Highlights from the EY Strategic Growth Forum™

观点精萃
安永战略性高增长论坛

Shanghai, China 中国上海
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Highlights
EY Strategic Growth Forum™

World-class keynote speakers
Over 60 speakers from China and across the world

**Julia Gillard**
Prime Minister of Australia (2010-2013)

**Tony Blair**
Prime Minister of Great Britain and Northern Ireland (1997-2007)

**Yang Lan**
Chairperson
Sun Media Group and Sun Culture Foundation

**Jiang Jianqing**
Chairman of the Board of Directors
Executive Director, Industrial and Commercial Bank of China Limited

Market-leading companies

1,000 registrants

563 companies from over 35 countries represented

22 EY Entrepreneur Of The Year™ global alumni
EY hosted over 1000 guests at the first-ever EY Strategic Growth Forum™ in Shanghai, China from 22-23 May 2014.

The Forum is part of a global series of events held by EY to connect global companies, investors and government leaders to share and discuss strategies for growth, both in China and in other international markets. All sessions were held in both English and Chinese (Mandarin).

World-class speakers, superb entertainment, a celebration of the achievements of our EY Entrepreneur Of The Year™ Alumni, and the opportunity to connect, share ideas and do business with the best of the best are all part of what guests experienced.

Visit ey.com/cn/sgf for more information on the Forum.

2014年5月22-23日，安永首次在中国上海举办了安永战略性高增长论坛，与会嘉宾多达1000余人。

该论坛是安永举办的全球系列活动的一部分，旨在加强全球企业、投资者和政府领导之间的联系，分享并探讨中国和世界其他地区的增长战略。所有会议采用英文和中文（普通话）两种语言。

世界级的讲演嘉宾、绝佳的娱乐活动、表彰安永企业家奖获奖者成就的庆典，以及与精英中的精英沟通交流、分享观点和探讨业务合作的机遇，这些都是与会嘉宾经历的一部分。

论坛最新信息请浏览：ey.com/cn/sgf
Keynote speaker 主题讲者

Tony Blair

托尼·布莱尔

Prime Minister of Great Britain and Northern Ireland (1997-2007)
大不列颠及北爱尔兰联合王国首相（1997 - 2007年）
Five steps to sustainable growth

In his keynote speech, Jiang Jianqing, Chairman of the Board of Directors, Industrial and Commercial Bank of China Limited, shared his recipe for a long-lasting business.

• Develop and implement a clearly defined strategy
• Seek opportunities even during challenging times
• Adapt to new situations
• Dare to transform and keep innovating
• Build cultural heritage and enterprises that last

Click on the links for more:
English or Chinese or go to ey.com/cn/sgf
You have to be so involved in what you're doing that you don't regard it as work.
Yang Lan
杨澜
Chairperson, Sun Media Group
and Sun Culture Foundation
阳光媒体集团和
阳光文化基金会主席

Resilience, mindfulness and women empowerment
活力、 关顾、 彰显女性话语权

Yang Lan, co-founder and Chairperson of the Sun Media Group and the Sun Culture Foundation was interviewed by Maria Pinelli, EY Global Vice Chair – Strategic Growth Markets, in the dynamic and insightful closing session of the first day of the EY Strategic Growth Forum.

Yang Lan, a leading broadcast journalist and media entrepreneur in China, discussed the importance of entrepreneurs being resilient, shared her true passion for creating a mindful society and talked about how women are transforming the working world. Many entrepreneurs will face knock-backs in launching their first business. They need to remain committed to their dreams and sense of purpose.

Social value beyond personal material success is becoming more important and rewarding to today’s entrepreneurs. And businesses who support and nurture greater participation of women in the workforce as well as leadership positions will see the benefits not only to the bottom line, but in creating a sustainable differential advantage over competitors.

活力、关顾、彰显女性话语权
杨澜女士是阳光媒体集团和阳光文化基金会的联合创始人兼主席。她日前在安永主办的战略性高增长论坛上接受了安永战略性高增长市场全球副主席Maria Pinelli的访问。时间是论坛首日的最后一个专题研讨会，内容尽显她洋溢的活力和睿智的思维。

杨澜女士是中国著名的广播电视记者及媒体企业家。访谈中，她与我们探讨了企业家保持活力的重要性，分享了她关于建立关顾型社会的激情，并谈到了女性对于改变职场世界带来的影响。许多企业家在首次创业时都会面临挫折，他们需要做的是坚持自己的梦想和使命感。

对于当今企业家而言，社会价值的重要性和回报，已经超越了个人在物质方面的成功。支持和培养女性更多地参与职场竞争，更多地晋升到领导职位的企业，其获得的回报不仅限于利润方面，还在于为其建立起相对于竞争对手的可持续的独特竞争优势。
Three leading business figures exchanged their views on the vast opportunities China offers to investors. If you’re considering a China investment, bear these tips in mind:

- Don’t be deterred by the presence of large competitors. You may not be the largest player in the market but you will almost certainly enjoy rapid growth.
- Foreign entrepreneurs and investors in China have to play their part in building and promoting a healthy business environment. By doing so, you’ll be investing in the long-term benefit China has to offer.
- Be ready for a boost. Slower growth is likely to drive the Chinese government to shift resources from state-owned enterprises to private enterprises.
- China may well produce a high-return investment target within the next five years.

The panel agreed that these changes – and the increased competition as digital platforms develop and markets open up – will lead to a larger and more level playing field for all in the market.
Leading entrepreneurs and investment experts from the high-tech, new energy and service sectors shared their insights and experience on the importance of access to funding and capital markets, as well as enterprise development, entrepreneurship and strategies and issues to consider for expanding into the Chinese market.

To be successful, companies must clearly define core strategies and accurately forecast future growth. It’s also important to understand all of the funding options and financial resources required for the different phases of growth. The panel’s insights included:

- Be patient, learn the market, then take action.
- Engaging with clients and learning about their needs is critical to service-providing enterprises.
- Transformation and innovation are essential for companies to maintain healthy development.
- Building a culture is important.

Entrepreneurship – success factors in China

Entrepreneurship – success factors in China
Organizations in China and across the world are increasingly moving beyond borders to cultivate markets overseas, pursuing growth through exports, partnerships, acquisitions or by developing local presence. While there are numerous opportunities associated with overseas investment, these are often coupled with challenges. This panel looked closely at these challenges and offered some great insights. While there’s no secret recipe for success, there are some actions Chinese companies can take to ensure they are on track:

- Be patient - make long-term business plans.
- Have a clearly defined overseas M&A strategy.
- Don’t assume what will work in China will work overseas.
- Understand the future development of their transaction targets.
- Identify risks early on and assemble the right team to look at the market through a fresh set of eyes.

These insights are from a panel moderated by Loletta Chow, Global Leader, China Overseas Investment Network, EY. The panelists were He Zhenwei, Deputy Secretary General, China Overseas Development Association; Francisco Sanchez, Chairman, CNS Global Consulting; Patrick Zhong, Senior Managing Director, Fosun Group; Freeman Hui Shen, Board Member & Group Vice President, Geely Holding Group; Wang Fanglu, Senior Managing Director of CITIC Capital and Chief Investment Officer of CITIC Kazyna Investment Fund I, CITIC Capital.

中国以及全球的企业越来越多地跨越国界,通过出口、合作或者收购活动寻求增长,或者在当地扩大业务,培育海外市场。海外投资有大量的机遇,但往往也伴随挑战。

专题研讨密切关照了这些挑战,并且提供了一些精彩的洞察观点。虽然没有成功的秘方,但是中国企业可以采取一些举措,确保抓住投资机遇并且建立互惠的关系:

- 耐心——制定长期业务计划
- 制定清晰的海外并购战略
- 不要假定在中国可行的在海外一样可行
- 了解交易标的的未来发展
- 尽早识别风险并组建适当的团队,从全新的角度看待市场
**Panel session 专题研讨**

**Talent - developing leaders in emerging markets | 人才：在新兴市场培养领导人才**

These insights are from a panel moderated by Bin Wolfe, Managing Partner, Talent, EY Asia-Pacific. The panelists were: Johannes Dietsch, President, Bayer Greater China Group and Chairman, Bayer (China) Limited; Heather Wang, Vice President, Human Resources - Global Growth Organization and Global Talent Recruitment, General Electric; Gina Qiao, Senior Vice President of Human Resources, Lenovo Group; Anne Myong, Senior Vice President and Chief Financial Officer, Walmart China.

How do you make a local business leader a global one?

That question sparked a lively discussion on leadership development in emerging markets. The panel featured leaders from Bayer, GE, Lenovo and Walmart.

In a live poll, 60% of Strategic Growth Forum China participants said their organizations have leadership development programs that help enhance executives’ ability to operate in different cultural environments. The panel agreed that active listening skills, curiosity about new technology and ideas, and understanding how people communicate in different cultures are critical skills global leaders need.

In the poll, 86% of respondents also said their organizations have emerging markets executives in their leadership succession plans. That planning has to start years in advance, panelists agreed, with plenty of opportunities for potential leaders to work across business functions and cultures, and to raise their profile with global leadership.

Three tips to turn local leaders into global leaders:

- Build trust with your local executives. Be honest about their development needs and opportunities. Give them mentors to guide them.
- When you invest in fast growth markets, consider putting in a more high profile person in the role. Those markets will grow faster than any individual ones.
- Develop local talent in emerging markets with global growth in mind.

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如何将一位本地的企业领导培养成为全球化的人才？

今天，这个问题激发了一场关于在新兴市场培养领导力的生动讨论。来自拜耳、通用电气、联想与沃尔玛的领导出席了本次研讨会。

在投票中，60%的论坛与会者表示他们的企业有领导力培养项目，帮助提升管理人员在不同文化环境运营的能力。研讨会一致认为，主动倾听、对于新技术与理念的好奇心以及了解不同文化中人们沟通方式是全球化的领导所需的关键技能。

投票中，86%的受访者也表示他们的企业将新兴市场的管理人员纳入了领导力继任计划。讲者嘉宾同意该规划需要提前数年启动，给予潜在的领导充分的机会在不同的企业部门与文化背景下工作，通过在全球各地的领导经验提升他们的资历。

将本地领导培养成为全球化人才的三个建议：

- 建立对本地管理人员的信任，坦诚面对他们的发展需求与机遇，安排导师指导他们。
- 企业投资快速增长市场时，考虑任命一位能力超过职位要求的人。这些市场的增长速度将超过任何个人的发展速度。
- 在新兴市场培养考虑全球业务增长的本地人才。
As the fastest growing economy in the world, China offers ample opportunities to foreign companies with cross-border ambitions. In particular, the emerging middle class makes the opportunity so large that there is really a piece of the pie for everyone.

But how can organizations successfully operate, invest and expand in China in a way that stands out from the competition? SGF China guests from five leading multinational organizations shared their top tips for seizing growth opportunities and successfully navigating China.

- **Relationships** based on respect, honesty and sharing, that are nurtured over time are the backbone of all that you do in China. This applies to relationships with governments and regulators, business partners, local communities, vendors, distributors and employees.

- **Joint Ventures** are one partner group it’s worth spending up to a third of your time managing. Their local and cultural knowledge, community ties and resources, perspective on the business environment and cooperation are invaluable.

- **Talent** - a balance of international and local talent will help you create solutions no one can replicate and truly meet the needs of your customers.

- **Competitors** do not always need to be “competitors” - but can become partners in a mutually beneficial endeavor.

- Don’t assume anything. About anything.

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The panel was moderated by Nigel Knight, Managing Partner Advisory Services, EY. The panelists were: Kenneth Chan, CEO and APMEA Division President, McDonald’s China; Herb Kohler, Chairman and CEO, The Kohler Company; Ross Shuster, President, North Asia, United Technologies; Qihua Chen, VP, Caterpillar Inc. Chairman, Caterpillar (China); Steve Roder, Senior Executive VP and CFO, Manulife Financial.

作为世界增长最快的经济体，中国为那些具有跨境发展抱负的外国企业提供了大量的机遇。特别是，新兴的中产阶级让机遇如此之大，所有人都能分享其红利。

但是企业如何在中国成功运营、投资和扩张，才能在竞争中脱颖而出？来自五家领先跨国企业的安永战略性高增长论坛嘉宾就抓住增长机遇和成功在中国市场运营分享了他们的建议。

- 合作关系基于尊重、坦诚与分享，这需要花时间去建立，是您在中国所有工作的支柱。这适用于与政府和监管机构、业务合作伙伴、本地社区、供应商、经销商与员工的关系。

- 合资企业是值得您花三分之—的时间去管理的合作对象。他们对本地市场与文化的了解、社区关系与资源、对于商业环境与合作的视角是非常有价值的。

- 人才—海外与本地人才得到平衡可以帮助您创造无人能复制的解决方案，真正满足客户需求。

- 竞争对手不一定总是“竞争对手”—也能成为互惠的合作伙伴。

- 不要对任何事情有任何假设。
Growth through private equity and venture capital
通过私募股权及风险投资基金获取增长

Like entering a marriage, you want your relationship with private equity to result in a happy union, so how do you make sure your partnership works?

Our panel had this advice for entrepreneurs thinking of partnering with private equity and venture capital investors:

• Choose a partner that is suitable for you rather than one you think is the best in the market. To do this you need to put your heart and your head into the decision.

• Know what you want from the investor and work with one that has the resources to deliver what you need.

• Be prepared to work through challenges together, be open-minded and willing to accept change.

• Communicate, collaborate and find chemistry with your investors.

They also advised entrepreneurs not to underestimate how important information systems are to creating value. An effective data management system can give you competitive advantage, make you more attractive to buyers and more successful in the public market.

就像开始婚姻生活，您希望与私募股权基金的合作关系能够形成一个幸福的联盟，那如何保证您的合作关系能够成功？

对于考虑与私募股权投资者合作的企业家，我们的专题研讨提供了下列建议：

• 选择适合您的而不是您认为是市场上最佳的合作伙伴，实现这个目标需要在决策时尽心尽力。

• 知道您想从投资者那里获得什么，并且与有资源满足您需求的投资者合作。

• 准备好一同应对挑战，保持开放态度并且愿意接受改变。

• 与您的投资者沟通、协作、磨合。

讲者嘉宾同时建议企业家不要低估信息系统对于创造价值的重要性。一套有效的数据管理系统能为企业带来竞争优势，让企业对投资者更具吸引力并且使企业在公开市场上更加成功。
Panel session 专题研讨

What’s supercharging the cleantech industry? 什么因素使清洁技术行业更为壮大？

The panel was moderated by Alan Beebe, EY China, Executive Director, Cleantech Advisory Services. The panelists were: Frank Mingfang Dai, Chairman and CEO, Hanergy Solar Group Ltd; Carina Ho, Senior Vice President Global Strategy and Development, Schneider Electric; Heinz Gisel, President, Sika Asia-Pacific Management Pte Ltd; Executive VP, Sika Group; Veronica Wu, Vice President China, Tesla Motors.

Cleantech ecosystems
To achieve sustainable growth, cleantech companies need to find partners who have the same vision at different parts of the value chain. From production to transmission to consumerism – a sustainable future is reliant on collaboration and innovation.

Rise of energy ‘prosumers’
Consumers no longer simply use energy, they can now also produce energy. For example, solar power can come from sources such as clothing or a single household. Whoever owns the technology, owns the power.

Innovative business models
There is a market for cleantech technology and solutions, but the biggest challenge is economic viability. Companies now have the willingness to commit to bringing renewable energy to the market, and innovation-friendly government policies are important to make it a reality.

Innovation-friendly government policies
Governments play a key role to enable innovation through policies that support research and development. By responding to market developments, they can unleash the creativity.
Innovating the Future: Staying ahead of the competition

The panel was moderated by David Jensen, Advisory Leader, Global Innovation and Digital Strategy Leader, EY. The panelists were: Ralph Haupter, Corporate Vice President, Chairman and CEO, Microsoft Greater China Region; Dr Liu Jiren, Chairman and CEO, Neusoft Corporation; Patrick Kung, Executive Vice President, CEO of Greater China, Royal Philips; Clas Neumann, Senior Vice President, Head of Global SAP Labs Network and Fast Growth Markets Strategy Group.

Innovation has driven the growth of companies for many decades and is highly valued by businesses - 86% of our audience agreed. However, there is a fine balance between too much innovation and not enough. Innovation needs to drive sustainable growth and turning it into a viable business model is currently one of the biggest challenges.

Agile business processes
To be profitable, businesses need to be agile. Companies are now shortening product cycles, engaging user networks and working with forums or universities to connect with new ideas from outside the organization. Partnerships with other companies also help to increase the speed to market.

Crowdsourcing will only take innovation so far
Social media provides valuable feedback on current products and generates new ideas. However, the role of innovation centers is to anticipate customer needs and be ahead of the market.

过去数十年来，创新一直在推动企业增长，并且为企业所看重——该研讨会当中86%的与会者对此表示认同。然而，在创新过多与创新不足之间有一个微妙的平衡。创新需要推动可持续的增长，而将创新转化为可行的商业模式是目前最大的挑战之一。

灵活的企业流程
为实现盈利，企业需要有灵活性。企业现在正在缩短产品周期，与用户网络紧密互动，并且与不同论坛或者大学合作，以了解来自企业以外的新理念。与其他企业的合作关系也能有助于提升走向市场的速度。

众包对创新的作用有限
社交媒体给目前的产品提供了有价值的反馈，同时产生新的理念。然而，创新中心的作用在于估量客户的需求并且领先于市场。
Mainland China is bursting with companies that want to raise capital. Many are choosing to list their shares in Hong Kong or overseas, and foreign investors have an appetite to match. Our panel shared insights to make your cross-border listing a success.

Before you do your roadshow, do a roadshow. Meet potential investors far in advance to explain your business model and gather their feedback. By the time you go public, investors will already know your business well – and you’ll know more about how they invest.

Get your information in order. Many foreign exchanges have tough disclosure requirements. Take time to focus on transparency and governance. Your IPO will be smoother and your business more competitive as a result.

Get the valuation right. Sometimes underwriters over-promise. But aim too low and your IPO will resemble a fire sale. Be honest and objective about your company’s worth, and think long-term.

Cash may be your objective, but a cross-border IPO brings other benefits. As you choose where to list, think about the impact on your brand and future business partnerships. Consider the flexibility it offers in raising further capital through debt and equity issuances, and in offering stock options to your executives.

These insights are from a panel moderated by Michael Bi, Private Equity & Venture Capital Assurance Leader, Greater China, EY. The panelists were Li Jingzhen, Director, Offering and Listing Department, Shanghai Stock Exchange; Franky Chung, Vice President, Mainland Development / Special Representative, Southern China, Hong Kong Exchanges and Clearing Limited; Ma Xiping, Executive Director, Deputy General Manager, Secretary of the Board, Qinhuangdao Port Co., Ltd.; Sam Sun, Chief Financial Officer, Qunar.com; and Tim Cen, Managing Director, UBS (China).

中内地有大量企业希望募集资本。许多选择在香港或者海外上市，而外国投资者也对投资这些中国企业感兴趣。我们的专题研讨分享了一些洞察观点，帮助您成功实现跨境上市。

在正式路演前，进行一轮路演。提前与潜在投资者会面，解释企业的商业模式并收集他们的反馈。等到企业上市时，投资者已经非常熟悉您的企业——同时您也会对他们如何投资有更多了解。

准备好企业信息。许多国外交易所有着严格的披露要求。多花点时间关注企业透明度与治理。这样，企业的IPO将更加顺利，企业也将更具竞争力。

合理的估值。有时候，承销商承诺过高，而着眼的目标过低，使得企业的IPO像是大甩卖。坦诚而客观的对待企业价值，同时做长远规划。

现金或许是您的目标，但跨境IPO还能带来其他益处。选择上市地点时，考虑对企业品牌与未来商业合作关系的影响，考虑发行债券与股权进行再融资与向企业管理人员发放股票期权方面的灵活性。
When it comes to building a global brand, there are some universally applicable strategies:

- Creating a fantastic customer experience
- Investing in the brand to sustain it
- Adapting to different cultures
- Creating a convincing product and patenting it

To build a brand in China, companies will need to pay additional attention to:

- Digital technology because it is a double-edged sword. It helps companies interact directly with the customers, while also putting brands under a giant magnifying glass. Be prepared for a potential social media crisis.
- A brand proposition is much bigger than the physical product. Brands need to respond to the growing sophistication and higher expectations of the Chinese consumer.
- Chinese are family oriented. Aligning the brand with this social value will help.
- Listen to the customers, not opinion leaders.
Family Business - built to last

The panel was moderated by Peter Englisch, Global Family Business Leader, EY. The panelists were Stasshani Jayawardena, Director of the Board, Aitken Spence PLC; Meher Pudumjee, Chairperson, Thermax; Ben Walters, Founder and President, OSPOP; Roger King, Professor, The Hong Kong University of Science and Technology; and Frederick Chevalit Tsao, Chairman, IMC Pan Asia Alliance Group.

Family business is an important part of the world's economy and can be the backbone of a country's economic system. Typically, family businesses remain robust in the face of adversity and succeed by operating via a management style which is focused on long-term vision and investment. But what makes a family business that is truly “built to last?”

Five second-, third- and fourth-generation panelists from family businesses in five discrete industries discussed the key factors in their success, such as resilience, growth and sustainability. To get there, family businesses must practice the systematic, long-term alignment of business, purpose and family.

This concept translates into the three Ps: of wealth preservation, legacy preservation, and harmony preservation where the three elements are strategically nurtured separately, but simultaneously. This alignment, or balance, helps maintain the relevance necessary to endure in an era of continuous change.

Surrounding this fine balance are practices of fairness, frugality, social responsibility and innovation. Additional requirements include patience and perseverance in the personal and professional lives of family business leaders.
The world has been profoundly changed by digitization. Digital platforms are the superhighways by which businesses can reach consumers more than ever before. From online and mobile transactions to ecommerce, companies are able to reach customers more cost efficiently, capture more big data about consumption habits and eventually, create new products and services.

But the relationship is not one way—with digital platforms, customers can also talk back, which changes the interaction between businesses and consumers.

In a lively discussion, the panelists from different industries shared the manifold benefits of digital platforms:

- Allows businesses from different industries to partner and reach new markets
- Offers opportunities for companies to digitize their business
- Enables brand extension
- Enables businesses to connect and even move consumers' emotions
- Creates new experiences for their customers
- Changes consumption habits and needs
- Quantifies return on investments

The panel was moderated by Stephen Y. Lo, Managing Partner Technology, Media & Telecommunications Market, EY. The panelists were: Daniel Zhang, Chief Operating Officer, Alibaba Group; Chai Hongfeng, Executive Vice President, China UnionPay; Wenning Xing, Managing Director & Chief Representative of Hearst Corporation in China; Nick Barton, Chief Commercial Officer, InterContinental Hotels Group; Tanner Tan, CFO/COO, Lowe China.

数字化已经深刻地改变了世界。数字平台是企业以前所未有的方式接触客户的超级高速公路。从在线与移动交易到电子商务，企业能够以更低的成本接触客户，捕捉关于消费习惯的更多大数据，最终创造新的产品与服务。

但这不是单向的关系——借助数字平台，客户也可以回应，改变了企业与客户之间的互动。

在热烈的讨论中，来自不同行业的研讨会讲者嘉宾分享了数字平台多方面的益处：

- 让不同行业的企业合作以及触及新的市场
- 给企业提供了使其业务数字化的机遇
- 实现品牌延伸
- 帮助企业连接甚至影响客户的情绪
- 为客户创造新的体验
- 改变消费习惯与需求
- 量化投资收益
Organizations need to protect investor confidence. How can businesses get governance right in order to attract and retain investors?

**Look beyond the structure**
Structure is important, but businesses need to ensure their processes work with their strategy and needs.

**Manage your reputation**
Reputations are slowly built but easily damaged. Adopting a good governance process helps to maintain reputation in the market. Engage and inform stakeholders to build confidence. Regularly disclose business performance, hold roadshows and participate in conferences to keep up with the market.

**Build relationships beyond the board**
Boards should look beyond the relationship with management. Expectations of shareholders change all the time and the board needs to be able to respond. A good board involves consumers, employees and considers the environment.
With so much data showing us that a vast majority of deals fail, here’s what our panel think the key ingredients for the “right” deals in China are:

1. **Stay for dinner.** When you meet with businesses you are trying to acquire, spend time getting to know them outside formal meetings.

2. **Translate the gaps.** If you don’t speak Chinese make sure you have a translator who can translate the meaning, not just the words.

3. **Not all in the name.** Find who the principal is on the other side; it’s not always in the job title.

4. **Mutual trust.** Establish trust on both sides of the table by understanding the underlying aspiration, co-operation and then you can share a vision and objectives.

5. **Take your time.** Understand that some things will take longer than in Western culture, so build relationships that last for years, not just the six months after the deal.

Assuming that you do complete a deal in China, the panel reflected on the importance of information systems in creating value in China. They all agreed that when it comes to M&A, having a good information system is critical because if you can control the information you can control the money.

大量的数据说明大部分财务交易未能成功，我们的专题研讨在此探讨了在中国实现“成功的”财务交易所需的要素：

1. **安排晚宴。**当会见您有意收购的企业时，除正式的会谈以外，花时间在其他场合了解他们。

2. **弥补语言缺口。**如果您不会讲中文，请确保您有一位能翻译出表达的意思而不仅是单词含义的翻译。

3. **职务名称不是全部。**了解谁是对方真正的决策者，这往往不是职务名称所能反映的。

4. **相互信任。**通过对根本的期望与合作的了解，在交易双方建立信任后分享愿景与目标。

5. **慢慢来。**在中国，了解一些事情要比在西方文化氛围中耗费更多的时间，因此要建立持续多年的关系，而不只是着眼于交易后的六个月。

假定您能够在中国完成一宗交易，专题研讨也探讨了信息系统在中国创造价值方面的重要性。研讨会讲者嘉宾一致认为，对于成功的并购而言，拥有一套良好的信息系统至关重要，因为您掌握了信息就掌握了资金。
A matrix of meeting opportunities
Roundtable discussions and private one-to-one business sessions
多维度的会面机会 圆桌会议及一对一业务研讨会共冶一炉

iLab
ideas. innovation. impact.
创新实验室高管专题会议 创意、创新、影响

At our iLabs, industry innovators who are redefining the way traditional business gets done, engaged in collaborative knowledge-sharing discussions. Contact EY’s Ramona Cheng ramona.cheng@ca.ey.com for more information.
获邀参加创新实验室高管专题会议（iLab）的与会者均致力于重新定义传统企业的业务执行方式，并通过协作和知识共享讨论。欲了解更多详情，请发送电子邮件至 ramona.cheng@ca.ey.com与郑礼雯联系。

• E-Commerce – how to successfully tap into China’s fast growing consumer market
电子商务 — 如何成功打进中国快速增长的消费市场

• The power of three – how governments, entrepreneurs and corporations can collaborate to expedite growth
三方力量 — 政府、企业家和企业如何能协作，加速增长

• Smart and sustainable cities – current developments and opportunities in China and globally
智能与可持续发展的城市 — 中国和全球市场的发展和机遇

• Productivity as a competitive advantage: how to drive profitable growth
生产率是一种竞争优势：如何推动盈利性增长

• The future of health – implications to the health care ecosystem given the aging population and health care reforms in China
医疗市场的未来 — 中国在老龄化和医疗保健制度改革背景下，对医疗保健生态系统的影响

EY Growth Navigator 安永增长导航

Delegates who scheduled one-to-one EY Growth Navigator sessions came away impressed by the interactive experience. They were able to assess their business against leading practices and gain a greater understanding of how each of their functions contributed to customer value and sustainable growth. Many CEOs who did the first individual session are now having their management teams do the session as well.
做好了预约安排，亲身体会了这以一对一形式进行的“安永增长导航”环节的与会者们，对此互动体验留下了深刻的印象。他们有机会将其公司的业务运作与行业领先实践进行评比，进一步认识到公司的各项职能对于客户价值创造和可持续增长带来的贡献。许多参与过此体验的首席执行官都鼓励其管理团队也来参与。

“The EY Growth Navigator session used my input on the business and gave me a much faster way of getting indicators of our performance. As a result I definitely understand where I am trying to get to in the next few years. I would definitely recommend this session to businesses that are willing to understand their performance and these indicators,” said a leading executive and EY SGF China delegate.
“在输入我们公司的业务资料后，安永增长导航让我可以更快地获知我们公司的绩效指标。因此，我能够更确切地了解到今后几年的业务目标。我肯定会向其他希望了解其绩效和相关指标的企业推荐参与这个环节，”安永战略性高增长论坛中国与会著名企业高级管理人员表示。
Honoring our global entrepreneurs

Twenty-two global Entrepreneur Of The Year™ winners were recognized for their contribution, innovation, and leadership in building and growing successful businesses at the EY Entrepreneur Of The Year™ Global Hall of Fame reception in Shanghai.

在上海举行的安永企业家奖全球名人堂的招待会上, 来自全球的22位安永企业家奖获奖者因为在建立与培育成功的企业方面所做出的贡献、创新与领导力而受到表彰。

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<thead>
<tr>
<th>China – Mainland（中国大陆地区）</th>
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<tbody>
<tr>
<td>Dr. Wayne Dai, President and CEO, VeriSilicon Holdings Co. Ltd., 2007 Category Winner</td>
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<tr>
<td>芯原股份有限公司董事长兼总裁戴伟民博士, 2007年行业奖项得主</td>
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<td>Dr. Jiren Liu, Chairman and CEO, Neusoft Corporation, 2010 Country Winner</td>
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<td>东软集团股份有限公司董事长兼首席执行官刘积仁博士, 2010年国家大奖得主</td>
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<td>Dr. Weihua Ma, Chairman of Wing Lung Bank Ltd. (Former President and CEO of China Merchants Bank), 2012 Country Winner</td>
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<td>永隆银行有限公司董事长(原招行银行行长)马蔚华博士, 2012年国家大奖得主</td>
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<td>Mr. Richard Xuan, Executive Director &amp; Chairman, China Automation Group Limited, 2009 Category Winner</td>
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<td>中国自动化集团有限公司执行董事兼董事长宣瑞国先生, 2009年行业奖项得主</td>
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<td>Mr. Guoping Yang, Chairman, Dazhong Transportation (Group) Co., Ltd., 2013 Country Winner</td>
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<tr>
<td>大众交通（集团）股份有限公司董事长杨国平先生, 2013年国家大奖得主</td>
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<td>Dr. Gongda Yao, Chief Executive Officer and General Manager, Daqo New Energy Corp., 2011 Category Winner</td>
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<td>大全新能源有限公司首席执行官兼总经理姚公达博士, 2011年行业奖项得主</td>
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<th>China - Hong Kong（中国香港地区）</th>
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<tr>
<td>Mr. Arthur Chow, Co-founder and Chief Executive Officer, 6waves, 2012 Category Winner</td>
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<td>6waves共同创办人兼行政总裁周邦亮先生, 2012年行业奖项得主</td>
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<td>Dr. Jack Lau, Founder, Perception Digital, 2009 Category Winner</td>
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<td>幻音数码控股有限公司创始人廖家俊博士, 2009年行业奖项得主</td>
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<td>Mr. Michael Wu, Chairman &amp; Managing Director, Hong Kong Maxim’s Group, 2012 Country Winner</td>
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<td>香港美心集团主席兼总经理伍伟国先生, 2012年国家大奖得主</td>
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<tr>
<td>Mr. Jack Cowin, Founder and Executive Chairman, Competitive Foods Australia Pty Ltd, Champion</td>
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<tr>
<td>Competitive Foods Australia Pty Ltd创始人兼执行董事长Jack Cowin先生, 终生成就奖</td>
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<td>Mr. Anthony Podesta, Founder, McMillan Shakespeare Ltd, 2012 Country Winner</td>
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<td>McMillan Shakespeare Ltd创始人Anthony Podesta先生, 2012年国家大奖得主</td>
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<td>Mr. Brian White, Joint Chairman, Ray White (Real Estate) Pty Ltd, 2005 Category Winner</td>
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<td>Ray White (Real Estate) Pty Ltd董事长Brian White先生, 2005年行业奖项得主</td>
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<td>Mr. Dale S. Wishewan, President and CEO, Booster Juice, 2013 Category Winner</td>
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<td>Booster Juice总裁兼首席执行官Dale S. Wishewan先生, 2013年行业奖项得主</td>
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<td>Mr. William Wolfram, Founder and CEO, DealDash PLC, 2013 Category Winner</td>
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<td>DealDash PLC创始人兼首席执行官William Wolfram先生, 2013年行业奖项得主</td>
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<td>Mr. Hendy Setiono, CEO, Baba Rafi Enterprise, 2009 Category Winner</td>
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<td>Baba Rafi Enterprise首席执行官Hendy Setiono先生, 2009年行业奖项得主</td>
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<th>Italy（意大利）</th>
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<tr>
<td>Mr. Mario Moretti Polegato, Chairman, Geox, 2002 Country Winner</td>
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<tr>
<td>Geox董事长Mario Moretti Polegato先生, 2002年国家大奖得主</td>
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<tr>
<td>Mr. Iginio Straffi, President and Chairman, Rainbow S.r.l., 2010 category Winner</td>
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<tr>
<td>Rainbow S.r.l.总裁兼董事长Iginio Straffi先生, 2010年行业奖项得主</td>
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<th>Luxembourg（卢森堡）</th>
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<tr>
<td>Mr. Jacques Lanners, Co-Chairman of Executive Board, CERATIZIT, 2009 Country Winner</td>
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<tr>
<td>CERATIZIT董事会联合主席Jacques Lanners先生, 2009年国家大奖得主</td>
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<th>Syria（叙利亚）</th>
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<tr>
<td>Ms. Yasmina Azhari, Partner &amp; Deputy General Manager, Trade Coordination Office, 2010 Country Winner</td>
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<tr>
<td>Trade Coordination Office合伙人兼副总经理Yasmina Azhari女士, 2010年国家大奖得主</td>
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Find out more about these outstanding individuals at http://eoyhof.ey.com.

Search the EY Entrepreneur Of The Year™ Global Hall of Fame by company name, member last name, region, or award year. See for yourself the entrepreneurial excellence we've been so honored to celebrate since 1986.
Helping outstanding women entrepreneurs think big and grow rapidly

协助杰出女性企业家拓宽思路，推动其企业快速增长
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As the world leader in advising, guiding and recognizing entrepreneurs, EY knows that access to successful role models and business-building networks are critical for entrepreneurs to accelerate growth.

This year long program is designed for women with established businesses who are ready to scale their operations and become global market leaders.

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Find out more about our program by registering interest today at ey.com/ewwasiapacific or contacting your regional leader listed below.

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我们十分荣幸推出安永亚太区成功女性企业家计划。
作为向企业家提供咨询与指引并致力表彰企业家们的全球领先机构，安永了解到近距离认识成功的榜样及得以成为其业务构建网络的一份子对企业家加速增长十分关键。
这个为时一年的计划是为其企业已成立一段日子，并做好扩充业务准备成为全球市场领导者的女性企业家而设。

您是否是一名杰出的女性企业家？
您是否认识杰出的女性企业家？
今天就在ey.com/ewwasiapacific登记，进一步了解我们这个项目。

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- Expand their knowledge with the latest information, research and executive dialogues about business strategies and practices
- Identify potential partners, strategic alliances, customers and suppliers as well as prospective sources of private capital
- Provide access to formal and informal guidance and support
- Strengthen their executive leadership and business skills and identify opportunities to grow through meetings with senior advisors and seasoned entrepreneurs
- Increase visibility for themselves and their companies among corporate executives, investors and the media
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