi became the first US-listed Chinese provider of extracurricular tutoring services for primary and secondary school students in 2010, one year after the then 30-year-old Zhang graduated with an EMBA from CEIBS.

In one widely-circulated photo of the company's NYSE listing, Zhang was surrounded by lights and crowds. Looking back, he says he felt like an out-of-place introvert, just nodding and smiling slightly while the people around him smiled, carefree. Clearly, this was not a moment that relieved the weight from his shoulders, but a moment to gather more energy to fight the desire for expansion brought by capital.

Xueersi officially changed its name to TAL in August 2013. With a mission to “advance education through technology and the internet”, TAL shifted to a model integrating traditional and online education along with a multi-brand development strategy. After five years of exploration, TAL turned its focus from after-school to school and travelled along a path of combined public and private education. In August 2018, the Shanghai Municipal Education Commission and TAL entered into a strategic partnership to “build IT-enabled education 2.0”. At the signing ceremony, Zhang redefined TAL as an “educational technology

company that complements the focus on intelligent education and open platforms with quality education and extracurricular tutorials and supports public and private education globally in the search for new educational models”.

As Amazon founder Jeff Bezos, whom Zhang admires, once said, “Long-term thinking squares the circle.” TAL's transition is forward-looking – a combination of its insight into the reality and its thinking about the future. Perhaps, this is how TAL succeeds – by forcing itself to improve. As Zhang believes, “Doing the right thing will pay off in the long run.”

The following is an interview with Zhang Bangxin, in which he shared his many insights about future educational models, AI, and social responsibility.

TheLINK: Why did TAL select Shanghai for the launch of its strategic cooperation into the “IT -enabled education 2.0 build-up”? What new measures will TAL introduce in this area?

As a focus of educational reform in China, Shanghai has remained ahead – compared with the rest of the country – in terms of basic education. In the 2009 and 2012 Programme for International Student Assessment (PISA), Shanghai ranked No. 1 in math, reading, and science. If Shanghai makes a breakthrough in IT-enabled education, it will surely guide the country's educational reform. Shanghai is also merging with a range of forces to make educational reform happen. It is within

this context that we entered into a strategic cooperation with the Shanghai Municipal Education Commission after in-depth and extensive communication.

As part of this cooperation we will focus on intelligent education in schools and classrooms and assist the Shanghai Municipal Education Commission in practical exploration and strategy development in a push for standardised IT-enabled classroom teaching and school education.

Specifically, the two parties will conduct in-depth cooperation in two areas: 1) in capitalising on high-quality educational resources and working with Shanghai Unicom to launch a future school with the aim of “exploring potential, creating interest, guiding learning, and realising value”; and 2) in building a “brain” together, where teachers work at their best in human computing and machines work at their best in intelligent computing, to allow for a perfect combination of teachers and AI.

TheLINK: TAL has a large workforce of more than 30,000 people. How do you use internal controls to ensure a high quality of educational services? You also place a lot of emphasis on corporate values. How does having employees with shared values help you continue to drive innovation?

“Pragmatism” is one of the important values TAL has. It can be summarised as follows: 1) stronger is more important than bigger; 2) quality is more important than quantity; 3) inner is

more important than outer; 4) deeds are more important than words; and 5) data is more important than experience.

As the company grows and covers more users, it can ensure long-term, steady development only by providing, as always, high-quality educational services. Otherwise, the bigger it is, the more dangerous it is going to be. So we need to control desires, start with user needs and break down ambitious ideals and goals into smaller ones in order to deliver education well.

TAL is an innovation driven company. Innovation, which is part of our values, is what makes us survive and thrive. When it comes to innovation, there are four sayings within TAL: 1) don't fear that you can't do it, fear only that you can't see it (i.e. be a visionary); 2) don't fear that you can't see it, fear only that you can't understand it (i.e. be modest and open-minded); 3) embrace failure in order to succeed; and 4) invest in order to have a future. We encourage internal innovation with trial-and-error and competition mechanisms. While concentrating on areas we are good at, we establish, through investment and acquisition, presence and cooperation in areas we are not that good at.

TheLINK: From your perspective, what do future educational models look like? Will online education disrupt traditional approaches to education?

The model of future education is one that combines online and offline elements, in-school and extracurricular

programmes, humans and machines along with teaching and nurturing activities – none of which will disrupt the others. On one hand, traditional education needs to leverage the advantages of the internet, big data, and AI to be more technology based. On the other hand, new educational models need to learn from traditional educational models how to be more educational in nature.

Despite social progress and technological development, the nature of humans and the rules of education will remain the same. As such, I don't think new approaches to education are opposed to traditional ones, or that new education will disrupt traditional education. Instead, in my opinion, they are interwoven and interdependent.

Currently, the internet is changing learning and AI is reshaping education. The wider application of AI and other technologies in education will make it easier to spread knowledge, freeing teachers up from troublesome and inefficient work to concentrate on education. In the near future, children will grow up with machine, artificial, and human intelligence.

TheLINK: TAL has invested in some overseas projects, including Minerva, a global “university without walls”, and Knewton, an adaptive learning platform. What shaped your decision to work with them?

Profit was not the primary consideration when we chose to invest in Minerva and

Knewton. We invested in them because we see the need to combine online/offline and in-school/extracurricular activities and link China with the world for the development of education. As an open university, Minerva is exploring how to turn the entire world into a classroom by using the internet and how to foster critical thinking, creative thinking, and global citizenship in students through diversified communication. There is a lot for us to learn from this project. We hope that China can be at the forefront of global education exploration and bring in the world's most advanced educational concepts to help more students in the country.

TheLINK: What has TAL done in terms of linking education with AI?

Essentially, “AI + education” solves the problem of “how to teach and learn better”. This will help push supply-side educational reforms in two ways. TAL will also explore AI in two areas.

First, in competency-based instruction. We want to turn the dream of individualised education into a reality by classifying and identifying students based on big data and matching each student with appropriate teachers, learning methods, and teaching resources based on their characteristics. Second, we want to provide education for all without discrimination, to replicate scarce, high-quality teacher resources on a wider scale using AI and provide more children with access to high-quality educational resources for the promotion of educational equality.

Lessons from CEIBS

“I wasn’t yet 30 years old when doing my EMBA at CEIBS. I was a bit younger than most of the other people in the class. Not only did I, for the first time, gain systematic knowledge of management basics from professors, but I also gained practical experience from older classmates. The process prompted me to rethink the nature of management and business, which broadened my horizons and thinking.”

~ Zhang Bangxin, founder and CEO of TAL Education Group



Having studied life sciences at Peking University, I know that compared with human intelligence, AI is a lower-level form of machine intelligence. The same was true of the birth of machines hundreds of years ago. Machines can empower humans because of their superiority in some respects. For example, cars run faster than humans and computers compute faster than humans. However, human intelligence is far more creative, systematic, diversified, and sophisticated. Going forward, the combination of AI and human intelligence could allow human beings to make better use of their imagination and creativity and to gain a deeper understanding of the relationship between self and world, empathy, compassion, and love, so as to elevate human civilisation to a new level.

TheLINK: Can you brief us on TAL’s vision for social responsibility?

From the donation we made to Hope primary schools in 2008 to the launch of the philanthropic educational programme “One Classroom” in 2012 to the establishment of the TAL Foundation in 2013 to the launch of online public welfare platform xiwang.com and the founder team’s contribution of RMB1 billion to an educational charity fund in 2017, our 10-year philanthropic journey has seen a transition from the donation of money and materials in the 1.0 era to the contribution of human intelligence in the 2.0 era to the use of technology and internet platforms in the 3.0 era.

Beginning in 2018, we decided to support village kindergartens with donations made to 30 kindergartens so far. In early July this year, we visited six village kindergartens in the Qixingguan district of Bijie City in Guizhou with the China Development Research

Foundation. Our teachers delivered model lessons there, which were well received among the children.

Children in rural areas are not inferior to their counterparts in cities. All they lack are opportunities and resources. This has provided greater clarity on how we can support village kindergartens – making proper teaching systems for village kindergartens based on our pre-school educational system, dual-teacher model, and AI technology while providing remote mountain areas access to high-quality pre-school educational resources in order to ensure a good start for children there.

The economy promotes social development, while education accelerates it. As an educational technology company, TAL will continue to help improve educational equality with love and technology.



Wang Hongjie:

Back to CEIBS

■ By Darren Yue

Tired of “a routine and predictable life”, Wang Hongjie (EMBA 2006/HEMBA 2018) left his job at the Shandong Provincial Department of Construction in 2000 to start his own company, Shandong H&C Property Management Co, Ltd (H&C).

Following a round of rapid recruitment, he began training his first batch of 34 employees. Inspired by Chinese real estate developer Vanke Service General Manager Chen Zhiping’s well known philosophy, Wang told his employees during training, “We should treat homeowners as God.”

But most of his employees were undereducated. Many of them were illiterate and some didn’t even know how to write their own name. Moreover, it was clear to Wang then that they didn’t know what God was. He tried to explain.

“God is an immortal being,” Wang told his new employees. “Doesn’t the story, from Chinese mythology, of the Eight Immortals crossing the sea take place here in Yantai? God is just like one of the Eight Immortals.”

“Manager, despite going to university, you’re no better than the rest of us who

haven’t been to school. We all know the Immortals don’t really exist,” was the reply.

As Wang looked at the room full of staff members in front of him, he couldn’t help but laugh, knowing it was impossible to go on with the training session he had planned. But one thing he knew for sure, he was determined to make H&C a success

“Family Culture”

Wang first had the idea of starting his own business in 1997 when he graduated from the Department of

Chinese Literature and Language at Shandong University. Not knowing where to start, he decided to work for the Shandong Provincial Department of Construction.

There he was put in charge of property management. Back then, the industry had just started in Shandong province. Through a process of learning and exploring, Wang gradually came to the conclusion that it was a promising industry and critical to people's lives.

With that in mind, he made property management the focus of his start-up. The company's first project was a property management service project for Xingfu Community in Yantai.

Wang faced many challenges during H&C's initial start-up phase. Being forced to halt training the first batch of employees because they couldn't understand the philosophy of "treating homeowners as God" was just the first obstacle.

Once, when Wang instructed an employee to clean the floor, the employee countered angrily, "Manager, why would you make me clean the floor when it's cleaner than the bed at my own house? You're looking for faults where there aren't any."

Another example came when a homeowner reported that their lights didn't work and needed to be repaired. "No hurry," Wang's employee argued. "There's still a lot of time before night falls and there's no need to turn the

lights on during the day."

On occasion, Wang even discovered employees missing, only to learn that they had left work to help out with their relatives.

"I began to wonder why they didn't take my words or the homeowners' feedback seriously, but were willing to set aside everything to fulfil their relatives every request," Wang recalls. "It was clear that they cared more about their relatives and took it as given that they would help them without being paid."

Wang saw this as a starting point to have a second employee training session, so he got his employees together and asked them, "Where does your salary come from?"

The employees answered, "It's from you."

"No. It's from the homeowner, not me," Wang replied. "The homeowners are your bread and butter. They're your family. You're all adults and your parents won't give you money, but the homeowners will. You should take responsibility for the homeowners and put them first."

H&C has since developed a "family culture", one where employees treat homeowners and other employees as if they were part of their own family.

In order to foster this culture, H&C has enacted numerous measures, including intensifying trainings and holding

morning meetings and oath-taking sessions every day. The "family culture" has increased employee awareness of how to serve homeowners and has even brought them closer together.

Promoting the "family culture" has, to some extent, solved a problem that had been troubling Wang.

After starting H&C, he had a strong feeling that despite a promising outlook for the property management industry, people didn't care about – let alone respect – property management staff. How, then, Wang asked himself, could he find dignity for his employees and transform property management into a respectable industry?

"Family culture" offered a valuable solution. For H&C's employees, serving homeowners is treated in the same way as helping relatives, an approach which has empowered them to find value and dignity in work. At the same time, equipped with a good service attitude, employees have earned greater respect from homeowners.

Hit by Crisis

Throughout its first five years of operations, H&C experienced a steady increase in both number of service projects and people it employed. In 2005, however, the company ran into its biggest crisis since its inception.

As part of their foray into Shandong, the property management arms of a number of large real estate developers

began heavily subsidising the cost of property management fees, a move which put a huge amount of pressure on H&C and other third-party property management companies. At the time, for some low-end properties, H&C charged property management fees as low as RMB15 (US\$2.20) per household per month.

“In this type of situation, it’s very difficult to maintain high standards of service,” Wang says. “We realised that it couldn’t continue and we needed to change.”

To make matters worse, many H&C employees were being poached by the competition. Thanks to H&C’s sound training system and “family culture”, its employees provided a high level of service, making them highly sought after by larger property management firms. Some property management companies even promised “a doubling of wages for former H&C employees”.

Ultimately, H&C pushed for strategic transformation during difficult times by moving away from low- to mid-range properties and focusing on larger mid- to high-end residential areas, office buildings, and other commercial properties.

Wang was not always certain about the transformation, however. “What if, even though I considered the transformation necessary, I had been wrong?” he says. “At that time, I was very upset.” And it was also at that time that he decided to go back to school.

After participating in trial classes with several business schools, Wang opted to enrol in the Executive MBA at the China Europe International Business School (CEIBS). “At CEIBS, the professors had practical experience and the lectures were more applicable,” he says. “CEIBS professors were very good at providing inspiration and guidance.

After every lecture, I could apply what I’d learned to our company’s transformation. It was very helpful.”

Going Global

Following its successful transformation, H&C again entered a period of rapid development. By 2010, the company had a sizeable impact on the industry and benefited from good word-of-mouth among homeowners.

On the company’s 10th anniversary, it organised a strategic retreat to discuss next steps for the coming decade.

In Wang’s opinion, although property management was a promising industry, his company needed to pursue a path of differentiated development, instead of going head-to-head with big domestic firms against whom it would struggle due to large gaps in areas such as brand, capital, and talent.

By doing systematic research and studying the top five global property management firms – the Commercial Real Estate Services Group (CBRE), Cushman & Wakefield, Colliers International, Jones Lang LaSalle (JLL), and Savills – Wang found that their success largely boiled down to two things: mergers & acquisitions and global expansion.

As part of its own global expansion, H&C made Hong Kong the first stop. “Hong Kong’s property management market is a very mature one and, as a result, is very difficult to enter directly,” Wang explains, “so we acquired a local property management firm and used it as a platform for expansion.”

Following its move into Hong Kong, H&C continued by expanding into countries like Malaysia, Cambodia, Spain, the UK, the US, Canada, and Papua New Guinea. As of 2018, the company has engaged in service projects across 21 countries and regions, served more than 1 million homeowners, and employs over 20,000 employees worldwide, making it China’s first home-grown international property management company.

Certainly, H&C’s global expansion hasn’t always been smooth sailing and it has faced its share of problems along the way. For example, by 2015, Wang believed the biggest challenge the company faced was that its service projects were unlikely to be managed uniformly due to their global distribution, which in turn made it difficult to maintain high standards of service.

To overcome this hurdle, H&C proposed a “professional, standardised, smart, international, branding” development strategy. “Despite differences in culture, customs, and laws in different countries and regions, people share the same humanity, so we always need to keep pushing for standardisation,” Wang says.

In addition to standardising management, H&C has also pursued a more diversified range of services. For example, Wang has learned through communicating with overseas homeowners that many of them do not understand China. Keeping in mind the idea of “spreading traditional Chinese culture”, H&C has offered a range of special services for overseas homeowners, including free martial arts training and Chinese cuisine cooking classes.

“Some overseas homeowners live in single houses and do not need property management services, but after seeing our events, they have asked to use our services in order to participate in such events,” Wang says. “In other words, we have connected with the hearts of overseas homeowners and we hope H&C can become a leading representative of Chinese companies internationally.”

Back to CEIBS

Looking back, Wang has experienced a lot during his 18-year entrepreneurial journey. “From the outset, I wanted the business to succeed so I could live a better life,” he says. “But over time,

I’ve realised that I could have higher aspirations, including changing people’s inherent understanding of property management, helping more people live happily, and making property management a respectable industry.”

He still remembers when, during his CEIBS EMBA, he listened to Prof Zhou Haihong’s lecture on “understanding music” – part of the business school’s efforts at exposing students to the arts and culture. “Growing up in village, I’ve always been tone deaf when it comes to singing,” Wang says. “The lecture led me on a journey of art appreciation. I now believe that career success is just part of living happily and that there are many other worthwhile goals in life.”

This May, CEIBS launched China’s first Hospitality EMBA (HEMBA) Programme, and Wang is among the participants. When asked why he decided to return to CEIBS to study 12 years after his EMBA, Wang explains, “It’s never too late to learn. Lifelong learning can greatly help improve quality of life and increase personal value. I believe that by joining this programme, I can explore more ways to improve our services and management.”

Twelve years ago, H&C was a local property management company struggling to decide on the direction of its strategic transformation. Since then, it has grown into the first international property management company in China. For both himself and his company, Wang says he now has only one ambition: “To go further”.



China's Digital Revolution

■ By Professors Juan A Fernandez,
Xu Bin and Zhou Dongsheng

Manufacturing companies dominated *Fortune Magazine's* first list of the 500 most profitable US companies in 1956; in stark contrast the latest ranking in 2018 is dominated by internet companies. The digital revolution is clearly transforming the way the whole world does business.

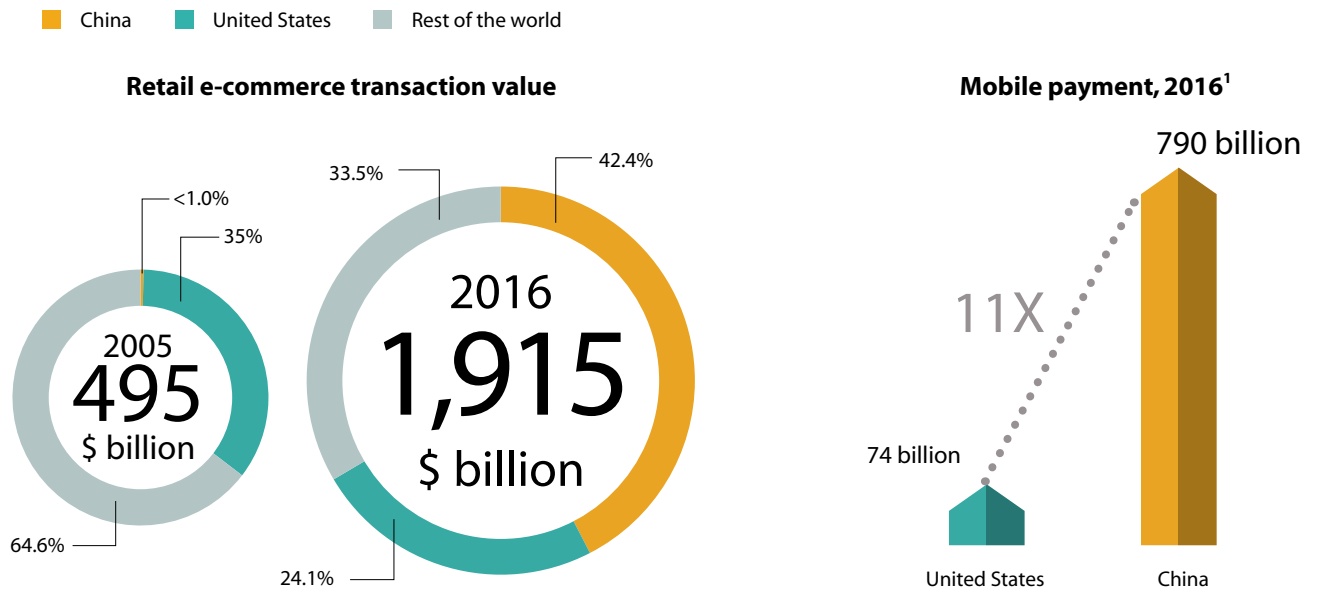
A natural effect of this revolution is that businesses, and sometimes entire industries, are becoming obsolete even as new players emerge. This is what led Austrian economist Joseph Schumpeter (1883–1950) to coin the term 'creative destruction' to describe how creativity is at the heart of market economies, where innovations make traditional companies obsolete. It all began with the Industrial Revolution in the UK, in the 18th century, which included James Watt's invention of the steam engine in 1769. That revolution transformed the world; while some countries prospered, others lagged behind. We are now in the midst of another revolution, the digital.

This digital revolution started in the 1980s with Tim Berners-Lee's creation of the World Wide Web and in less than 30 years the internet has made a profound impact on the world economy. China has been a particularly interesting case. The opening up of the Chinese economy under the leadership of Deng Xiaoping in the late 1970s, dovetailed with the creation of the World Wide Web. Since then, China has experienced both revolutions – industrial and digital – almost simultaneously. Whereas it took the West almost 300 years to implement all the changes that resulted from the industrial revolution, China did it in less than three decades, transforming itself from an underdeveloped country into one of the largest economies in the world. The pace of China's Digital Revolution has been even faster. The country is becoming a leading force in the world's digital transformation, which is creating a new driver for the Chinese economy.

In a McKinsey Global Institute discussion paper

comparing 2005 and 2016 retail e-commerce transaction values worldwide, China's numbers went from miniscule in 2005 to representing 42.4% of the world's transactions in 2016. In terms of mobile payments, China is by far the largest user on the planet, with 11 times the number of users in the United States.

Figure 1 - China's Retail E-commerce

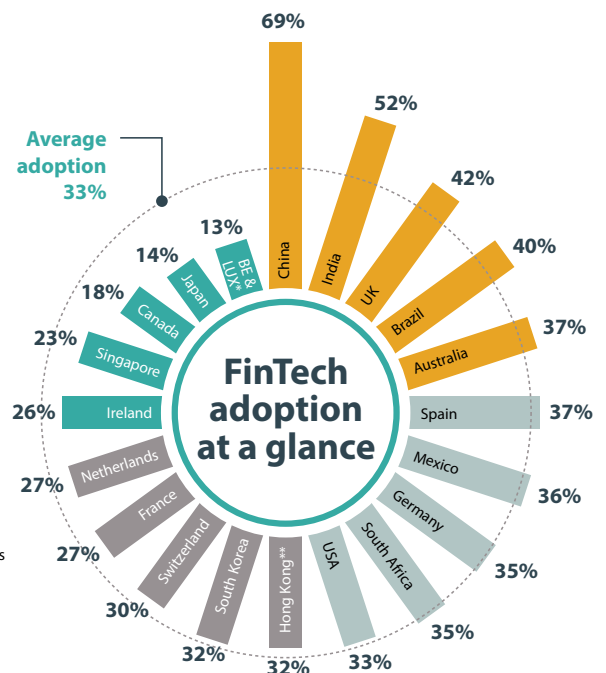


1 Refers to third-party payments conducted through mobile transactions. For China, mobile payments exclude bank or UnionPay credit card transactions, digital wealth management, and digital finance. For the United States, payments are in-person payments on mobile between buyers and sellers, and remote payments on mobile devices.
 2 Defined as a startup valued at \$1 billion or above.
 NOTE: Numbers may not sum due to rounding.

SOURCE: PitchBook; Dealogic; eMarketer; iResearch; TechCrunch CrunchBase Unicorn Leaderboard; McKinsey Global Institute analysis

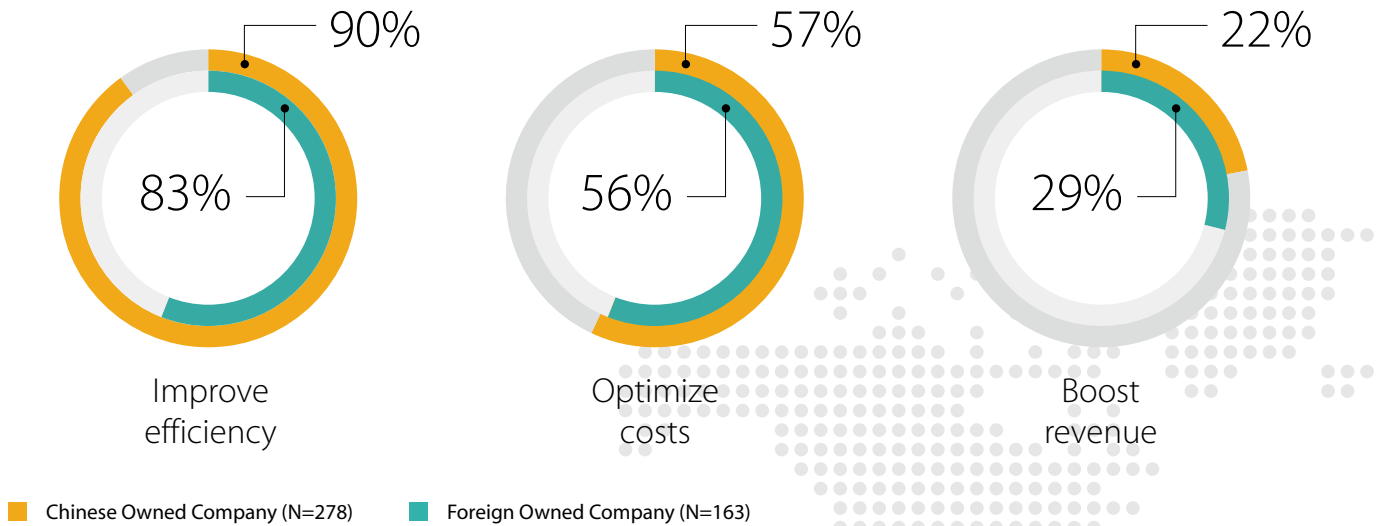
Another example is FinTech, the application of digital technology in China's financial industry. An EY report about FinTech adoption in 2017 shows that China has 69% of its digitally active consumers using FinTech. This is the highest adoption rate in the world, more than double the 33% average adoption rate across the 20 markets studied. This is also reflected in the funds venture capitalists invest in digital start-ups: China is one of the leading countries.

Figure 2 - FinTech adoption rates across 20 markets



NOTE: The figures show FinTech users as a percentage of the digitally active population. All figures are shown in percentages.
 * Belgium and Luxembourg
 ** Hong Kong SAR of China

Figure 3: How does investing in digital technology help your business?



“
 Most of the companies,
 adopters of such technologies,
 say digitalization helps them
 improve efficiency.
 ”

Given the Digital Revolution’s impact on how Chinese companies do business, we decided to include a few questions in our annual *China Business Survey*, to better understand what companies are doing and plan to do in the future.

View from China

Out of our sample of 699 executives, 82% declared that their companies have already adopted digital technologies or plan to adopt them in the near

Figure 4: Have you adopted digital technologies in your company? All sample, N=608

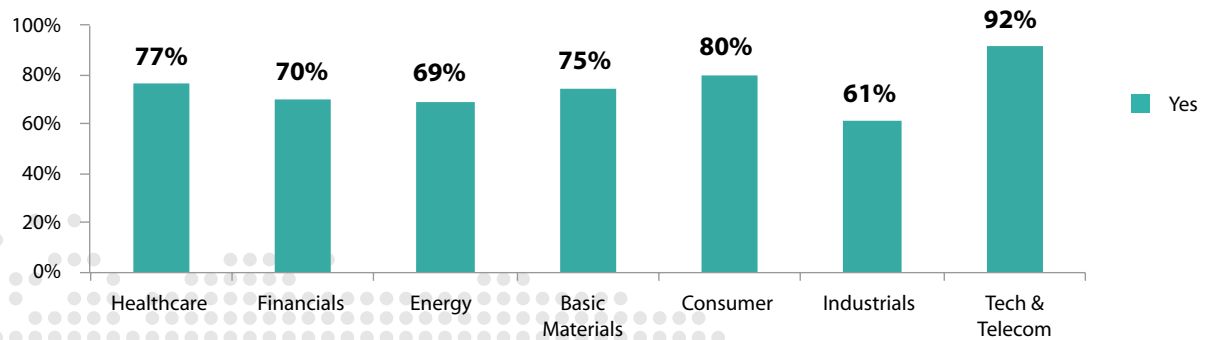
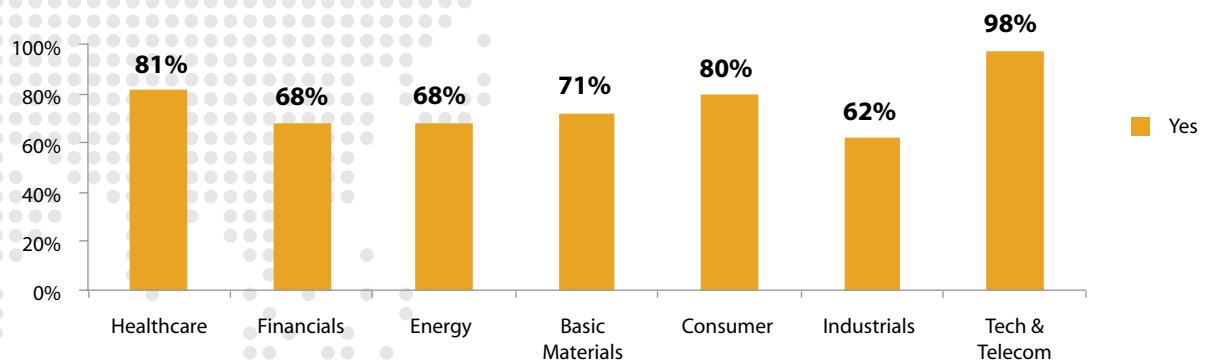


Figure 5: Have you adopted digital technologies in your company? Chinese firms only, N=374



future (72% have adopted, 10% plans to adopt soon). This data is consistent with Chinese consumers' high rate of adoption of digital technologies. Moreover, companies currently using digital technologies all agree on the importance of digitalization for the success of their business, regardless of the industry where they operate, their size or type.

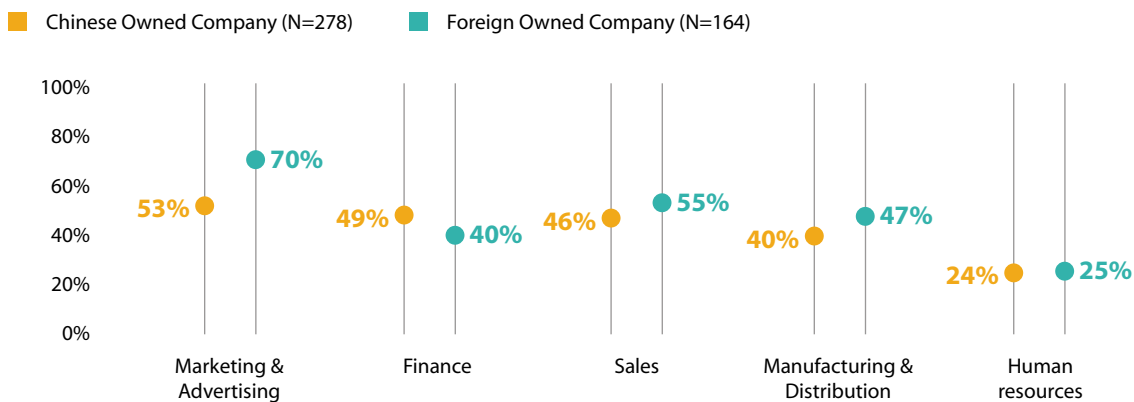
Most of the companies, adopters of such technologies, say digitalization helps them improve efficiency (90% of Chinese firms, 83% of foreign firms). Cost optimization comes in second place, mentioned by 57% of companies. A lower percentage of companies, 22% of Chinese firms and 29% of foreign ones, cite a boost in revenue as an advantage of digitalization.

Despite the high level of adoption across the whole sample, the level of digitalization varies across industries. Unsurprisingly, Technology & Telecommunications is the

industry showing the highest rate of adoption, accounting for 92% of the total sample. Energy and Industrials are on the lower side of the spectrum with adoption rates of 69% and 61% respectively. This effect is seen in our total sample as well as for Chinese-owned firms only.

The impact of digitalization also depends on the function within the firm. Marketing & Advertising is the area where most of the sampled firms use digital technologies (53% of Chinese firms and 70% of foreign firms), followed by Finance, Sales and Manufacturing & Distribution. Human Resources is the area with lowest penetration rate at 24% of Chinese firms and 25% of foreign firms.

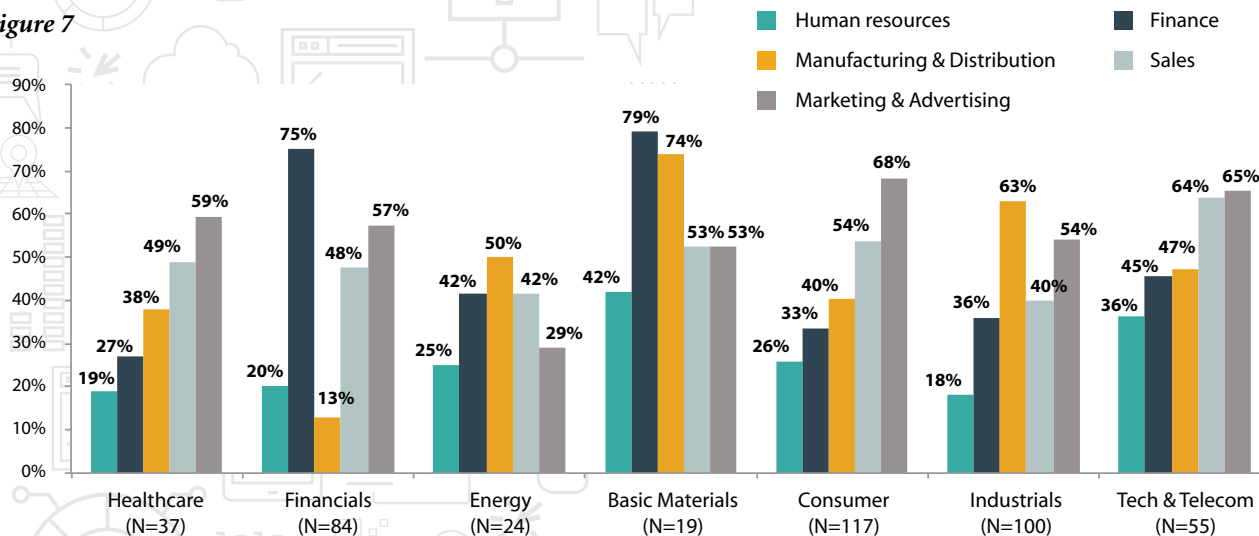
Figure 6 - In which area of your company have you adopted digital technologies?



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Several clear differences emerge that can be explained by the specificities of the industry.
”

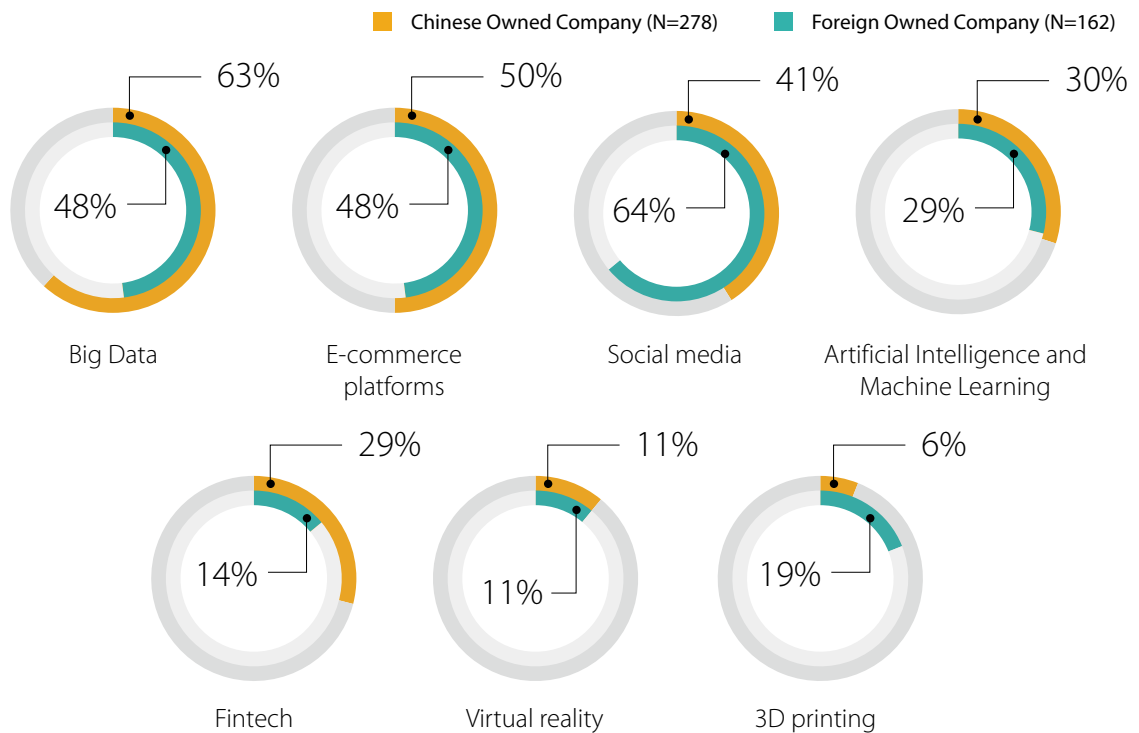
The chart below (Figure 7) shows the differences, by industry, in the areas of these companies which adopt digital technologies. Several clear differences emerge that can be explained by the specificities of the industry. For example, adoption of digital technologies in the finance department is seen more often for firms in the Finance or Basic Materials sectors. Digitalization in the Marketing & Advertising department is highest for firms in the Consumer sector, Technology & Telecommunications and Healthcare.

Figure 7



We also asked our sample about the type of digital technologies they use. Chinese companies mostly select the areas of Big Data (63% of companies), followed by E-commerce platforms and Social Media (50% and 41% of them respectively). Foreign firms show a strong preference for the use of Social Media (64% of companies), followed by Big Data and E-commerce (48% of firms).

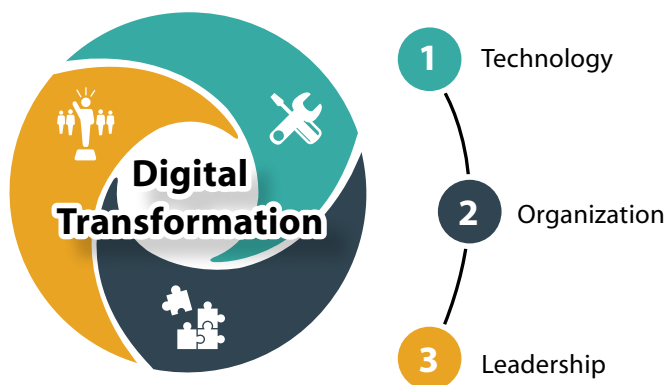
Figure 8 - Which of these technologies do you use in your company?



How to maximize digital technology

Chinese consumers are some of the most enthusiastic adopters of digital technologies in the world. Moreover, companies in China are adopting this technology which is helping them improve efficiency and reduce costs. However, it is not often easy for a traditional company to start on the path towards digital transformation. But there are some key factors that can go a long way towards successfully adopting digital technologies in organizations:

Figure 9: The Three Elements of Digital Transformation



Technology: Keeping up with and, more importantly, leveraging the latest technology will be one of the biggest challenges of the Digital Revolution. A few years ago, it was all about 3G and Big Data. Today we are talking about 5G and how to interpret the mounds of data literally at our fingertips. Conversations routinely touch on topics such as the Internet of Things (IOT), Virtual and Augmented Reality (VR and AR), Artificial Intelligence (AI) and how all of these will impact the way we live and work.

Organization: Today's organizations need to be agile and able to quickly respond to changes in an ever-evolving environment, and in their client base. They must be connected to the market, extremely skilled at listening to their customers, and always ready to adopt the digital tools their businesses need to thrive. With today's Digital Revolution, success hinges on creativity, a proactive attitude, and specific skills adapted to the needs and conditions of the digital world. Employees need to have big ideas and propose workable solutions, not just wait for instructions on what to do. The national education system must be adapted to



the new technology as well as to today's increasingly tech-savvy youngsters. At the same time companies must provide more mature employees with the training needed for them to acquire the necessary skills, as well as establish internal processes that foster creativity and initiative taking. These initiatives are increasingly important as questions arise about which skills or positions will be made obsolete with even greater breakthroughs in AI and robotics.

Leadership: Today's leaders – and those of the immediate future – will face the huge challenge of being at the helm of organizations where many of those they lead know a lot more about the digital age than they do. A healthy dose of humility will help them remain effective and respected. So too will having an open mind and willingness to learn from others, even if their teachers are younger or have less seniority within the company.

The digital revolution is here to stay. It is transforming the way we do business and it is transforming customer expectations. Organizations and individuals need to adapt fast if they want to be among the winners.

伟大不止历史
也可以是明天的你

扫码测一测，你的前世英雄是谁

Which "HERO" Were You?




「刘备」

An Atypical MBA Student's Self-Transformation

“Study hard, make friends, keep your eyes open while keeping your minds focused. CEIBS is going to change your life, as it has changed mine.”

■ By William Yan



On August 8, 2017, at the CEIBS MBA2019 Opening Ceremony, I extended on behalf of MBA2018 a warm welcome to the “future stars” of CEIBS and expressed my hopes for them with the words above. After an exciting 18-month MBA journey, I finally accomplished a switch from being a financial journalist to becoming part of the team at Tencent. In retrospect, these three phrases do not serve only as advice for freshmen, but also reflect the three transformations I experienced at CEIBS through which I completely remoulded myself.

My joining CEIBS is a testament to the diversity of the school's MBA students. Once, during our entry module leadership course, a German professor of management asked me,



William Yan

- CEIBS MBA2018 alumnus
- Winner of CEIBS MBA Scholarship
- Winner of CEIBS MBA2018 Student Leader Award
- CEIBS MBA Excellent Graduate
- Winner of CEIBS MBA Best Professional Club Award
- Featured in *Poets & Quants* 2018 Best MBAs

“As a financial journalist, why did you decide to pursue an MBA?” “Because,” I replied, “During my time as a journalist, I interviewed a number of important business leaders and I want to be one of them in the future.” My response was partly intended for fun; but as a journalist, speaking with notable people was my daily job. In an age where the economy is exploding, however, I wasn’t satisfied with just being an observer and I felt that pursuing an MBA was an ideal path to a successful career switch.

Studying & Thinking

Faced with “the last peaceful desk” in one’s life before the hectic pace of a professional career, “study hard” is undoubtedly an important piece of advice. CEIBS has never disappointed me in this regard. It would be an understatement to say that the management theories and business cases I studied during my MBA journey increased my level of understanding.

Management theories constituted my systematic understanding of

business from the very beginning. The mandatory MBA courses included a series of traditional ones ranging from Macro- and Micro-economics, Strategic Management, Marketing, and Financial Accounting to Management Accounting, Corporate Finance, and Operations Management. Adhering to a strategy of “focusing on the basics of business science”, I elected to take a number of foundational courses in financial analysis, including Financial Statement Analysis, Advanced Corporate Finance and Valuation, Investment Principles, Mergers & Acquisitions, as well as Fixed-Income Securities. Experienced professors interpreted everything in an easy-to-understand way, built a huge and compact knowledge jigsaw, and enabled me to see the underlying logic behind real problems.



I wasn’t satisfied with just being an observer.





Case learning vividly demonstrates the idea of “becoming enlightened by looking back at the past”. The disparity between the economic development of East and West Germany after the Second World War, Netflix’s path of strategic development, the approach to supply chain management at ZARA, the

thinking. Some of the most impressive management ideas I learned from the CEIBS MBA include insights into others’ needs, motivations, and constraints; that small and fast wins through rapid transformation; how to sort, combine, match, and attribute using systematic disassembly and hierarchies; process management and efficiency optimisation that takes ends as starts; how to calculate the ratio of input to output; how to judge cycles and trends; as well as incentive and institution design. These courses that combined learning with doing improved my thinking. And they profoundly influenced my choices and actions throughout my MBA journey.

“

Experiences and theories eventually led to changes in ways of thinking.

”

various ways in which Meituan.com and Dianping.com compete and cooperate with one another, the IPOs of Alibaba and Facebook — each of these business cases provides us with a God’s eye view, unpacking strategic choices made by each enterprise in the context of time, industry, and competition.

Experiences and theories eventually led to changes in ways of

Participation & Friendship

In an MBA programme that emphasises participation, willingly stepping out of one’s comfort zone is an inevitable part of self-transformation.

Over the course of 18 months, more than 180 students were

continually regrouped and reorganised into temporary high-pressure smaller teams. Some group members came from mainstream business backgrounds working with investment banks, consulting companies, Big Four accounting firms, or FMCG companies; some were second-generation business professionals working on the front line as entrepreneurs; and some used to be lawyers, doctors, journalists, soldiers, or civil servants. Throughout various types of collaborations, each person's attitudes and abilities needed to be honed. In addition, the experience of sharing both the sweet and bitter moments has given rise to some of the most sincere friendships on campus.

During our time at CEIBS, we shared the pressure of studying, helped each other cope with the arduousness of job-hunting, supported each other through the Gobi Desert and the field competition, and together we pulled all-nighters studying at the library and in study rooms. It was very important to “make friends” who would provide support throughout our shared journey. We entertained each other with wine and words after both small and big wins and shared our failures with each other, too. During our brief 18-month journey, we met each other at the crossroads of life and after only a short but happy time bid farewell

“

Willingly stepping out of one's comfort zone is an inevitable part of self-transformation.

”



With legendary economist Professor Wu Jinglian.

to embark again on new journeys. The only “enemy” we had was the lack of time.

Vision & Concentration

Indeed, the biggest constraint on the MBA journey is time itself. “Keep your eyes open and your minds focused” is a typical piece of advice given to MBA candidates. For those of us who are about to turn 30 years old, an MBA isn't just a springboard for promotion and salary increase, but also an entrance ticket to the marathon of life.

Fortunately, pursuing an MBA at CEIBS doesn't limit our professional horizon. Compared with overseas business schools that more-or-less focus on career paths with investment banks and consulting companies, the CEIBS experience is rooted in “China Depth” and is perfectly suited to the opportunities presented by the new local economy. Thanks to the support of the CEIBS MBA Career Development Centre, internships and jobs offered to MBA2018 students covered a wide range of areas including private equity & risk investment, e-commerce, healthcare, cloud computing, new logistics, shared transport, online to offline (O2O), new retail, game industry, pay-for-knowledge, online video, sport industry, and online education.

However, when faced with an infinite number of possibilities,



we must still find the right course on which to concentrate. As a former media practitioner, from the very start of the journey I have targeted the media & entertainment industry as my desired field of work. It was through numerous attempts, self-reflection, and transformation focused on this goal over my 18 months at CEIBS that I was able to experience some unique and wonderful moments. These included:

- Founding the MBA Media & Entertainment Club, which organised 22 events within 9 months. The club received the most votes for the CEIBS MBA2018 Best Professional Club;
- Taking over the making of Season Two of the MBA short video programme “China Business 101” and as a producer creating 9 short videos for CEIBS Entrepreneurs;
- Working as a research assistant to former CEIBS Associate Professor of Strategy and Chief Strategy Officer at Cainiao Network Chen Weiru and

independently composing an MBA case entitled “Platform Strategy and Battles of Live Webcast”;

- As part of the CEIBS MBA Integrated China Strategy Project (ICSP), customising the sport marketing plan for AB InBev for the World Cup 2018 in Russia; and,
- Designing a “Media & Entertainment Industry Management Trainee Project” and working either full-time or part-time at numerous organisations, including China Culture Industrial Investment Fund, Qingting FM, Adidas, Xiaomi, IQIYI, and Tencent Games.

As an MBA student with a non-traditional business background, the pressure behind these efforts to transform is self-evident. However, I am quite convinced that what matters more than the speed of finding a job is the willpower and the patience to concentrate on your target. As a matter of fact, behind this series of

“impossible missions” I was able to put my management knowledge into practice along with a clear strategy and firm execution.

For example, the MBA Media & Entertainment Club was founded on a strategy of “frequently organising small-scale activities”. We successfully organised 22 activities covering the entire pan-entertainment industry, including film, video, animation, games, and sports.

As another example, in creating 9 short videos for CEIBS Entrepreneurs I drew on the model of Yitiao TV. By setting up the three principles of targeting CEIBS entrepreneur alumni, using interviews already available and existing video clips, I obtained a huge amount of material via the alumni network that ultimately enabled the production of low-cost and high efficiency videos.

The 6 internships have also been a part of my step-by-step advancement

towards my career goal. In particular, case writing helped develop my understanding of the Technology, Media, and Telecom (TMT) segment and gave me the opportunity to work as an intern at the China Culture Industrial Investment Fund despite a lack of prior investment experience. During my internship there, I got to learn about one of its investment targets, Qingting FM, and managed to get my first internship in the online industry. Designing a marketing plan for AB InBev enabled me — with no prior experience in this regard — to work with Adidas. Participating in the Adidas Terrex annual marketing competition encouraged me to try internet marketing at IQIYI. And thanks to the experience I acquired in the internet industry with companies like Qingting FM, Xiaomi, and IQIYI, I was able to join Tencent Games and make the leap from quantitative change to qualitative change in both learning and practice.

Of course, the number of applications and rejections far exceeded the number of internships. Also, internships are far from plain sailing and much of the experience is beyond words. Nevertheless, each internship facilitated breakthroughs in experience

and thought in areas such as strategy, investment, marketing, and branding. Much of the knowledge gained during the MBA journey came from these experiences.

I have to extend thanks to the CEIBS alumni network for its huge support as I made my way along the road of internships and job-hunting. All 6 internships came either directly from or on the referral of a CEIBS alumnus. These recommendations made it possible for me to get valuable opportunities. It was via feedback from alumni, EMBA mentors, and MBA career consultants as well as via trial and error that I grew to understand my own strengths and shortcomings. As a result, I was able to realise my personal development and transformation by small and fast wins, ultimately ending up at Tencent as I had initially set out to do.

A post I published on my WeChat moments timeline on August 8, 2016 was accompanied by the words, “From the Boya Pagoda at Beijing University to the Pyramid at CEIBS. For the infinite possibilities and for the calling of entrepreneurial spirit”. Looking back at the post, I cannot help but recall my dreams at that time and I have a strong sense of relief that I have now finally achieved what I had promised myself. Despite numerous twists and turns, my original dream has been fulfilled. For me, the CEIBS MBA programme was like a ticket for a ship sailing to the realisation of my dreams. I am grateful for that time in my life where I met and made friends with other CEIBS students and it is great to see that many of my former schoolmates are still supporting each other. The way ahead is long, but I’m both lucky and proud to be in the same boat with CEIBS.





CEIBS Global EMBA is #5 in *Financial Times* Ranking ~ Highest-ranked stand-alone programme

CEIBS Global Executive MBA has moved up nine spots to #5 in the *Financial Times*' 2018 ranking of the world's top 100 EMBA programmes. This is the second CEIBS programme the *FT* has ranked within the top 10 this year. The CEIBS MBA was ranked #8 globally and #1 in Asia in January. This makes CEIBS the first ever Asian school to have two programmes ranked within the *FT*'s top 10. In the EMBA ranking released on October 15, the CEIBS Global EMBA is also

the highest-ranked stand-alone programme. All four programmes ranked above it are collaborations between at least two schools whose combined data are factored into the results. As the rankings have shown, the independently offered CEIBS Global EMBA offers an increasingly international and diverse experience in providing a world class education with continued improvements being made in the quality of the school's research.

"These results confirm that

we offer a globally competitive programme," said CEIBS President Li Mingjun in reacting to the news. "We will intensify our efforts to meet the needs of our students, socially responsible business leaders who are shaping the global economy."

The annual *FT* ranking of EMBA programmes is well respected and highly anticipated by business schools around the world as it is seen as a valuable benchmark of their performance. It is compiled every year primarily from surveys of classes that

graduated three years earlier. The #5 spot is a historic high for the CEIBS Global EMBA and highest ever ranking of all the school's programmes. The CEIBS Global EMBA was propelled upwards by improvements in nine of the 16 criteria used in the ranking. These include a better performance in areas which measure the programme's impact on graduates' careers and its overall diversity. CEIBS Global EMBA continues to improve in the percentage of international students and the opportunities to broaden their world view by doing classes in various locations around the world. Core courses offered at the school's campuses in Shanghai, Accra and Zurich are complemented by seven global elective modules delivered in seven countries across five continents. The programme is an integral part of the school's wider globalisation strategy.

"Our Global EMBA being ranked fifth in the world is definitive proof that the programme's unique model works," said CEIBS Vice President and Dean Professor Ding Yuan. "After three years of hard work since our Zurich campus was established in 2015, CEIBS has achieved synergised and stable operations at our five campuses on three continents. In the future, as the school continues to expand to North America and other regions, CEIBS will better meet the needs of business leaders around the world."

CEIBS Associate Dean of Global

EMBA Professor Nikos Tsikriktsis stressed, "The difference between CEIBS Global EMBA and other business schools is that our students are corporate executives selected from different countries in Asia, Europe and Africa and they form a unique class that is *truly global*. They benefit from the expertise of a strong international faculty team, and classes in major global cities that are shaping the future of business." He added, "As the global and Chinese economies continue to develop, the world's business elite face serious challenges. They can only remain competitive if they fully grasp the importance of, and pursue, opportunities for lifelong learning. In response to economic trends and changes in market demand, we have been proactively optimising the CEIBS Global EMBA curriculum. Our team is committed to providing professional, cutting-edge business knowledge – both theoretical and practical. We are constantly making innovations to our teaching methods, and have extended the pursuit of knowledge beyond the traditional classroom to build a platform for continued learning."

In addition to its assessment of graduates' career progress and school diversity, the *FT* also ranks schools based on research/CSR, areas in which CEIBS has performed well. CEIBS has made CSR a focus at the strategic level of the organisation, with classes on ethics included as part of the curriculum. Meanwhile,

there has been a steady increase in the quality and quantity of research produced by the school's faculty who have extensive expertise in five disciplines. Their research has been steadily gaining international recognition over the years, with their papers published in world renowned academic journals. Between 2014 and 2017, CEIBS faculty had 125 articles published in top journals. For the last three years, on a list of scholars compiled by the world-renowned academic publisher Elsevier, CEIBS faculty have accounted for a third of the most cited researchers from Chinese business schools in the fields of Business, Management and Accounting, an indicator of the strength of the school's research capabilities.

"We will continue to strengthen our efforts to engage in rigorous research that has practical implications for the business world and our students," said CEIBS President Li Mingjun. "We fully recognise that academic rigour is an integral part of our efforts to educate the business leaders of tomorrow."

News about the ranking came days after the Global EMBA Class of 2016 graduated at a ceremony in Dubai, the first time ever students had their graduation ceremony in the UAE. This was yet another indicator of CEIBS Global EMBA's reputation as a truly global programme, and CEIBS as an international business school with its roots in China.

CEIBS Says Thank You to Pedro Nueno, Welcomes Dipak Jain



In a bittersweet journey down memory lane, courtesy of photos that had the entire auditorium's attention, Professor Pedro Nueno began a new chapter as Honorary President (European) of CEIBS on September 11. And after his look back at the birth and growth of the 24-year-old school that has accomplished so much in such a short time, his successor CEIBS President (European) Dipak Jain laid out his vision for the journey ahead. The historic moment was shared, via video conference, by faculty and staff across all five CEIBS campuses.

The ceremony, chaired by CEIBS Vice President & Dean Professor Ding Yuan, was also an opportunity for the school's leadership, both the European and Chinese sides, to lead the rest of the CEIBS family in saying thank you to Prof. Nueno and welcome his successor, Prof. Jain.

Speakers included Eric Cornuel, Director General & CEO of EFMD – the European half of the joint venture that established CEIBS on November 8, 1994 – who spoke of Prof Nueno's long and impressive track record in modern management education in China. He also had

warm words of welcome for incoming President (European) Jain, drawing a parallel between his experience across many continents and CEIBS' global footprint.

In his address, CEIBS President Professor Li Mingjun spoke of Prof Nueno's more than 30-year choice (dating back to CEMI) to be a member of the CEIBS community. "The school is like his baby; he fed it, supported it, facilitated its growth and nurtured its achievements. He has always been a determined advocate, an active fundraiser, and a passionate ambassador of the school,"

said President Li as members of the audience nodded in agreement. “His love for China, contribution to Shanghai and dedication to CEIBS have been well perceived and recognised.” He then turned to the task of welcoming Prof Jain, mentioning his penchant for giving warm hugs to all he greets, as well as his impressive academic pedigree: a globally recognised marketing and innovation expert, an insightful opinion leader with experience as Dean of Kellogg and INSEAD.

“We have an excellent team,” Prof Nueno said of the new core structure that includes Presidents Li and Jain along with Vice Presidents Ding Yuan and Zhang Weijiong. “Let’s look forward with ambition, be creative, and accomplish a lot. I will continue to support CEIBS but I think it’s

the right moment to make way for somebody better than me.”

In his remarks, Prof Jain laid out a clear roadmap of the current environment in business management education and his vision of how he will be part of the team that shapes CEIBS’ vision over the next 25 years. His focus, he explained, would be on CEIBS’ internationalisation within the context of its competitive advantage of providing an understanding of and entry into the Chinese market. He also thanked the rest of the school’s leadership for their confidence in his ability to contribute to its future growth. “Thank you all for this opportunity, and for including me as part of the family. I will do my best on every dimension. Let’s stay united and take CEIBS to greater heights,” he said.

The day ended with a cocktail party where members of staff and the faculty competed for the opportunity to take photos with Prof Nueno after personal stories of how he had touched their lives. It was also an opportunity for even more accolades from the school leadership, with a moving speech by Honorary President Liu Ji. President Li presented Prof Nueno – on behalf of all CEIBS staff – with a ruyi (a homophone in Chinese that means “as you wish”) symbolising the hope that all his wishes become reality in the future.

Humble as always, Prof Nueno reminded those present that though the evening’s celebration was for him, all that had been accomplished so far was not just through his individual efforts, but the result of teamwork.



Wu Jinglian Appointed as CEIBS Honorary Professor



Renowned economist Professor Wu Jinglian, who has been a leading member of the school's faculty for decades, has been appointed Honorary Professor at CEIBS. He was conferred with the honour at his home, on the eve of the Mid-Autumn Festival, during a visit by CEIBS Vice President and Dean Professor Ding Yuan, along with Beijing Office Deputy Chief Representative and Campus Operations Director Xiao Bin. For many years, Prof Wu served as Baosteel Chair Professor of Economics at CEIBS.

During the visit, Prof Ding presented Prof Wu with exquisite "Tu'er Ye" figurines, works of art recognised as part of China's intangible cultural

heritage, while wishing him a happy Mid-Autumn Festival and a pleasant, healthy life ahead. That will still involve a role at CEIBS. According to Prof Ding, the school will continue to fully support Prof Wu's academic work and welcome him back to campus for lectures and talks with students and alumni.

Looking in good health, the 88-year-old Prof Wu graciously accepted the appointment, which is effective September 2018. The rest of the visit was spent engaged in a friendly exchange with Prof Ding during which he spoke of his high expectations for the future development of CEIBS.

Prof Wu's ties to CEIBS have been long and strong. After an academic

visit to Yale University in 1984, he became a professor with the China-EC Management Institute (CEMI), CEIBS' predecessor. He was more than 60 years old when CEMI relocated to Shanghai and CEIBS was established in 1994. For more than 20 years he commuted tirelessly between Beijing and Shanghai for lectures with CEIBS MBA and EMBA students. It was not until last year that he stopped doing so. His lectures have always been well received and very popular.

Former French PM Dominique de Villepin Headlines CEIBS CMO Summit



CEIBS welcomed more than 300 senior marketing executives to the Shanghai Campus on September 9 for the 2nd CEIBS CMO Summit, with former French Prime Minister Dominique de Villepin as keynote speaker. Held at the CEIBS Conference Centre, the one-day event provided a platform for those in the field of marketing to share ideas about the latest innovations and strategies.

Prof de Villepin's speech was part of his 5-day visit to the Shanghai Campus to meet with CEIBS faculty and students and engage in high-level discussions on a variety of

topics. A highly-regarded statesman, he joined CEIBS earlier this year as a Distinguished Professor to lecture on diplomacy, soft power, and global economic competition and was recently inaugurated as the Chairman of the International Advisory Board at CEIBS.

During his 40-minute speech, Prof de Villepin shared with the packed auditorium his insights on the global emerging economic outlook. He noted that China's growing interest in the world economy comes at a time when emerging markets are faced with an increasingly complex environment full of contradictions. He also suggested ways in which China is advocating for

stronger international ties through its involvement in associations such as BRICS, touched on the global significance of the China-led Belt and Road Initiative and noted the shift to a greater focus on new and emerging economies which, he said, warrants some reconsideration of who gets invited to the discussion table. "Today, diversity has become the key principle of the world. It means diversity of origins that must be better represented in global institutions. The time has come to reinvent international cooperation through new principles of fairness, diversity, and balance," said de Villepin.

CEIBS Board Member Presented with Prestigious Magnolia Award



CEIBS Board of Directors Member Professor Eric Cornuel was among a group of 50 recipients honoured with the 2018 Magnolia Award on September 12. First presented by the Shanghai Municipal People’s Government in 1989, the prestigious award is given annually to foreigners in recognition of their extraordinary contribution to the social, economic, and cultural development of Shanghai.

During the awards ceremony, Prof Cornuel had the honour of representing all recipients in addressing the many government officials, business leaders, and other distinguished guests in attendance. As

well as thanking the award committee, he also used the opportunity to reaffirm his belief in the Shanghai Master Plan (2017-2035) announced earlier this year.

In addition to his role as a member of the CEIBS Board of Directors, Prof Cornuel also serves as the CEO & Director General of the EFMD. The organisation’s mission is to act as a catalyst to promote and enhance excellence in management development globally.

Prof Cornuel’s work with both CEIBS and the EFMD has placed him in a unique position from which to both drive and assess the impact CEIBS has had on Shanghai. Speaking prior to the award ceremony during a stop at the CEIBS Shanghai Campus, he took some time to reflect on the origins of the school and the wider role it has played in pioneering management education in China.

“When we started in 1994, there was almost no management education in China. We have been a catalyst with CEIBS for the development of management education here,” he said. “All of the business schools that developed later on, CEIBS is not alien to their creation because we paved the way and directly or indirectly we have contributed to social and economic development of Shanghai and the country.”

Highlights from our Europe Forums

CEIBS will host 5 forums across major European cities this year, part of the wider CEIBS Insights 2018 initiative launched to mark the 15th anniversary of the China-EU Comprehensive Strategic Partnership by observing the role that CEIBS has played and continues to play in fostering Sino-European ties. Here are highlights from those already hosted in Munich, London and Prague.

Munich

~ Sino-European Ties, Digital Economy on the Agenda

The benefits of a strong relationship between China and Europe, and the enterprises of both countries, was among the themes touched upon on July 17 during the inaugural leg of the 2018 Europe Forum series. Speakers such as Board



Member and CEO of Chinese international investment company CNIC Corporation Ltd Yuxian Zhou; and Professor Jiang Jianqing, Chairman of the SINO-CEE Fund that manages the financial operations of the China-led Belt & Road Initiative, weighed in on the opportunities available when both sides work together in today's digital era and beyond. The forum also included two panel discussions that looked at, respectively, digital transformation in the Sino-German manufacturing industry and how businesses in both countries can leverage digital technology.

London

~ Focus on China-UK Financial Cooperation

The opportunities for China and the UK to collaborate within the financial sector in today's post-Brexit, fintech and big data focused environment were explored in depth during a forum co-hosted on July 19 by CEIBS and the Chinese Chamber of Commerce in the UK. As is usually the case with any recent discussion on fintech, the issues of data security and privacy protection were also raised.

"Companies that deviate from the very essence of the financial markets and fail to prevent and control financial risk cannot survive for long," warned Professor Jiang Jianqing, Chairman of the SINO-CEE Capital Management Company. He stressed the need for China and Britain to work closely together to harness fintech while also ensuring that clear rules are in place.

The benefits of Sino-UK collaboration were also emphasised by Qin Zhu, Minister of the Chinese Embassy in the UK. He anticipates that there will be even more opportunities for financial cooperation with the launch of the Shanghai-London Stock Connect later this year. He also spoke of opportunities for China and Britain to collaborate on the Belt and Road Initiative, saying the project will “bring out the potential for cooperation” between both sides.

That was a point also raised by Sir Douglas Flint, the UK’s Special Envoy to the BRI.

Throughout the day, there were also two panel discussions that respectively examined the big data ecosystem and security, and how AI can empower the fintech industry.



Prague ~ Strengthening China-CEE Ties

The historic Prague Castle was the venue for a frank and fruitful discussion, on September 25, on how China and the countries of Central and Eastern Europe can work together to drive mutual economic

growth. Attended by about 200 participants, the event saw keynote speeches from China’s new Ambassador to the Czech Republic, H.E. Jianmin Zhang; Governor of Czech National Bank, Mr. Jiří Rusnok; President of the New Silk Road Institute Prague and Adviser to the President of the Czech Republic, Mr. Jan Kohout; CEIBS President, Professor Li Mingjun; and CEIBS Professor of Economics and Finance, Xu Bin. It was co-organised by CEIBS and the New Silk Road Institute Prague.

In addition to the keynote speeches, the event was rounded out with two panel discussions featuring leading Chinese and Czech executives.



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Pascal Lamy Joins CEIBS Faculty

Pascal Lamy, former Director-General of the World Trade Organisation (WTO) and former European Commissioner for Trade, is the latest internationally renowned statesman to join the faculty of China Europe International Business School (CEIBS) as a Distinguished Professor.

"I am eagerly looking forward to an exchange of ideas with the faculty, students and alumni of CEIBS, a business school with strong ties to both China and Europe," said Mr Lamy. "With three campuses in China, one in Europe and another in Africa, CEIBS is known for not just its growing global presence but also the high calibre of its faculty and alumni, as well as the academic rigour of its various programmes."

He added that he hopes his contribution, during his visits, will enrich the already stimulating intellectual discourse on campus and provide the framework for even more lively debates on issues of global importance.

"Mr Lamy's expertise on global trade cannot be overstated and, in today's climate of rules being reviewed and new being paths charted, his addition to our already excellent faculty team takes on added significance," said CEIBS Vice President and Dean Professor Ding Yuan.

During his three-year tenure, Mr Lamy will collaborate closely with CEIBS faculty to develop new ideas and research designs as well as engage in intellectual discourse and projects primarily aimed at fostering greater understanding between China and Europe. "He may also touch on other global issues that are both within his areas of expertise and that will also provide further enlightenment for our students, alumni and faculty. We look forward to welcoming Mr Lamy for his first visit to our flagship Shanghai Campus this December, when his appointment takes effect," added Dean Ding.

Pascal Lamy is a two-time Director-General of the WTO, serving from 2005 to 2009 and a second four-year term up to 2013. At the WTO, he was credited with pushing for a new Doha round of world trade talks and advocated reform within the organisation. Earlier in his career, he served a full term as European Commissioner for Trade (1999 – 2004), making a name for himself as someone highly adept at managing the powerful civil servants in his department.



Prof Sheng Songcheng Appointed Counsellor of Shanghai Municipal People's Government

Professor Sheng Songcheng (above left) was among a group of newly-appointed counsellors of the Shanghai Municipal People's Government who received letters of appointments, on July 30, from Deputy Secretary of the CPC Shanghai Committee and the Mayor of Shanghai Ying Yong. To date, there are 30 counsellors, both accomplished scholars and seasoned experts in their fields, serving as the brain trust of the Government.

Prof Jiing-Lih Larry Farh among Academic Elite

Distinguished Chair Professor of Management and ABN AMRO Chair in Management at CEIBS, Jiing-Lih Larry Farh, is among the academic elite in the field of economics and business. He is among the top 1% of the most cited 1% researchers. This is based on the impact made by his articles published between 2004 and 2015. He is the only mainland China researcher to make the list.

CEIBS Teams Dominate 2018 CEEMAN and Emerald Case Writing Competition

Case studies by a pair of teams from CEIBS have taken two of the top three spots at the 2018 CEEMAN and Emerald Case Writing Competition. "WinChannel's Digital Gambit to Revitalize Rural China" by CEIBS Associate Professor of Management Daniel Han Ming Chng and Associate Professor of Strategy Peter

Moran has been declared the overall winner while "Advantech: Evolution of Its IoT Ecosystem Strategy" by CEIBS Lecturer of Strategy Guo (Ginkgo) Bai and MBA2019 student Zhenrong (Edison) Wang has been named second runner-up (third place overall). Both papers were co-authored by CEIBS case writer Dr Liman Zhao.

In winning the awards, the CEIBS cases beat out more than three dozen others submitted

from 17 countries and regions around the world.

The annual competition is designed to promote the development of high-quality teaching case material with an emphasis on developing and emerging markets. Winners are selected through a process of peer evaluation and submissions must take the form of teaching cases based on a real situation in a real company involving a clear decision-making situation.



Prof Oliver Rui Among WFC Best Papers Award Winners

CEIBS Professor of Finance and Accounting Oliver Rui (above centre) is one of the winners of the Best Papers Award, announced during the 2018 World Finance Conference (WFC). His paper entitled “Analyst Team Diversity and Analyst Performance” received the Honourable Mention Prize from among more than 200 papers presented during the three-day event held in Mauritius from July 25-27. The prize is awarded on the basis of originality, technical content, relevance of contribution, organisation, and clarity as determined by members of the WFC’s Scientific and Program Committee.

Prof Han Jian Receives AoM Innovative Teaching Award

CEIBS Associate Professor of Management Han Jian (above right) is the recipient of the Academy of Management’s (AoM) 2018 Human Resource Division Innovative Teaching Award in recognition of her work entitled “Integrating Reflection into Executive Education.” First offered in 2006, the award has only been offered to 10 scholars to date.

2 Professors Receive AIB Best Paper Award

CEIBS Assistant Professor of Strategy Richard Carney (above 2nd right) and

Professor of Management Jane Lu (above left) are among the recipients of the 2018 Best Paper Award in Emerging Economies Research from the Academy of International Business (AIB). It was in recognition of their work entitled “Political Regimes and Corporate Social Responsibility”. The award is given to the best paper accepted to a competitive session at the AIB Annual Meeting with a research focus on emerging economies.

Prof Zhao Xiande Wins Emerald Literati Award for Excellence

Professor of Operations and Supply Chain Management Zhao Xiande (above 2nd

left) is the recipient of the 2018 Emerald Literati Award for Excellence. His research work on “Analysing customer behaviour in mobile app usage”, co-authored with his postgraduate student Chen Qianling, was among those that made Emerald’s most prestigious category of Outstanding and Highly Commended Papers. The paper was only one of four from mainland China to make the list. The highly coveted Literati Awards for Excellence, by world-renown academic publisher Emerald, is recognition of the most impressive pieces of work judges – eminent academics or managers – have seen throughout the past year.



CEIBS MBA Ranked #1 in Asia in FT's Top MBAs for Entrepreneurship

CEIBS MBA is No. 1 in Asia again! This time in the *Financial Times* 2018 ranking of the top 50 MBAs for entrepreneurship. CEIBS is the only business school from mainland China to make it to the top 50; with its MBA moving up 6 spots from last year to #30. CEIBS MBA is also ranked #8 globally in the *Financial Times*' 2018 ranking of MBA programmes around the world, which was released this January.

Key Talent Programme for Chinese Companies Going Global

The Second Key Talent Programme for Chinese Companies Going Global got underway at CEIBS Shanghai Campus on September 5. The high-powered faculty team includes CEIBS President, Professor of Management and Programme Co-Director Li Mingjun; former French Prime Minister Dominique de Villepin; Chairman of the SINO-CEE Fund, Prof Jiang Jianqing; and Shanghai Municipal People's Government counsellor Prof Sheng Songcheng.

CEIBS Global EMBA Gets Swiss Nod of Approval

CEIBS Global EMBA is now one of only 18 programmes fully evaluated by the Swiss Agency of Accreditation and Quality Assurance (AAQ), an important step in being accredited by the AAQ. The rigorous assessment process lasted for more than a year.

MBA2018 Career Report

A few highlights from the MBA's latest career report:

- 879 positions from 312 companies

were made available to students through the school's Career Development Centre (CDC) with 65.7% of graduates leveraging CEIBS resources in order to find a job;

- Within three months of graduation, 93.7% of MBA graduates reported having received at least one job offer, with 93.1% accepting. The placement rate represents the highest in the past five years;
- The average annual salary increase was 95%, with over 60% of graduates earning between RMB300,000 and RMB600,000.



Gathering of Powerful Women

CEIBS Shanghai Campus was the venue, in September, for the 2018 IWECC Conference where more than 300 participants celebrated global successes in female entrepreneurship, forged new business relationships, and leveraged the event as a platform for a discussion on growth opportunities in Asia.

1st Batch of 2018 Case Master Development Camp Wraps Up

The First Batch of 2018 CEIBS Case Master Development Camp was successfully held at the school's Shanghai campus on July 2-3, with sessions running simultaneously in English and Chinese. One hundred and forty faculty members from 94 business schools across China (including Hong Kong, Macau, and Taiwan), Canada, France, Hungary, India, Malaysia, the Philippines, Singapore, and South Korea participated.

Focus on the Arts

On June 16, CEIBS Mid-Summer Concert

was held at the school's Conference Centre in Shanghai, featuring one of China's top three tenors Wei Song, a prelude to the series of events making up "CEIBS Journey of Art". About 800 alumni and guests attended. The second leg of the series was held on September 16, with a focus on ballet.

CEIBS MBA Welcomes Inbound Exchange Students

As part of the bilateral MBA exchange programme, CEIBS Shanghai campus welcomed 82 inbound exchange students from 27 countries in early September. From 23 partner schools, they joined their CEIBS

counterparts for the fall term. At the same time, 76 CEIBS MBA students prepared to head in the opposite direction for outbound exchange semesters with 27 overseas schools including Wharton, INSEAD, and London Business School.

Welcome WELA 2017!

Twenty-three participants in the Women Entrepreneurship and Leadership for Africa (WELA) Programme 2017 did their Shanghai module in mid-June, soaking up all the knowledge they could then apply to their business and lives once they went back home.

Newsflash

Key events from across CEIBS' 5 campuses, and the rest of the world

Shanghai

- Sept. 18: The 3rd Annual Strategy & Entrepreneurship Academic Symposium had world-renowned scholars discussing the latest cutting-edge research on business practices in emerging markets.
- Sept. 20: Opening Ceremony of the 7th CEIBS Entrepreneurship Leadership Camp.
- Sept. 15: CEIBS Entrepreneurship Platform hosted the seventh CEIBS Entrepreneurs Seminar of the year. Over 300 guests explored transformations and future of the education industry.
- Sept. 10: The 110th CEIBS Lujiazui Financiers Salon held a reading party to discuss the Chinese Financial Policy Report 2018.
- Aug. 8: The 16th Shanghai Finance Forum and Shanghai Banking Association Centennial Lecture of the 109th CEIBS Lujiazui Financiers Salon was held to discuss "Financial Ecology, Regulation and Monetary Policy".
- Jul. 12: During CEIBS Presidents' Salon, Professor of Accounting and Director of the Company Specific Programme (CSP) for Presidents, Professor Su Xijia, delivered a keynote speech entitled "Built to Last: Corporate Governance".
- Jul. 6: CEIBS Entrepreneurship Platform hosted a special session of "AI x Blockchain: Redefining the World" during the 2018 CEIBS Entrepreneurs Seminar.
- Jun. 27: The 3rd Global Virtual Reality Conference (GVRC) explored the theme of "Intelligence, Connecting to a Future of Love and Peace".
- Jul. 4: At an Executive Forum co-organised by CEIBS and the Indian Association, K V Kamath, President of the New Development Bank (informally referred to as the BRICS Development Bank) shared his insights on the topic "4th Industrial Revolution and Beyond".
- Jun. 18: The 1st CEIBS Decision Sciences Symposium was hosted at the school's Shanghai Campus, bringing together around 60 scholars from the US and Asia to present research on topics ranging from supply chain and operations management, data applications in the retail industry, digital technologies and big data in logistics, along with health care operations management.

Beijing

- Jul. 13: CEIBS and CEIBS Alumni Association CMO Club jointly hosted CEIBS CMO Forum which looked at "Business Innovation: Seeking New Marketing Ideas".
- Jul. 8: Professor of Finance and Accounting Oliver Rui moderated and gave the day's final speech during the CEIBS V Forum which explored "Technology Empowerment: Driving Force of Financial Reform".
- Jul. 2: Opening Ceremony of CEIBS Inaugural Chief Human Resources Officer Programme.

Other cities

- Aug. 10: CEIBS Charles de Gaulle Chair in Global Leadership and former French Prime Minister Jean-Pierre Raffarin delivered a keynote speech on "Digital Reform and International Cooperation" during the 2018 Hangzhou Financial Innovation Summit held at the Intercontinental Hotel in Hangzhou.
- Sept. 21: First ever Hefei staging of CEIBS EMBA Knowledge Forum.
- Aug. 24: CEIBS Suzhou Forum.
- Jun. 28: CEIBS EMBA Knowledge Forum in Chongqing.
- Jun. 22: CEIBS Xi'an Forum.
- Apr. 6: CEIBS Executive Forum in Foshan.



Scan the QR code for details about events listed above.



CEIBS Gets Entrepreneurship Education Foundation

On September 20, during the opening of the 7th Entrepreneurship Leadership Camp, there was also a Donation Ceremony for the “CEIBS Entrepreneurship Education Foundation”, a joint initiative by CEIBS Education Foundation and CEIBS Entrepreneurship Platform. Four Camp alumni generously donated RMB4 million to become founding members in support of the growth of CEIBS’ entrepreneurship and innovation education. They are: Zhang Xi, President of OneSmart International Education Group Ltd; Tang Xuebin, President of Shenzhen Ancaihua Energy Investment Co, Ltd; Shi Lei, President of Yunnan Zhongzhiyuan Auto Sales Group Co, Ltd; and Tang Binsen, CEO of ELEX Technology Co, Ltd.

Suning.com Invests in CEIBS Research Centre on Digital Economy and Smart Enterprises

On July 4, Senior Vice President and Chief Human Resource Officer of Suning.com Meng Xiangsheng and other company executives visited CEIBS and pledged to invest RMB3 million to support the work being done by the CEIBS Research Centre on Digital Economy and Smart Enterprises. It is one of the school’s newly-established interdisciplinary research centres.

CEIBS Beijing Campus Gets New

Fitness Equipment Thanks to Alumni Donation

Yang Tianhui (MDP 2016), business representative of Amer Sports (Shanghai) Co, Ltd and General Manager of Precor China, donated RMB870,000 worth of fitness equipment to CEIBS during a ceremony on June 21.

Eastman Supports CEIBS Green Campus Initiative

In August, in support of CEIBS Green Campus initiative, Eastman (Shanghai) Chemical Commercial Co, Ltd provided RMB300,000

worth of architectural film to the school’s Shanghai Campus. Covered with the film, the glass ceilings of CEIBS Conference Hall and Academic Centre VI will be able to offer natural light inside the buildings while keeping the heat out.

Jinbeifang.com Invests in “CEIBS AMP Home”

On August 9, Jinbeifang.com invested in CEIBS open fundraising project, “CEIBS AMP Home”, becoming one of the title sponsors of Classroom 109 in CEIBS Academic Centre IV. The Donation Ceremony was held at CEIBS Shanghai Campus.



中欧“良师益友”导师招募

CEIBS Mentoring Programme Mentor Recruitment

自2004年启动以来，良师益友项目帮助超过1700位导师和同学结对，为他们提供了独特的双赢机会：一方面，学生可以从经验丰富的企业高管那里获得宝贵的指导；另一方面，在为学生提供知识、鼓励、友谊、支持和建议的过程中，导师自身的领导水平也得到磨砺。此外，良师益友项目与MBA“领导力之旅”课程继续深度结合，导师的陪伴与指导将为学员的领导力发展提供重要支持。

Since its launching in 2004, the CEIBS Mentoring Program has benefited more than 1,700 mentors and mentees. The programme offers a unique “win-win” opportunity for both sides. Students receive valuable guidance from experienced executives to help them in their career path, while mentors enhance their leadership skills. A mentor will be the one to provide knowledge, encouragement, friendship, support, and guidance. In addition, Mentoring Program has been integrated with MBA “Leadership Journey”. With the support and guidance from mentors, students will develop their leadership skills more effectively.

我们对您的期待

- 真诚热心的中欧校友或EMBA在读学生
- 愿意与年轻人共同成长，乐于成就新一代商业领袖
- 博学睿智，能在人生道路、职业转型和领导力发展等各方面为学员提供建议与支持
- 定期与学员会面（至少每两月一次）

What we expect from you

- Warm-hearted and caring CEIBS Alumni or current EMBA student
- Willing to grow together with young professionals to raise next generation leaders
- Functioning as a source of wisdom to impact and support mentees on life and career transition as well as leadership development
- Committed to meet mentees regularly (at least once in every two months)

我们为您提供

- 多元化的导师交流平台
- 资深导师分享沙龙
- 导师成长小组
- 导师指南，帮助导师们尽快进入角色

What we offer

- Diversified mentor networking platform
- Senior mentor sharing session
- Mentor growth group
- Mentor Guidance to help you perform your role



欢迎扫码了解“良师益友项目”
 Please scan the QR code to
 know more about Mentoring Program

✉ 新导师注册请联系 / For mentor registration, please contact:

毕明霞 / Alicia Bi

电话 / Tel: 021-2890 5313

邮箱 / Email: mentoringprogram@ceibs.edu

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