

# 2017

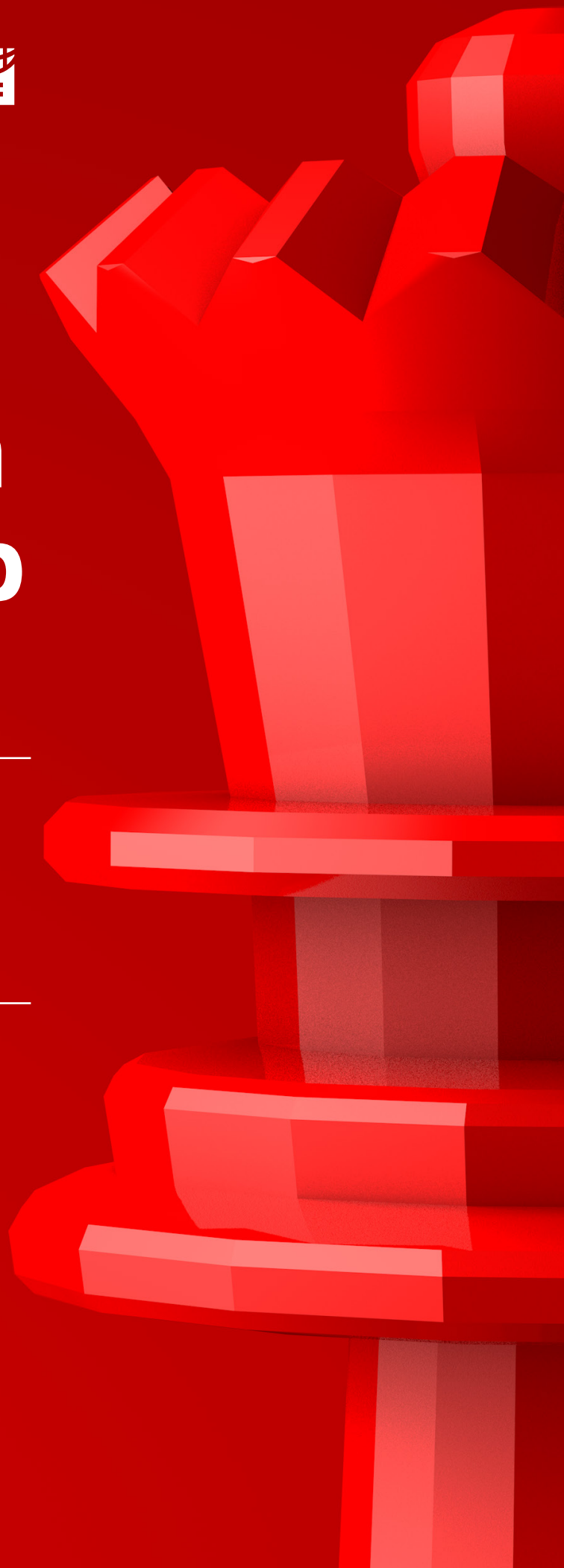
## Women in Leadership Forum

---

**Women Rising:  
a Diverse  
Perspective**

---

Highlights



# General Introduction

---

On Monday June 26th, the Cheung Kong Graduate School of Business (CKGSB) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN WOMEN) hosted the 2017 Women in Leadership Forum “Women Rising: A Diverse Perspective”. The full-day event featured a fantastic line-up of speakers who addressed women’s empowerment in leadership roles across sectors, including politics, business, entrepreneurship, creative industries and philanthropy.

This is the 3<sup>rd</sup> Women in Leadership Forum that CKGSB has hosted, following the 1<sup>st</sup> forum in 2013 and the 2<sup>nd</sup> in 2014. The series of Women in Leadership Forums has consistently showcased outstanding female leaders among our faculty and alumni, shared valuable insights with the public and contributed to building a positive reputation for CKGSB in China and overseas.



# Contents

---

<b>About the Organizers</b> .....	04
<b>Forum Agenda</b> .....	06
<b>Opening Remarks</b> .....	13
<b>Zhou Li</b> , Assistant Dean, CKGSB Asa Torkelsson, Regional Advisor on Women's Economic Empowerment, UN Women Regional Office for Asia and the Pacific	
<b>Women's Empowerment</b> .....	17
<b>Julie L. Kavanagh</b> , Acting Deputy Chief of Mission, US Embassy Beijing	
<b>Women x Business</b> .....	20
<b>Wei Sun Christianson</b> , Asia Co-CEO & China CEO, Morgan Stanley <b>Gill Zhou</b> , Vice President & CMO, IBM Greater China Group, CKGSB DBA Student	
<b>Panel Discussion I</b>	
<b>Women x Creative Industries</b> .....	31
<b>Tim Payne</b> , Senior Partner & Head of Asia, Brunswick	
<b>Panel Discussion II</b>	
<b>Women x Entrepreneurship</b> .....	39
<b>Liu Nan</b> , Founder & CEO, Mia (CKGSB Chuang Community Student)	
<b>Panel Discussion III</b>	
<b>Women x philanthropy</b> .....	47
<b>Tao Hong</b> , Renowned Chinese Actress & Philanthropist (CKGSB Alumna) <b>Zhang Shuqin</b> , Founder & Director, Beijing Sun Village Children's Education Consultancy	
<b>Panel Discussion IV</b>	
<b>Conclusion</b> .....	56

# About the Organizers



## Cheung Kong Graduate School of Business (CKGSB)

Cheung Kong Graduate School of Business (CKGSB) is China's first independent, faculty-governed and non-profit business school. Founded in 2002 with support from the Li Ka Shing Foundation, CKGSB's mission is to cultivate business leaders with a global vision, a humanistic spirit, a strong sense of social responsibility and an innovative mindset.

CKGSB has a campus in Beijing, teaching sites in Shanghai and Shenzhen, and representative offices in Hong Kong, London and New York. The school offers innovative MBA, Finance MBA, Executive MBA, Business Scholars Program (DBA) and Executive Education programs.

For more information, please visit CKGSB's website: <http://english.ckgsb.edu.cn/>





## UN Women

UN Women is the UN organization dedicated to gender equality and the empowerment of women. A global champion for women and girls, UN Women was established to accelerate progress on meeting their needs worldwide.

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life.

UN Women also coordinates and promotes the UN system's work in advancing gender equality, and in all deliberations and agreements linked to the 2030 Agenda. The entity works to position gender equality as fundamental to the Sustainable Development Goals, and a more inclusive world.

For more information, please visit UN Women's website: <http://www.unwomen.org/en>



# Agenda

**Date:** 26 June, 2017

**Location:** Beijing

---

**09:00 - 09:30**

**Sign in**

---

**09:30 - 09:35**

**Opening by Emcee**



Michelle Xing  
Anchor “Global Business”, CGTN (formerly CCTV News)

---

**09:35 - 09:45**

**Welcome Remarks from CKGSB**



Zhou Li  
Assistant Dean, CKGSB

---

**09:45 - 09:55**

**Welcome Remarks from UN Women**



Asa Torkelsson  
Regional Advisor on Women's Economic Empowerment,  
UN Women Regional Office for Asia and the Pacific

---

## **[ Women's Empowerment ]**

**09:55 - 10:10**

**Keynote Speech**



Julie L. Kavanagh  
Acting Deputy Chief of Mission, US Embassy Beijing

---

## **[ Women x Business ]**

**10:10 - 10:25**

**Keynote Speech**



Wei Sun Christianson  
Asia Co-CEO & China CEO, Morgan Stanley



---

**10:25 - 10:40**

**Keynote Speech**



Gill Zhou  
Vice President & CMO, IBM Greater China Group  
(CKGSB DBA Student)

---

**10:40 - 12:00**

**Panel Discussion**



Evan Guo  
CEO, Zhaopin.com



Daisy Shen  
Partner & COO, Global China Practice, KPMG



Gill Zhou  
Vice President & CMO, IBM Greater China Group  
(CKGSB DBA Student)



**Moderator**  
Rachel Morarjee  
Beijing Director, The Economist Corporate Network

---

**12:00 - 13:00**

**Lunch Break**

# Agenda

**Date:** 26 June, 2017

**Location:** Beijing

---

## [ Women x Creative Industries ]

**13:00 - 13:15**

### Keynote Speech



Tim Payne  
Senior Partner & Head of Asia, Brunswick

---

**13:15 - 14:15**

### Panel Discussion



Soo Kang  
CEO, Global Education  
and Technology Group,  
Pearson PLC



Tim Payne  
Senior Partner &  
Head of Asia,  
Brunswick



Christina Larson  
China Technology  
Correspondent,  
Bloomberg News



Li Xin  
Managing Director,  
Caixin Global  
(CKGSB Alumna)



Anke Redl  
Co-founder & Partner,  
China Media Management Inc



### Moderator

Michelle Xing  
Anchor “Global Business”, CGTN (formerly CCTV News)



---

## [ Women x Entrepreneurship ]

**14:15 - 14:30**

### **Keynote Speech**



Liu Nan  
Founder & CEO, Mia  
(CKGSB Chuang Community Student)

---

**14:30 - 15:30**

### **Panel Discussion**



Liu Nan  
Founder & CEO, Mia  
(CKGSB Chuang Community Student)



Cindy Mi  
Founder & CEO, VIPKID  
(CKGSB Chuang Community Student)



Maggie Tan  
Founder, Tanjing Lundao  
Former Co-head of Strategy & Planning, Uber China  
(CKGSB Chuang Community Student)



Zhu Yueyi  
Founder & CEO, Reflower  
Former Co-founder & CMO, Yongche Inc  
(CKGSB Chuang Community Student)



### **Moderator**

Li Yang  
Associate Professor, CKGSB

# Agenda

**Date:** 26 June, 2017

**Location:** Beijing

---

## [ Women x Philanthropy ]

**15:30 - 15:45**

### Keynote Speech



Tao Hong  
Renowned Chinese Actress & Philanthropist  
(CKGSB Alumna)

**5:45 - 16:10**

### Keynote Speech



Zhang Shuqin  
Founder & Director,  
Beijing Sun Village Children's Education Consultancy

---

**16:10 - 17:10**

### Panel Discussion



May Mei  
Founder of GoalBlue  
Former Chief Representative of WildAid China  
(CKGSB Alumna)



Clare Pearson  
International Development Director, DLA Piper  
UK National Representative of the Supervisory Board of  
the European Chamber



Tao Hong  
Renowned Chinese Actress & Philanthropist  
(CKGSB Alumna)



Zhang Huaying  
Vice President for Sustainability,  
Greater China & Korea Business Unit, Coca-Cola



## Moderator



Julie Broussard

Country Programme Manager, UN Women China Office

17:10 - 17:15

Closing by Emcee

17:15 - 18:30

Networking

Morgan Stanley

### Capturing the Opportunities in China's Expanding Technology Space

Rising Internet and mobile user penetration

Year	Total number of Internet users (MM)	Internet users as % of total population	Total number of mobile Internet users (MM)	Mobile Internet users as % of total Internet population
2013	618	45%	300	48%
2014	649	48%	337	52%
2015	688	51%	370	54%
2016	731	54%	405	55%
2017	753	56%	430	57%
2018	781	58%	452	58%

Source: NBS, CNNIC, Morgan Stanley Research

## 2017 女性领导力论坛 2017 Women in Leadership Forum

多维视野下的女性领导力崛起  
Women Rising:  
A Diverse Perspective

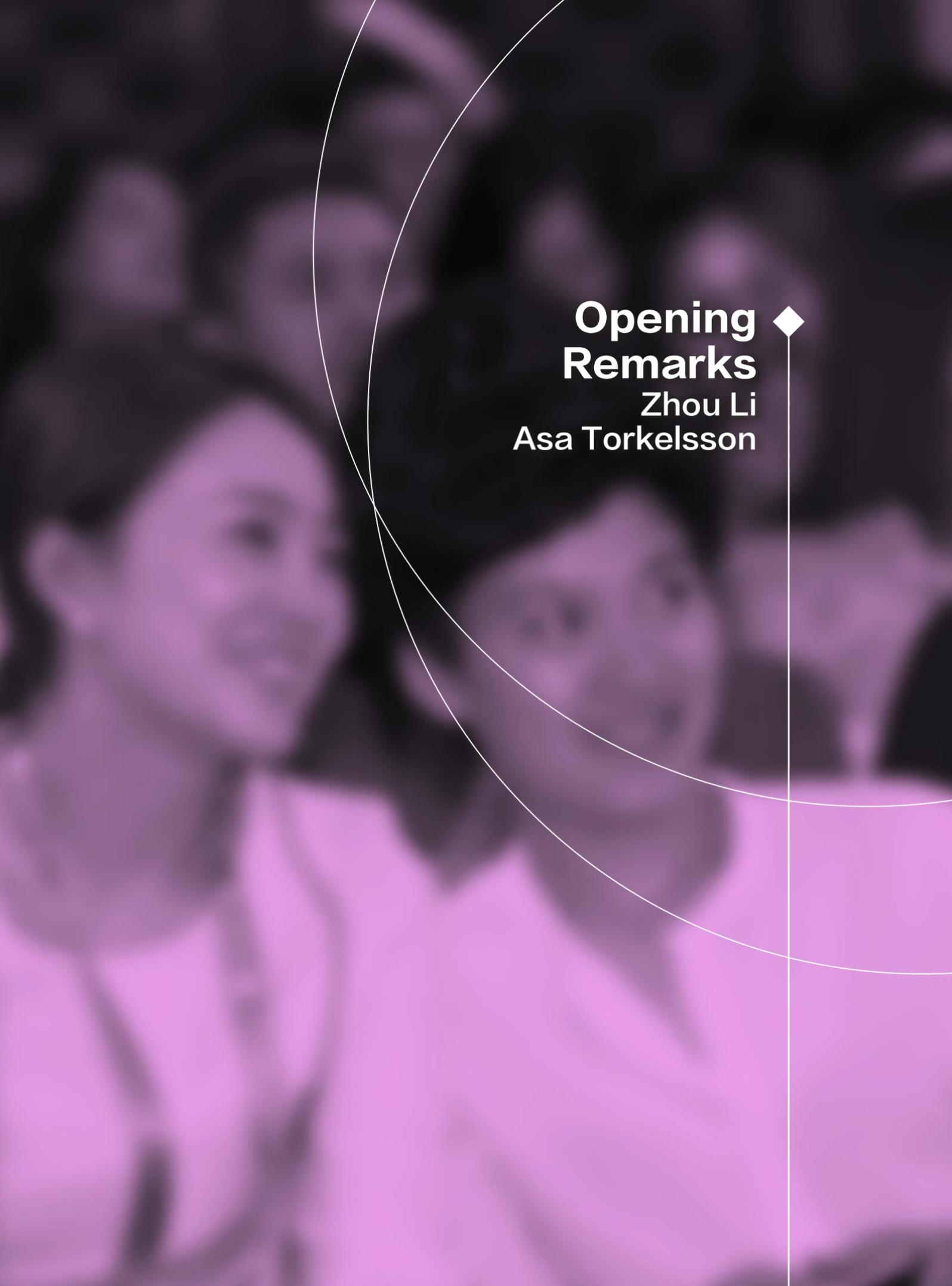
直播媒体: 央视财经, 第一财经, 凤凰卫视, 东方卫视, 优酷, 腾讯视频, 爱奇艺, 优酷, 优酷

# 2017 Women in Leadership Forum

As the world experiences a period of profound change, women are taking ever more active roles in society. However, women are still not sufficiently empowered, nor are their voices being heard enough. But as more people pay attention to women's development, there is a growing desire to help women tackle the difficulties and challenges women face in their careers - with CKGSB taking the lead!

To this end, CKGSB and UN Women co-hosted the 2017 Women in Leadership Forum themed Women Rising: A Diverse Perspective. We were honored to have more than 30 female and male leaders from across politics, commerce, entrepreneurship, creative industries and philanthropy join us for this event. They discussed women's changing roles in society and shed light on the issue of female leadership.





**Opening  
Remarks** ◆  
Zhou Li  
Asa Torkelsson

## Opening Remarks

**Zhou Li**

Assistant Dean of CKGSB



I would first like to introduce some of our female deans:

- Sun Baohong, Associate Dean for CKGSB Americas and Global Programs and Dean's Distinguished Chair Professor of Marketing.
- Zhu Rui, Associate Dean for CKGSB EMBA Programs, our largest degree program.
- Gan Jie, Associate Dean for CKGSB Technology Innovation and Entrepreneurship, who researches Chinese smart manufacturing.
- Zhang Xiaomeng, our latest female dean at CKGSB, who runs our EE program and is an expert on leadership.

**"The percent of women in our MBA 2015 class was 46%, high above both the domestic and international average."**

In our MBA and FMBA courses, the female percentage of students has shot up, while our female staff ratio is now 78%.

At our first Women in Leadership forum we were honored to have Sheryl Sandberg and our EMBA alumna Liu Qing who was Didi Dache COO at the time. By the second year of the forum, she had become an entrepreneur herself as Didi Chuxing emerged as a prominent Chinese company.

This is the third Women in Leadership Forum that CKGSB has organized. In the first one (2013), we featured Facebook's COO Sheryl Sandberg on her book *Lean In*, which sparked a movement around the world inspiring women to take greater leadership positions. In the second forum (2014), we partnered with UN Women to shed light on how engaging women at the leadership level is actually good for business, on which speakers like Didi Chuxing's President Liu Qing (a CKGSB alumna), KPMG's COO Geoff Wilson and TV host Yang Lan shared their expertise and best practices.

In fact, CKGSB is committed to advancing women's empowerment and, particularly, women in leadership roles.

In the MBA Program, CKGSB sets up MBA Program Scholarship for Future Women Leaders. We are dedicated to recognizing the contributions made by women in the business community and has created the Scholarship for Future Women Leaders to encourage business women to develop their potential as business leaders. The percent of women in our MBA 2015 class was 46%, high above both the domestic and international average.

In the Executive MBA Program, CKGSB has an average 21% female students. This is particularly high considering that 80% of these students are at the Vice President level or higher. Here are some figures of female percentage of some recent intakes.

- The 28th intake (2016 Spring): 23.1%
- The 29th intake (2016 Fall): 21.4%
- The 30th intake (2017 Spring): 19.4%

As for CKGSB's faculty, among CKGSB's more than 40 full-time professors, 22% are female. This is notable considering they represent the best in global business education. More than half of our world-class faculty members have held tenured positions at top institutions, such as Wharton and Yale, before joining CKGSB.

Finally, the percentage of female students at CKGSB across the board has risen in every course. (First intake to most recent intake): MBA 16% → 37%, FMBA 24% → 47%, EMBA 19% → 19+%, CEO 6% → 14%, DBA 8% → 14%.

Thank you UN Women for joining hands with us for this event. CKGSB will always support women's growth. Salute to future women leaders! ■

## Opening Remarks



## Opening Remarks

### Asa Torkelsson

Regional Advisor on Women's Economic Empowerment, UN Women Regional Office for Asia and the Pacific



Welcome to all leaders, men and women, who will help bring about change. I especially welcome the men, as your support of women's empowerment will be very important. I changed my comments before speaking because Zhou Li did such a good job of talking about CKGSB and its role in China. Dean Zhou talked about the progress made thus far in terms of female leadership in China. We are on a good path and your school is on a good path.

Consistently, women all over the world are grappling to make their way, to make it to more important leadership positions. Women balance their work with their families, taking on 2.5 times more household duties than men, and this makes it difficult for them to progress. So please, men, help out your partners! The UN has a high-level panel on women's economic empowerment and we launched our final report a month ago. What can businesses do in the workplace to include women in private sector growth? How in the future can we solve impossible conundrums, such as how to increase

**"When women are placed in leadership positions, countries have larger growth trajectories."**



**"Future technologies should include women as part of the solution, for unlimited possibilities."**

women leadership while maintaining balanced lives? The use of the internet and media has shown a gender divide in digitalization. Breaking through this is important. Opportunities and aspirations for both women and men will only be bridged if we can work together.

When women are placed in leadership positions, countries have larger growth trajectories. Businesses in times of crisis survive better if there is balance on corporate boards. Those boards have the great advantage of advising companies on their future directions, so they should be balanced. Jack Ma, for example, brought women onto his board in the e-commerce sector and made a conscious effort to bring more women into the company. Future technologies should include women as part of the solution, for unlimited possibilities. We should create work places that are conducive to women and supportive of our own female leaders. Thank you for this collaboration and I look forward to the deliberations to come. ■



◆ **Women  
Empowerment**  
Julie L. Kavanagh

## Keynote Speech

### Julie L. Kavanagh

Acting Deputy Chief of Mission,  
US Embassy Beijing

I have served for 27 years in the foreign service and would like to talk about the benefits of women empowerment. Women spend a higher proportion of their salaries on their families, driving money into their communities. But we need to do more. I still see too few women at the top. In most of the cities where I have worked, there is a long way to go. A McKinsey report has found that if women played an identical role to men in global labor markets, an additional \$28 trillion would be added to global GDP. Empowering women tends to lead to more growth. My mother chose to follow my father in his career, as her access to education had limits. However, their focus on education for their children was gender neutral, and all I had to do was work hard for my success. My success was not predicated on my gender. It was not until I went out into the world that I realized the stark truth of inequality. Even when women have basic opportunities, they still struggle to get to the top.

**"I urge you not to take yourself out of the race before you start running. We want the next generation to have the chance to run."**

Diversity makes us stronger. We have a "women in leadership" group at the US embassy. We work on skills-based activities to cultivate future leaders. The U.S. Department of State has a mandate to promote women and girls in programs and partnerships, focusing on gender, economic empowerment, participation in peace and security, women and girls. Since 2007, 100 women have been recognized for their leadership by the State Department as part of this program.

In 1922, Lucile Acheson became the first female diplomat, but only single women were allowed so she had to quit her job once she got married. The



**"Diversity makes us stronger."**

first US ambassadorship to be given to a woman was in 1962. In 1972, married women could also serve in the diplomatic service. Since then, we have had three female secretaries of state. In 2016, one third of US ambassadors were women. Our Asia service is headed by a woman. Women have different problem-solving techniques. We have work to do, but progress is evident from our embassy in Beijing. We have a number of high-ranking female diplomats in our embassy here. These are our successes and we cannot take them for granted. Our new ambassador [Terry Branstad] will arrive in the near future. I look forward to when we will have our first female ambassador to China in the future. I look forward to when the presence of female leaders will not even be remarked upon. There is the story of a three-star general, who had the highest score as a West Point grad. But as an African American, she had almost dropped out, plagued by stereotypes throughout her life, having been unsure if she could make it through school. But she fought to overcome those stereotypes. I urge you not to take yourself out of the race before you start running. We want the next generation to have the chance to run. I know you are the individuals that will help us do that. ■

# Women Empowerment



# **Women x Business** ◆

Wei Sun Christianson  
Gill Zhou

## **Panel Discussion I**

Evan Guo  
Daisy Shen  
Gill Zhou  
Rachel Morarjee

# Women x Business



FUNDNEL  
(Singapore)

CHINA OVERVIEW 4

Fintech is the Disruptive Force in China's Financial Sector  
Major players within the financial sector

Lending Marketplaces	Payments	Wealth Management / Financial Planning
 Lufax (China)	 支付宝 (China)	 Wealth Management (China)
 宜人贷 (China)	 钱袋宝 (China)	 Wealth Management (China)
 人人贷 (China)	 微信支付 (China)	 Wealth Management (China)
 WeLend (Hong Kong)	 微信支付 (China)	 Wealth Management (China)
 Lendbox (Singapore)	 微信支付 (China)	 Wealth Management (China)
 PowerFunds (Philippines)	 微信支付 (China)	 Wealth Management (China)
 SecurityOne (Australia)	 微信支付 (China)	 Wealth Management (China)
 Car's (Australia)	 微信支付 (China)	 Wealth Management (China)
 MoneyTree (Australia)	 微信支付 (China)	 Wealth Management (China)
	 ON-XPRESS (Malaysia)	 Wealth Management (China)
	 one97 (India)	 Wealth Management (China)
	 vmoney (Philippines)	 Wealth Management (China)
	 instamoney (India)	 Wealth Management (China)
		 Wealth Management (China)

## Keynote Speech

### Wei Sun Christianson

Asia Co-CEO & China CEO, Morgan Stanley

At Morgan Stanley, we support diversity among our staff, clients and communities. We have an innovation lab, which is specifically targeted at women in technical jobs. Women's participation in tech jobs is low, with a ratio of just 21% (based on a survey of 60 companies). We create opportunities in the lab for them to get to know other types of investors.

We have had a very successful "return to work" program. At a certain point in their careers, some women have to make tough decisions to quit their job for their families. To address these issues, we encourage and enable women to come back to work. The program has expanded to India and Hong Kong. More than 200 women have been helped back to the workforce this way and have been able to rearrange their jobs by skillset and interest.



**"You need to have passion to fuel your dream, to have the right skillset to support your dream, and a hard-working attitude to finally get there."**

**"We should initiate diversity programs at an early stage and allow enough time to see sustainable results. We need commitment from our CEOs and this message has to come from the top, cascading down. "**

So how can business leaders and decision makers help? Firstly, through persistence. We should initiate diversity programs at an early stage and allow enough time to see sustainable results. We need commitment from our CEOs and this message has to come from the top, cascading down. We need to make a priority to integrate at every level and in all aspects. We must retain and promote women in the organization. We often overlook their importance, hiring from outside, while ignoring the dedicated workers who are quietly toiling by our side. We should remember to promote them directly. We need to ensure our employees are treated fairly. For instance, we must avoid promoting people in the name of diversity when they are less qualified.

You need to have a dream or plan to succeed. You need to have passion to fuel your dream. You will have days when you need to be persuaded, as well as days when your passion takes over. It is essential that you have the right skillset. Lastly, we all need to work hard. Men need to work hard, but women need to work harder. With a hard-working attitude, you will get there. ■



## Keynote Speech

### Gill Zhou

Vice President & CMO,  
IBM Greater China Group  
(CKGSB DBA Student)

What can I bring to such an audience? I'm a Chief Marketing Officer (CMO) and I recently read a Harvard Business Review article, "The trouble with CMOs" and thought about what this role represents. It could mean that CMOs cause trouble, and/or the trouble that comes with being a CMO. 80% of CEOs are not satisfied with their CMOs, and 70% of CMOs are not happy, as they think their CEOs don't give them enough control. However, I don't plan to change my job. I've done it for six years and I make sure that I am essential to my company. The company wants all its new staff to show through hard work that they are essential and irreplaceable.

There are two terms I would like to discuss - ziwo/ confidence and feiwo/self-effacement. It's hard to know the impact of a CMO's efforts. Without the CEO's support, what can you do? This is when you need to have self-confidence or ziwo. But in my experience, you should first start with feiwo (self-effacement), as well as having the attitude that "I am the company's CMO, the CEO's CMO". I have been at IBM for 16 years. During that time, I've had three CEOs and I've treated them all like my customers. As CMO, your mission is connected to the company's strategy - you cannot make it up yourself, you must promote the strategy. If you are doing everything right and you still don't get the support of the boss, then something is going wrong. You should also be the archive and database of the CEO. Does the CMO need self-assertiveness? Of course. You need to

**" Create an irreplaceable career through the balances of ziwo (self-confidence) and feiwo (self-effacement), qiubian (change) and bubian (immutability)."**



**"Change has become part of our DNA and has become a habit. "**

be the person in the company who most understands the market. You need to have a marketing strategy that is 100% tied to the strategy of the company. Your style has to fit the company's style.

The second point is the balance between qiubian (change) and bubian (immutability). I would like to stress the importance of qiubian, saying that "change is part of our DNA as a 106-year-old company" and a company should manage change with change. But bubian, or immutability, is also necessary, as evidenced by the fact that I have stayed in one company for 16 years, directly tackling problems as they arise, instead of running away from problems and switching companies.

Change is important, such as the example of the iPad and iPhone changing size over time. We should use change to manage change. Company directions change every few years. Change has become part of our DNA and has become a habit. People ask why nothing has changed for half a year and wonder if there is a problem.

# 2017 Women in Leadership Forum



CKGSB  
长江商学院





What hasn't changed for me? I have only worked at two companies in my life. You can be someone who keeps changing, but that doesn't mean changing company. Headhunters have often suggested changing. When problems and challenges arise, it is tempting to change companies. But if you can change from within the company, that is what is meant by true change. Switching jobs may give you renewed energy, but staying and fixing something is a harder form of change. ■



# 2017 Women in Leadership Forum



Rachel Morarjee, Gill Zhou, Evan Guo, Daisy Shen



## Panel Discussion I

**Evan Guo**, CEO, Zhaopin.com

**Daisy Shen**, Partner & COO of Global China Practice, KPMG

**Gill Zhou**, Vice President & CMO, IBM Greater China Group, (CKGSB DBA Student)

**Rachel Morarjee**, Beijing Director, Economist Corporate Network [Moderator]

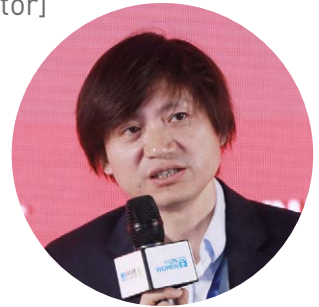
### Society & Women's Role

The day's first panel, with a focus on Women in Business, kicked off with moderator Rachel Morarjee, Beijing Director at the Economist Corporate Network asking how the level of women's leadership can best be increased. Daisy Shen, Partner & COO at KPMG China, responded that while society is seeing more female entrepreneurs across the board, the media has given women more labels, such as the term "leftover women" to describe unmarried women at a certain age, which can lead to groups being stigmatized. She added that there is still a lot to be done to improve women's leadership and expand the opportunities for women in both employment in general and, more specifically, in job promotion.

**"Women are not less able than men, but must make more trade-offs, often focusing on family during one phase and then on work during another. "**

In response to Morarjee's next questions about what needs to be improved in terms of equality, Evan Guo, CEO of Zhaopin.com, proclaimed this as both "the best and the worst era". China, he said, is in transition, pointing out that in the service economy, women are stronger than men. But he said it is also the worst era because in order to be "essential", it means that every day you could be replaced – or you are concerned you might be. The world, Guo said, is so exciting and full of opportunities, but women's loyalty can sometimes work against them. It is hard to stay in one place, Guo said, adding that with the changing of China's one-child policy to a two-child policy, women now have even more pressure, because they are expected to be both a society woman and a career woman.

Rachel Morarjee then posed the question how women can best find a work-life balance. Gill Zhou, Vice President & CMO at IBM China pointed out that after 30 years of development in China, there has been a huge leap in women in technology or studying STEM subjects. 30 years ago, she said, there were very few STEM-trained women in China, whereas as at IBM China today, the gender balance is 50/50, with women accounting for 35% of those at management level and 10% at executive level. But she conceded that she was the sole female on the executive committee. Zhou also talked about decision-making power, not just in society and in the workplace, but also about the whole psychology of the "lean in" theory. Women in leadership roles, Zhou continued, should be good mentors to younger women, especially because women have to play so many roles in their lives: mother, wife,



role model etc, but only have the same amount of time as everyone else. Women must make choices to accomplish everything the very best that they can, Zhou said, adding that women are not less able than men, but must make more trade-offs, often focusing on family during one phase and then on work during another. Daisy Shen added that in the four top accounting firms including KPMG, 60% of the workforce is female, with 40% of partner level roles being held by women, saying that it was nearly true that women were “holding up half the sky” in that regard.

**"Women need to first make a break through with their own thinking, before they can break through other environmental factors."**

## Women & Men: Different Mindsets

Morarjee then asked what can be done to help women break through the glass ceiling, adding that when women leave to have a family, they are at a huge disadvantage. Guo said that when he joined McKinsey in 1994, there were no female partners, but now roughly half of the partners in the consulting industry are women, marking a big change. With the female ratio of up to 50%, he said that women can be a big disruptive force. Guo also said women must be persistent in working towards promotion, and that a flexible working environment was necessary. Men also have difficulties, he said with men often being judged simply by the sole standard of wealth and status, whereas women are also judged on additional criteria such as character and family.

Guo then referenced a survey about switching jobs, which showed that women have a higher decision-making threshold when considering changing jobs, with women giving themselves a lot of pressure. When men and women evaluate their successes and failures, he said, men tend to attribute success to themselves, whereas women tend to attribute failure to themselves. As a result, Guo said women need to first make a break through with their own thinking, before they can break through other environmental factors.

## Women in the boardroom

Morarjee then posed the fact that women are still not getting right to the top of the career ladder, asking what lessons globally can be applied to China in order to improve the situation. Shen responded, saying that today's society is very complex, adding that the talent pool is very important. Female dynamics in the boardroom, she said, will change business outcomes, adding that from a leadership perspective, it's not about raw intelligence, but about how the message is communicated and a leader's interaction with others. When girls join that group, there is refreshing diversity because their perspectives are different. For example, 40% of the partners at KPMG China are women. As long as they are approachable, having female leaders is good for staff, since women have higher levels of social responsibility.

Gill Zhou then made the point that male and female leadership is the same, but women's special features can enhance that. For personal development, she said it was important to have a cross-discipline focus. For example, she studied social studies, but embarked on an ICT career and remained in the high tech sector for 20 years. In order to succeed, Zhou said it's important to show your unique advantages, so, for example, even if you don't study technology, you can still demonstrate an ability to develop and succeed in that area. "IBM was all about American men, so even Asian ways, let alone those of Chinese women, were not represented well at all. However, because I succeeded in China, I can represent Asia, but I cannot necessarily replicate Chinese success in the rest of Asia. For one thing, KPIs for managing in different cultures are very different across Asia Pacific. There are lots of surprises. However, you may think that as a woman you are not well prepared for this cross-discipline work, but you are. Soft skills and communication skills are important. As for data, you only need to understand statistics insofar as they are a tool to understand your market. I know people, so I am able to explore new markets. It's about being comfortable in a cross-boundary environment, welcoming change and getting over fear – that all takes psychological preparation. "



Upper left: Evan Guo  
Lower left: Rachel Morarjee  
Upper right: Gill Zhou  
Lower right: Daisy Shen

# 2017 Women in Leadership Forum

Rachel Morarjee picked up on that last point, asking about fear and the speed of change. Demographics are making things harder and harder. For example, thus far, it has been easy to get childcare. Evan Guo responded by saying that China will begin to look more and more like the west, with its aging population. This, he said, can be an opportunity, and will have a significant impact on policy. The policies are fine, he continued, but he said the current infrastructure in China is insufficient. He said that data show how people label themselves – single, a second child etc – which shows that things are changing. But he asked why in the boardroom there are still more men than women. He said that this was partly because there are simply more men in STEM subjects than women, but added that this change in demographics has created a big opportunity for women, since things will open up further. Women, he said, tended to be more conservative, with less jumping between jobs and that they typically have to be more certain in order to take a risk.

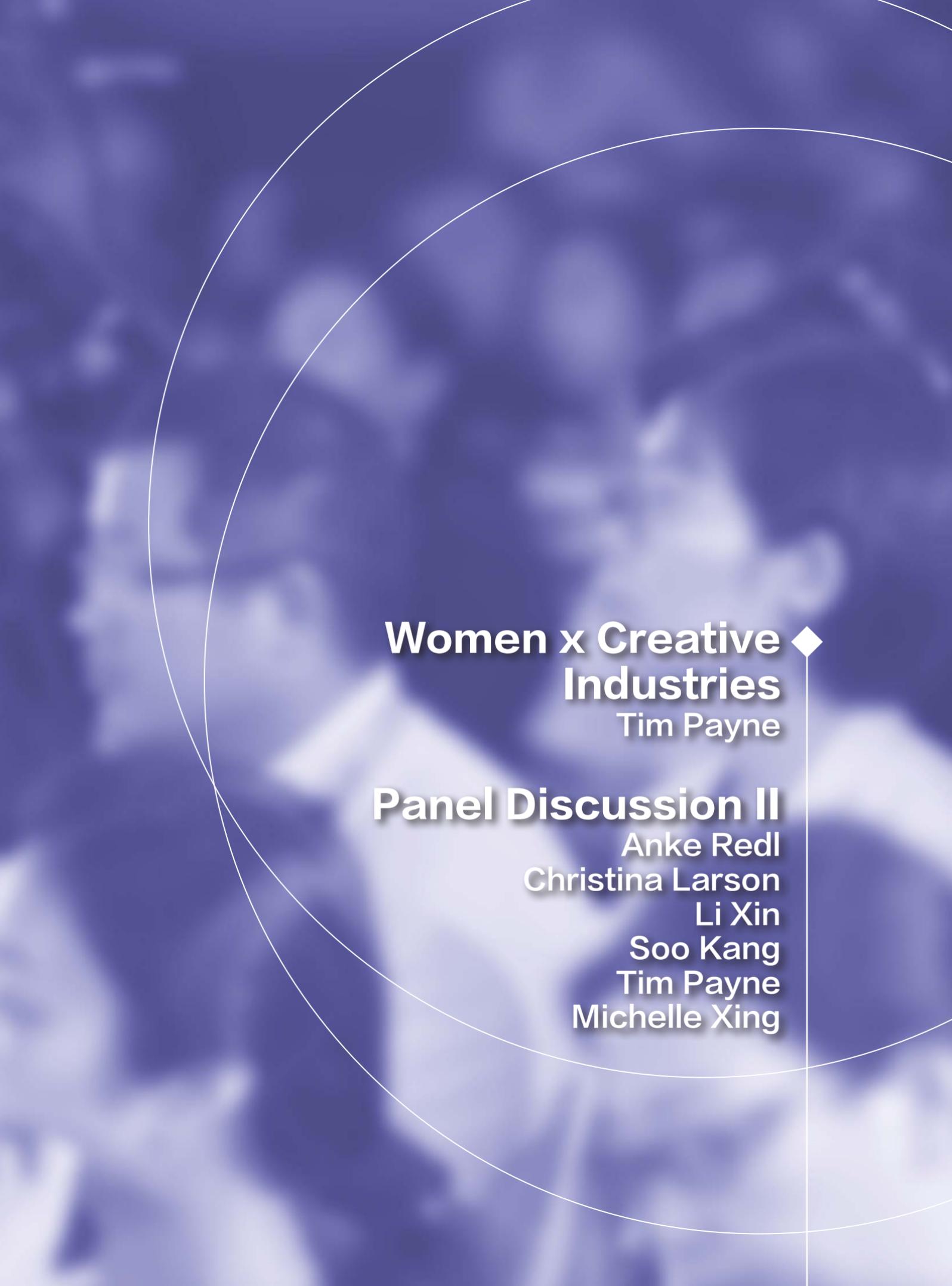
Morarjee then asked Daisy Shen about how she had been shy to step up in responsibility at the beginning of her career until a senior colleague advised her to do so, asking about the importance of mentorship. Shen replied that in 2008, she had transferred to KPMG's London office with high expectations, but arrived just as the financial crisis had begun. She found that there were no projects because of the crash and that this should be created an internal barrier. She said that she could have simply done her work on secondment, but instead called her boss in China, saying that she wasn't busy and could become more involved in other projects. Then she had an opportunity to become the executive assistant to the global chairman and, after four or five interviews, she landed the job. Her advice was to learn by doing and to follow your heart. She then moved to the global China office, where she was shy and deferential to her superiors. She said she would take notes in the boardroom, acting as a spectator, rather than as a participant, until a senior partner said he hoped she would express yourself at the next meeting, since she had a seat at the table and should take a more active role in the boardroom, adding that people should respect her thoughts. She said that as a result of that encounter, she has learnt her lesson and because of that senior colleague, she now adds her views, saying that having a mentor is very important.

## Diversity plus Inclusion

Gill Zhou then said that diversity plus inclusion equals engagement. She said there is a generation gap in IBM. She works with people born from the 70s to the 00s, asking what is the best way to make this mix work. In meetings, she said the seats at the back are filled first, leaving the front rows empty. But Zhou instead encouraged people to lean forward and come to the front, asking if they were a spectator or participant? IBM, she continued, has a new dress code which allows you to wear what you like. She then described a meeting about social media optimization, at which all the senior employees were presenting their views. She said there was a recent graduate from Tsinghua, who was still on his phone, so Zhou asked him what he thought and to come forward. Zhou said he came to the front and for ten minutes delivered some surprising, disruptive, comprehensive and well-thought out views on the subject, which she said was a real breakthrough for the older generation in the room, adding that inclusion is such a big deal, again mentioning that engagement comes from diversity and inclusion.

Evan Guo then talked about the culture shock he experiences at work, saying he has to work hard to stay young and connected to youth culture. He said he is now an "old" person and is always told that his company is too old, adding that this is a risk. "Please don't look for different standards for your leadership. Leadership just has one measuring stick, performance. Man up, for all of you. KPIs are for everyone. Women have to man up. "

Zhou concluded by saying that balance is very important, as is compassion, listing three key elements: patience, purity and peace of mind. ■



**Women x Creative Industries** ◆  
Tim Payne

**Panel Discussion II**  
Anke Redl  
Christina Larson  
Li Xin  
Soo Kang  
Tim Payne  
Michelle Xing

## Keynote Speech

### Tim Payne

Senior Partner & Head of Asia, Brunswick

John Steinbeck said the only thing a man can do better than a woman is grow a beard. So I'm here with the only thing I can do better than the others in this room.

There is only one thread connecting the narratives: companies need to coexist with the world and to do this they need to mirror it. To read it correctly, they need insight from different genders and different races. The challenges of achieving diversity are still huge. 60% of the leadership at Brunswick and 70% of employees are women, but retaining female staff is still hard. I am in "30% Club" that campaigns to put more women on boards. Disruptive change is happening at breathtaking speeds, in addition to political instability and volatility, so if you don't face this challenge head on, you won't survive. If you can, then you can succeed. Businesses that are less than 20 years old, such as Alibaba, are at the forefront. Much

**"There is a need to change leadership at the top, with only 8.6% of board positions in China being filled by women, despite the rhetoric that 'women hold up half the sky'."**



of our narrative undermines women, as consumers, as creators and as business leaders. Women still occupy few leadership seats and their earning power is 55% of that of men. Women hold just one third of all senior roles. There is a disparity in earnings, but also when it comes to pressure. Women in paid jobs do more than five hours of unpaid work every working day, either in their office or at home. There is a need to change leadership at the top, with only 8.6% of board positions in China being filled by women, despite the rhetoric that "women hold up half the sky". However, focused leadership can facilitate change.

In Hong Kong, almost 40% of companies had male-only boards a few years ago, but today that percentage is down to about 20%. I work with the 30% Club, which aims to have at least 30% of board positions filled by women. Inclusive businesses understand their markets better and they appeal to their markets better. Men and women enter the workforce with comparable skillsets. Women face the stereotypes of being ambitious, working while supporting children. Research from MSCI shows that companies with three or more females in the boardroom show a 37% increase in their earnings per share, while those with no female directors on the board see a drop of 8%. Recent research by the Peterson Institute for International Economics showed that female directors increase the





general performance of companies by 6%.

The idea that a business leader would invest in someone's career only to lose them over inflexibility during a critical period of child care seems like appalling management.

We need to encourage the STEM subjects and get more girls into science in schools. Advertising, meanwhile, misrepresents women through slimming ads etc. But the good news is that some in the media are trying to change these ingrained stereotypes. A women's coalition in Hong Kong is trying to change things through a campaign called She Objects – Is it time to object? Today's selfie culture amplifies these issues, especially for the youth. We must provide people with the tools to counter what they are going through. "My career line, my cleavage" refers to a sexist play on words in Cantonese, but there is an ad campaign to stop this term being applied to women's careers.

I am proud to take part in a conference that is clearly a critical part of the process of changing things. ■



# 2017 Women in Leadership Forum



Michelle Xing, Li Xin, Soo Kang, Tim Payne, Anke Redl, Christina Larson

## Panel Discussion II

**Soo Kang**, CEO, Global Education and Technology Group, Pearson PLC

**Christina Larson**, China Technology Correspondent, Bloomberg News

**Li Xin**, Managing Director, Caixin Global (CKGSB Alumna)

**Tim Payne**, Senior Partner & Head of Asia, Brunswick

**Anke Redl**, Co-founder & Partner, China Media Management Inc

**Michelle Xing**, Anchor "Global Business", CGTN (formerly CCTV News) [Moderator]



## Women in Journalism, Media & Education

Michelle Xing, the event's host and a TV anchor at CGTN, kicked off the discussion by asking the panelists what it is like to work as women in the fields of journalism, media and education, and how large a role women play in shaping the perception of women in society?

Li Xin, Managing Director at Caixin Global and a graduate of CKGSB's EMBA program, responded by saying that Caixin as a whole has about 60% women, while at Caixin Global that number is more than 70%, with 50% at the executive level. Journalism, Li said, is a tough industry in China, which requires perseverance and resilience, something she said women have plenty of.

**"The work of the future is going to be empathically driven, which is an easier career path for a woman than for a man. "**

CEO of the Global Education and Technology Group at Pearson PLC, Soo Kang, whose career has spanned media, education, cosmetics and fashion, noted that 70% of people in the creative industries are female, with women holding 50% of the business roles in those industries. Given the disparity between those two numbers, Kang said it was necessary to give women more of a chance to transition from the creative side to the business side.

Tim Payne, Senior Partner & Head of Asia at Brunswick, added that his company is also more female, noting that balancing gender is a challenge in different ways. The work of the future, he said, is going to be empathically driven, which is an easier career path for a woman than for a man. He also said that, as women get more senior in Asia, they have a better chance of progressing than they would in either Europe or the US. However, he said that the challenge of cheap, affordable care for children impacts on that.

Anke Redl, Co-founder & Partner at China Media Management Inc, which is an international company focused on the Chinese market, said that the vast majority of people in the creative industries are women. However, at the lower and middle manager levels Redl said there were not so many strong women in production companies, but she added that she expected this to change over time. She said that women should support each other, noting that in the US, production companies are very male dominated.

# 2017 Women in Leadership Forum



Christina Larson, China Technology Correspondent at Bloomberg News, said that all her current bosses at Bloomberg are men. In her previous position, at Foreign Policy magazine, it was different, utilizing a small structure in which the founder was male, while the number two editor was a woman, who promoted women and promoted gender equality to create a different environment. Bloomberg, Larson said, also makes efforts to promote female voices. Half of the tech writers at Bloomberg are women, which she noted was a positive, especially since technology tends to be a male-dominated beat. However, she added that all her editors in Hong Kong, Japan, New York and San Francisco are all men. From a personal point of view, Larson said she had previously been ten times more likely to quote a man than a woman, but had cut that ratio in half.

## How Diversity would Influence a Company

Soo Kang then noted that all of her bosses had been men, but that at the management level in her company, the gender balance is 50-50. When women get to the top, Kang said, they should mentor other women, saying it was about confidence and having the right skills, trusting them to make mistakes and hiring more women. Mentors bring knowledge to the next generation and foster that. When Jill Abramson became the first female editor for New York Times, this was a milestone, Kang said, but it was also a trigger for change because the gender balance was equal after that.

It's not enough to have one female leader, Li Xin said, but it's a good start. She added that Jill Abramson, the first female editor of the New York Times and Zanny Minton Beddoes, the first female editor of The Economist, should not simply be regarded as milestones, they are the ones who make a difference.

Michelle Xing then asked the panel if they think that what they achieved was because – or in spite – of being a woman?



Tim Payne replied that his curiosity for people would not have been different if he had been a woman, saying he always had the belief he could do what he wanted to do. He explained that he is one of four boys and also has four children, and cannot understand how this would have been possible if he had to care for the children and also work. That, he said, is what gives him impetus to make things as balanced as possible for both women and men.

**"Successful women shouldn't just play their perfect roles for the benefit of the media. If they chose to talk about both their troubles and solutions, they would become better examples for people to learn from. "**

## Perception of Businesswomen

Kang then said that her mother wasn't able to work following her education. She herself has not faced any barrier, but she said that for more than 20 years she has fought for everything she has. Women lack confidence, Kang added, saying that they accept many things that men would not. She said she had worked for both western and Asian companies and had to fight for both her salary and for her role on many occasions. In addition, as an ethnic Korean, Kang said that few women reach the executive level in Korea. The perception of a woman in the Korean business environment, she said, is that they are really strong and practical like a man.

Redl then said that today's generation owes a huge debt to the women who came before, since many women today feel that they can do what they want. She said that in her family, there was no difference in this regard between herself, her brother and her sister. Redl added that she has always been something of an oddity in China, as a foreign woman who runs her own company, adding that her "glass ceiling" might come from clients rather than in the

traditional sense. But she conceded that there are challenges and described how she had tried to do it all, but then got sick and had to take a step backwards, adding that everyone has their own personal experience, but that there are differences for men and women.

Li Xin then said women are afraid to talk about this topic, because they are afraid others think they are in the boardroom because of their gender, not because of their abilities. She said she encourages her friends not to overlook the powerful role model they can be, quoting Simone de Beauvoir as saying that women are too used to the idea of giving up and that this cycle has to be broken.

Larson said that her own mother had stopped working to have children, but still hoped that her children would keep working once their turn came, before Redl explained that in Germany it's not socially acceptable to tell people you are back at work in the first few years and not looking after the children, whereas in China, it's quite different, where the grandparents are often around to help raise the children. But she said you still need to be a good wife and mother, adding that she is always impressed that women can cope with the paradox in China of being tough and holding up half the sky at work, but also holding the home together as well. Being an entrepreneur, she said, allows great flexibility as you don't have a boss, so you are able to return to work on your own terms and dictate your work schedule. However, if you are just starting your career, you're not at the stage when you can disappear to have a baby and survive with no maternity coverage to support you.

**"I am one of four boys and also have four children. I cannot understand how this would have been possible if I had to care for the children and also work. That is what gives me impetus to make things as balanced as possible for both women and men."**

## Gender Neutrality & Business

Tim Payne added that the laws covering maternity leave are ok, but that there are plenty of bad bosses. He said it was important to have male allies and have them more actively participating, by pledging to change something about the corporate workplace. Getting men to counter bad habits is important, he said, wondering if it's possible to use gender neutral language in the media. He asked the audience to think about what it takes to be a successful business, saying that if most customers are offended by your message, then the economic benefits of being better at gender equality are obvious.

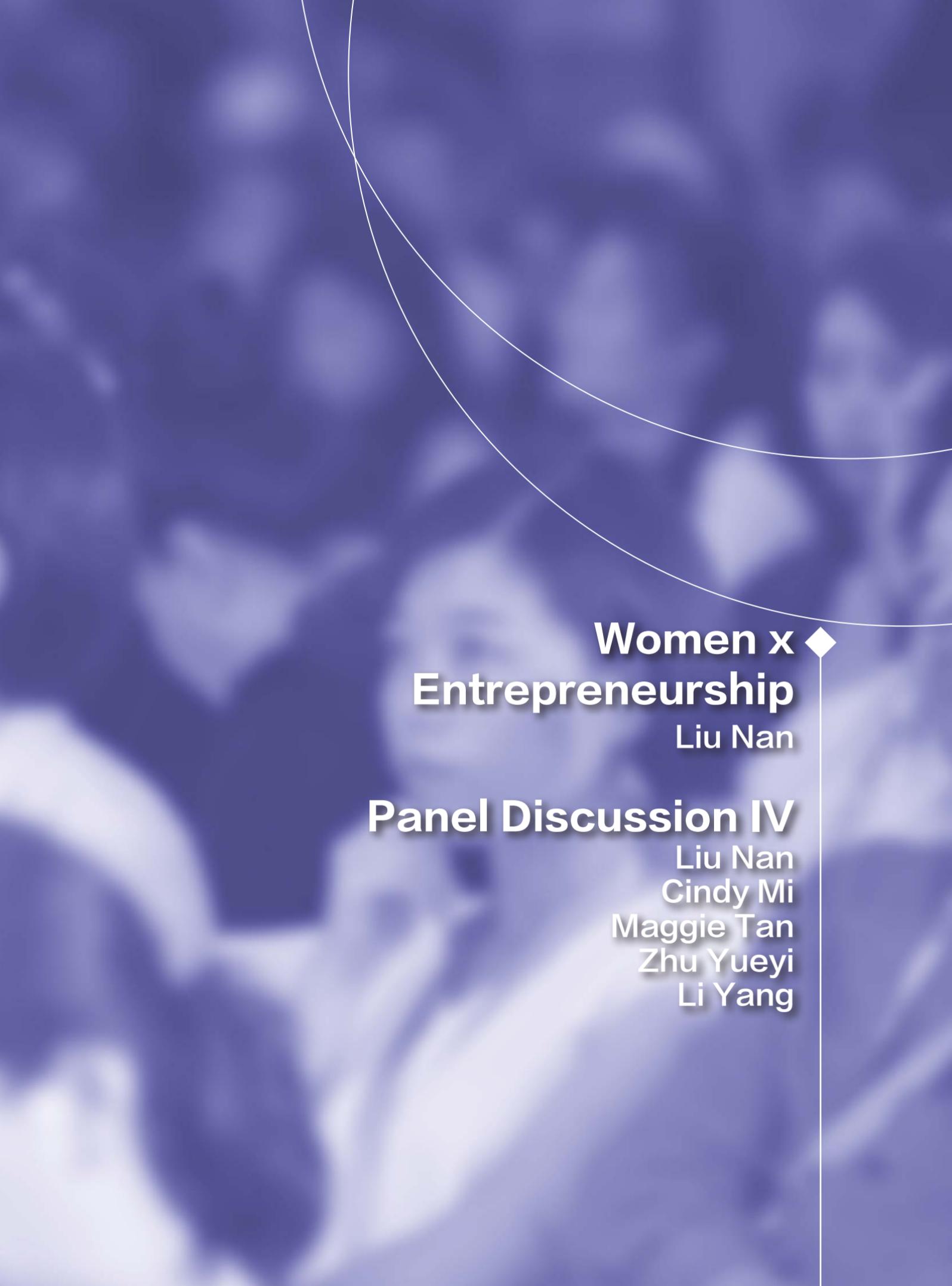
Soo Kang said more women should be starting companies, adding that she originally started her own company because she got sick of selling whitening powder to fellow Asian women.

Michelle Xing then asked how it was possible to get more women into senior roles in the media. Kang replied that it wasn't until she had her own startup that she started working with women. Women, she said, really influence each other, something that people should be more aware of as a way to inspire more women.

A successful woman, Redl said, can attract more excellent women to join her. She added that it's important to note that in the west, there are many strong female characters in TV shows, whereas in China today there are very few.

Li Xin noted that at Caixin, 50% to 60% of the executives are women, set against a 70% male readership. She said that it was important to make sure that the voices of those female directors are fully heard and that the readers get fully involved in this discussion.

Larson concluded by saying that successful women shouldn't just play their perfect roles for the benefit of the media, adding that if they chose to talk about both their troubles and solutions, they would become better examples for people to learn from. ■



**Women x ♦**  
**Entrepreneurship**  
Liu Nan

**Panel Discussion IV**  
Liu Nan  
Cindy Mi  
Maggie Tan  
Zhu Yueyi  
Li Yang

## Keynote Speech

### Liu Nan

Founder & CEO, Mia,  
(CKGSB Chuang Community Student)



By way of introduction, I set up an online baby product company called Mia. The name refers to honey ("mi") and fresh shoots ("ya") and the notion that after having a baby you become a real family. We are a baby product company that now has 1,000 employees, and is also a Series D Pre-IPO company with plenty of operational challenges. But today I want to talk not as a so-called successful entrepreneur, but with a different hat on, as a woman who has gone through all sorts of twists and turns, dealt with contradictions, and has come through it to find she has her own company. I want to share with you a more real experience.

Eight years ago, I worked in Oriental Plaza in central Beijing, working for a US company. I studied to become better, but I didn't know exactly what I would become. My classmates thought I would make a good leader, while my teachers thought I should go into the media. I spent my time in that company demonstrating to myself that I could make a decent Powerpoint presentation, but I couldn't think of where to jump to next. So I took a sideways leap – becoming a mother. Now, I wasn't a graduate of a prestigious university, or an executive at a multinational. I was a mother and had time to think about what I wanted to be. That was the time when I found I loved buying and selling. I liked studying product, I liked shopping and I liked sharing product information with others. I even used Excel spreadsheets to categorize my purchases. Before I even realized it, I became an opinion leader, sharing information with mothers via chat groups and on social media platforms.

In the end, I made a career out of this, later choosing to enter the crazy e-commerce industry.

70% of Mia's first team were also mothers and I brought them in. People ask me how I balance work and life, but I can't answer that question, because I am not balanced. Sorry, I am really not that perfect. They are really interested in my family, not in how my company is doing. I tell people not to put the woman bit first, but to put the CEO bit first when discussing my company. But before this happens, we still need to discuss women in business, so that eventually it won't need to be discussed any more. When you drop that aim, you can see more clearly what is important. We are most willing to be supporters. My mother is an artist, but sometimes she seems not to be very free, with too many family things to take care of, and those problems become a circle of issues from which she cannot escape.

**"Accept that you are not perfect and don't be ashamed to talk about your ambition."**

I have two suggestions for you. First, accept that you are not perfect and don't push yourself too hard. Second, don't be ashamed to talk about your ambition. When opportunity presents itself, seize it. What you will be three years from now will be decided by your decision today. Women can't put some things down. Today, make your first decision. ■

Women x Entrepreneurship



CKGSB  
长|江|商|学|院



WOM

# 2017 Women in Leadership Forum



Li Yang, Cindy Mi, Liu Nan

## Panel Discussion III

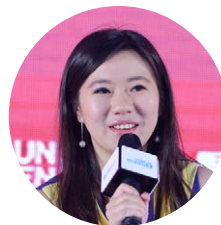
**Liu Nan**, Founder & CEO, Mia (CKGSB Chuang Community Student)

**Cindy Mi**, Founder & CEO, VIPKID (CKGSB Chuang Community Student)

**Maggie Tan**, Founder, Tanjing Lundao; Former Co-head of Strategy & Planning, Uber China (CKGSB Chuang Community Student)

**Zhu Yueyi**, Founder & CEO, Reflower; Former Co-founder & CMO, Yongche Inc (CKGSB Chuang Community Student)

**Li Yang**, Associate Professor, CKGSB [Moderator]





Maggie Tan, Zhu Yueyi

## Why Starting a Business? Why Technology & Internet?

Li Yang, Associate Professor of Marketing at CKGSB began the panel discussion by asking what made the panelists decide to start a business in the first place and how they first started their business. What made them get into the technology and internet sector? Cindy Mi, Founder & CEO of the online educational startup VIPKID, who is also a CKGSB MBA alumna as well as a CKGSB Chuang Community Student, said that the CKGSB MBA had a lot to do with her decision. She said she has always had many questions about a traditional English education, but she said CKGSB Professor Liu Jing encouraged her to put her thoughts into a plan and then to put the plan into practice. Since she said she hoped to help kids study English, she said there was no other way to connect more than 10,000 North American teachers with more than 100,000 children in Asia other than by using technology.

Liu Nan, Founder & CEO of Mia and a CKGSB Chuang Community Student, said that male entrepreneurs want to conquer the world, while female entrepreneurs want to conquer themselves. She said she wasn't fully prepared when she started her company, but added that when someone offered to buy her company, her mentor Xu Xiaoping told her not to sell it because he would help her raise money to make it big. She said it's okay if you are not fully prepared, as long as you can prove who you really are.

**"I hoped to help kids study English. There was no other way to connect more than 10,000 North American teachers with more than 100,000 children in Asia other than by using technology."**

Maggie Tan, Founder of Tanjing Lundao and a CKGSB Chuang Community Student, said she gave herself boundaries, thinking that she would never leave finance, or a big company, or Beijing. But after she went to MIT,

# 2017 Women in Leadership Forum

she had to choose an internship, and started to think about what she really wanted to do. Tan, the former Co-head of Strategy & Planning at Uber China, said she was really happy at Uber, and also found she was good at entrepreneurship.

Zhu Yueyi, Founder & CEO of Reflower and also a CKGSB Chuang Community Student said her former role as Co-founder & CMO of Yongche Inc had a lot to do with her current business. As CMO, she said she was really stressed and that flowers became a comfort for her. The process, she explained, was very internal and she just liked to buy flowers when she was stressed. When she left, she thought maybe she could help others using flowers. She said she didn't know how many people were into flowers, but focused on this niche market and turned it into a business with four million users. Each week, she said, about 500,000 people receive a bunch of flowers from her company.

## Management Style

Li Yang then asked about the development stage, and how these female entrepreneurs dealt with the rapid development of their companies, asking if their personal management style was more typical of a man or of a woman. Zhu Yueyi replied that all her executive staff are women, but that they don't focus on their gender, and instead focus on areas of the business, like data and design. She noted that the gender ratio at the company was different among departments, with the purchasing department made up of 60% women, but that IT and production were 80% male.

Tan then said that for her it was mostly about ability, rather than gender. The happiest part of being an entrepreneur, she said, is not having a boss. Society doesn't expect a woman to sit in front of a negotiating table, she continued, so women may be easily underestimated during negotiations, adding that she likes to keep adjusting her manner to be amiable and strong at the same time.

Liu Nan then pointed out some male-female differences, by saying that male colleagues preferred Excel over Powerpoint, because it takes less time to prepare and is more number driven.

Cindy Mi made the point that most of the standards women are held to have been decided by women themselves. As a female boss, she said she doesn't see herself so much as a woman, especially as she does more typically male things with her colleagues, such as playing football and drinking with her colleagues.



Li Yang, Liu Nan, Cindy Mi



## Roles that Males Play in Their Life

Prof Li then asked what roles do men play in their businesses, especially with reference to their fathers, husbands, boyfriends, partners or executives. Cindy Mi replied that her father taught her never to regret what she did, while she said her husband has been very supportive and talked his parents into supporting her career as well. Her partners, she added, are all trusted, honest and good friends, which is what she said makes her company great.

Liu Nan said that because 70% of the executives were women, they thought they should recruit more men, while her husband encouraged her to become a chairperson behind the scenes. That allowed senior staff go to holiday cottages on the weekends, so that their children can play together, while the adults can watch them and have meetings simultaneously.

Maggie Tan said both her partners are male friends with whom she is on very good terms. If gender is a problem when choosing your partners, she said, you need to think again before deciding whether or not to work with them. Meanwhile, Zhu Yueyi said that husbands who don't hold their wives back are good husbands, adding that family support is very important.

## Balance of Growth & Quality

Prof Li Yang then asked how the panelists were able to balance the company's rapid growth, investors and capital markets with the pressures of the process, wondering if as female entrepreneurs they had a unique perspective on this.

Cindy Mi replied that the growth has not been a problem, while Liu Nan referred to it as a balance issue, saying growth is more from not doing something rather than from doing something. She said that if you look at 100-year-old companies, each one has a growth rate that is up and down, rather than steady all the time.

Tan answered that a company and its investors have different objectives, referring to herself as a systems person, who trusts statistics and uses products to solve problems. Systems, she said, can help with the hardest issues.

Zhu then said that growth is the most important thing and that for a mass scalable product, only growth, not leadership, can help answer the hundreds of questions that naturally arise. When the company brings on new clients, it brings new demands, which in turn changes the chain of operations. It is at this point that we analyze our growth.



Maggie Tan, Zhu Yueyi

# 2017 Women in Leadership Forum

Prof Li then asked Liu Nan, whose company is close to the IPO stage, how best to control the speed of a company's growth, while ensuring quality, content and tone. Many Internet industry entrepreneurs dream of taking their companies public, he said.

Liu replied that IPO is just another round of investment and shouldn't be seen as the dream of any entrepreneur. Her dream, she said, is not to become a successful business person, but to be lying down in an amazing place with her best friends, thinking. Zhu added that her dream is to have her flowers available in bakeries and other shops, because flowers should be everywhere. She said she wanted more time to experience more of life, lying in front of the sea.

As a final question, Prof Li asked the panelists to give one sentence as advice to people who want to start a company.

Cindy Mi: Nothing can stop you.

Liu Nan: Prepare for the worst, hope for the best.

Maggie Tan: Do something that you will never regret and follow your heart.

Zhu Yueyi: Do what you want without hesitation. ■



## **Women x Philanthropy** ◆

Tao Hong  
Zhang Shuqin

## **Panel Discussion IV**

Clare Pearson  
May Mei  
Tao Hong  
Zhang Huaying  
Julie Broussard

## Keynote Speech

### Tao Hong

Renowned Chinese Actress & Philanthropist (CKGSB Alumna)



I think philanthropy is really magical. A doctor told me my job was really bad for my health, as I would eat rubbish, wear the wrong clothes for the wrong season, be up at night eating supper, and it's true that sometimes my life is very hectic. But then I get the chance to help someone or a group of people and this really feels wonderful. Even though I should be exhausted, I feel excited and happy. So that's why philanthropy is magical to me.

Because I am well-known, I participate in a lot of charity projects, and they make me happy, but they have also achieved a lot. The first time was when I played the role of a blind athlete, Ding Lihua, the first Chinese who won a Paralympic title. I used to be an athlete, so playing one was very easy for me. But I was surprised to find that I had never come into contact with a blind person, so that was a big challenge. I went to live in a school for blind people for some time, and while there I felt like crying every day, and was very touched by their lives. I ate with them every day, slept, studied and exercised with them, and because of this experience, I embarked on this philanthropic journey.

**"The more we think about life, the more we realize there are many miracles in life, like magic. If we are willing to make magic together, we will create a better world."**

As a celebrity, you have a lot of influence and can garner positive energy to get things done. Taking care of poorer mothers is important to me. We need to educate our children. I also got involved in stem cell bone marrow donation work, to let people know more about it, and highlighted the fact that the entire Mainland China has a smaller bank of bone marrow than the tiny island of Taiwan. In fact, it was after I gave blood, I found out that I was pregnant myself.

My daughter has grown up in Beijing and Shanghai and knows little about the life of poor people. I wanted her to experience a rural way of living so I took her to Ya'an after the earthquake. Her first reaction was that the place was too dirty, but soon enough she began to play with the local children. In the end, it was hard to get her to leave.

I came here to CKGSB to say that if we are going to create something, we should make sure our creation also does something good for the public. In my industry, we do public service by doing something cultural. Our greatest contribution is to give people a sense of why they should get involved in doing philanthropy. A short film we produced about autism, "17 Abandoned", has helped people understand the syndrome. Families are left stranded by it, so it's far more than simply being a topical issue, as it sometimes seems to be. We are also working with children who have to take time off from their studies for health reasons, such as to have an operation, on tutoring.

The more we think about life, the more we realize there are many miracles in life, like magic. If we are willing to make magic together, we will create a better world. This is the essence of my speech today: "Philanthropy is a magical thing." ■



永远不会寂寞独行



CKGSB  
长江商学院



UN  
WOMEN

## Keynote Speech

### Zhang Shuqin

Founder & Director, Beijing Sun Village Children's Education Consultancy

Twenty-three years ago, I was a police officer within the Shaanxi Provincial Prison Administration, a deputy-level cadre, writing an internal newspaper for all the prisoners in jail in Shaanxi.

The 1980s class struggle was still fresh in people's minds and acted as a poison, so that prisoners' children were tarred with the same brush as the wrongdoers.

I was interviewing a father in jail who said he had five kids, and asked for permission to go and see them, permission that was not granted. I went anyway and found a 70-year-old grandmother who could scarcely cope with tending the fields as well as looking after the children. I offered my own children's second-hand clothes and food and asked where was the fifth child. The eldest child had died the year before. I went to visit the child's grave and imagined her life and thought about her fate.

When I got home, I wrote a 5000-character article with a topic "Children" which got the attention of other prisoners who asked me to help their children too. I read up on Chinese law about children in prisons and only found one sentence: children are not allowed into prisons because they are not humane places. I asked the civil affairs department of Xi'an if they could do something. They said they only care for orphans, disabled children and the children of soldiers who have died in war. Their logic was, how can they also care for prisoners' children when helping the children of actual heroes was a big enough burden on them.

I am not a Party member, Christian or a Buddhist, but I can not accept it when I see children wandering outside, begging and then using the money to buy some fruit to take to the prison door, looking for their father or mother. I decided to do three things: convince the government that it had a responsibility to act as the adult and care for these kids, set up Sun Village where



**"Some people think success is accruing wealth or becoming a celebrity or an official. I think success is changing someone's fate."**

the children could be protected, cared for and escape their fate of becoming criminals themselves, and, thirdly, motivate other people to get involved.

We make money by farming at Sun Village. I rented 500 acres of farmland and planted jujube and peach trees. The children help with the farm work and with selling the produce. Once they were accused of begging, so I told them not to beg and just to focus on their school work, while I would beg on their behalf. "You have to learn to stand on your own two feet and endure hardship, as well as sell strawberries and grapes." I tell them, "Someone will help us, when things are a little better."

A class from CKGSB came last month and donated 100,000 RMB to help the children visit their parents in jail. Some people think success is accruing wealth or becoming a celebrity or an official. I think success is changing someone's fate. ■



# 2017 Women in Leadership Forum



Julie Broussard, Zhang Huaying, Tao Hong, May Mei, Clare Pearson

## Panel Discussion IV

**May Mei**, Founder of GoalBlue, Former Chief Representative of WildAid China (CKGSB Alumna)  
**Clare Pearson**, International Development Director, DLA Piper; UK National Representative of the Supervisory Board of the European Chamber  
**Tao Hong**, Renowned Chinese Actress & Philanthropist (CKGSB Alumna)  
**Zhang Huaying**, Vice President for Sustainability, Greater China & Korea Business Unit, Coca-Cola  
**Julie Broussard**, Country Programme Manager, UN Women China Office [Moderator]





## Women in Philanthropy

Julie Broussard, Country Programme Manager at the UN Women China Office, kicked off the discussion by asking how each panelist understands philanthropy.

Zhang Huaying said that philanthropy means benefiting others of your own free will. Philanthropy is not just about giving money away, she said, but has to do with others' good, whatever form that takes.

Broussard then asked Tao Hong if she agreed with this definition, saying that Chinese philanthropy is very active at the moment, but asking how it could be defined in the context of Chinese women. Broussard noted that more women are working in philanthropy than men in China and asked whether this is because women are more enthusiastic about it.

Tao Hong replied that men are more enthusiastic about their achievements, but said that women also pay attention to their family and to social things, adding that Chinese women are at the frontier of doing philanthropy, since they are more sympathetic and share their feelings with their friends.

Broussard then asked May Mei, Founder of GoalBlue, Former Chief Representative of WildAid China and a CKGSB Alumna if it was true that there are more Chinese women than men actively engaged in philanthropy. Mei agreed that it was, saying that women have more sympathy for the least advantaged people and for social issues, as well as better capabilities to pull together resources because they are typically more patient and more persistent.

# 2017 Women in Leadership Forum



## Philanthropy & Business

Broussard said that, compared with other countries, China's philanthropy is currently still emerging into the public domain and asked if women had more space in this sector to play leadership roles. Mei replied that as a young industry with more women, there is more room for women leaders. Women, she continued, can bring more professionalism, and she said she hoped to see more female leaders in the future.

Upper left: Julie Brussard

Mid-left: Zhang Huaying

Lower left: Clare Pearson

Upper right: May Mei

Lower right: Tao Hong





Broussard then asked Clare Pearson, International Development Director at DLA Piper, UK National Representative of the Supervisory Board of the European Chamber and someone who is very active in China's public sector how women's achievements in philanthropy can be applied to other fields.

Pearson replied that the skills gained in NGOs are directly applicable to companies. Due to social media, Pearson said, running a business and running an NGO have become quite similar. Working for an NGO, she continued, teaches you to look at what is going on in the world, adding that the two most important things this century are migration and economic disparity. In NGOs, Pearson said there is the concept of the "99%", whereas as a CEO, you work with the 1%. But since it's the 99% that buy your products, she explained, by learning about the 99%, you can become a better CEO.

## The Definitions of Success in Philanthropy

Pointing out that traditional understandings of success revolve around money and fame, Broussard asked whether there are other definitions for success that are more appropriate in the public welfare domain, wondering how best to create a better world by succeeding in the field of philanthropy.

May Mei then said she can say she has lived happily, that the people who she cares about are happy, that she has been there for them when they have needed her and that she has improved the lives of others. Pearson declared that success is when you don't need to buy entertainment, and that she has improved the lives of others. She said that the people who are the most impressive to her in her work are not the ones in the fastest cars, but the ones who take the most radical actions, citing the example of a blind headmaster in Tianjin who accepted teachers from the west for a week of cultural immersion.

Broussard then broached the topic of leadership, asking what kind of talent a real leader needs and wondered what effects real change rather than focusing on short-term material achievements. Mei replied that a real leader needs to support her team to ensure better development as well as caring about their employee's career development. Tao Hong said leadership is the ability to inspire others, seeing what is happening around them, and caring about the development of others. Zhang Huaying, meanwhile, stated that women care, which is why they can win people's trust and support. Women, she said, care about people's development, which makes them natural leaders.

## Women's Leadership & Global Action

A member of the audience then asked how women can lead in global cooperation, either politically or personally, and how they can give future generations a better choice, by engaging more people in issues like climate change. May Mei replied that it requires a change of consumer behavior, because since no one knows that by doing any particular thing we can categorically change climate issues, so we need to improve people's awareness of climate change instead. She added that solutions from business help us push things forward, while government policies ensure that we all play a role for change to take place. Broussard said that the UN aims to resolve issues between countries, and that by building transnational institutions it's possible to achieve the UN's three goals: development, peace and human rights.

Broussard concluded proceedings by asking what advice the panelists would give to future philanthropic leaders.

Zhang Huaying: Find something that you care about and work on it.

Tao Hong: Ask your conscience and you will get the answer.

May Mei: Trust yourself and directly tackle what it is you want to do.

Clare Pearson: Find what makes you most angry and your passion will drive your work. Just do one thing, but do it well. ■

## Women Rising: A Diverse Perspective

---

Beijing saw the successful convening of CKGSB's 3rd Women in Leadership Forum. Themed Women Rising: A Diverse Perspective, this forum was graced by the presence of over 30 executives who discussed the issue of female development, focusing on the opportunities as well as challenges facing women in politics, business, creative industries, start-ups and philanthropy.

As the third of its kind, this forum, which was co-hosted by CKGSB and UN Women, built upon the momentum of the previous two events to continue the focus on women's leadership and reached new highs in both audience participation as well as publicity and promotional effects.

Over 1,400 people registered for this event, of which 400 were selected to attend on-site. Representatives from more than 50 media – both global and domestic – were invited to cover the event, which was also live streamed via six online platforms including Sina News, iFeng Live, Tencent News, NetEase Live, btime.com and Youku, garnering more than 730,000 views in total. Additionally, there were more than 540 articles covering the event, with a total media promotion value of 420,000 RMB.

Speakers and guests alike were highly satisfied with this event, with 98% of all questionnaire subjects responding that they liked the forum very much. Many of those in attendance shared photos and thoughts from the forum via their personal social media channels. Many women said they found the Women in Leadership forum inspirational, while male participants and attendees pledged to further support female leadership.

In summary, the forum perfectly achieved CKGSB's stated goals. We hope that through our collective actions, society will offer women equal opportunities in leadership positions. ■

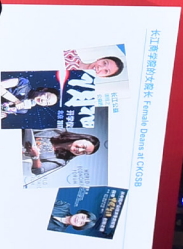


长江商学院的女院长 Female Deans at CKGSB

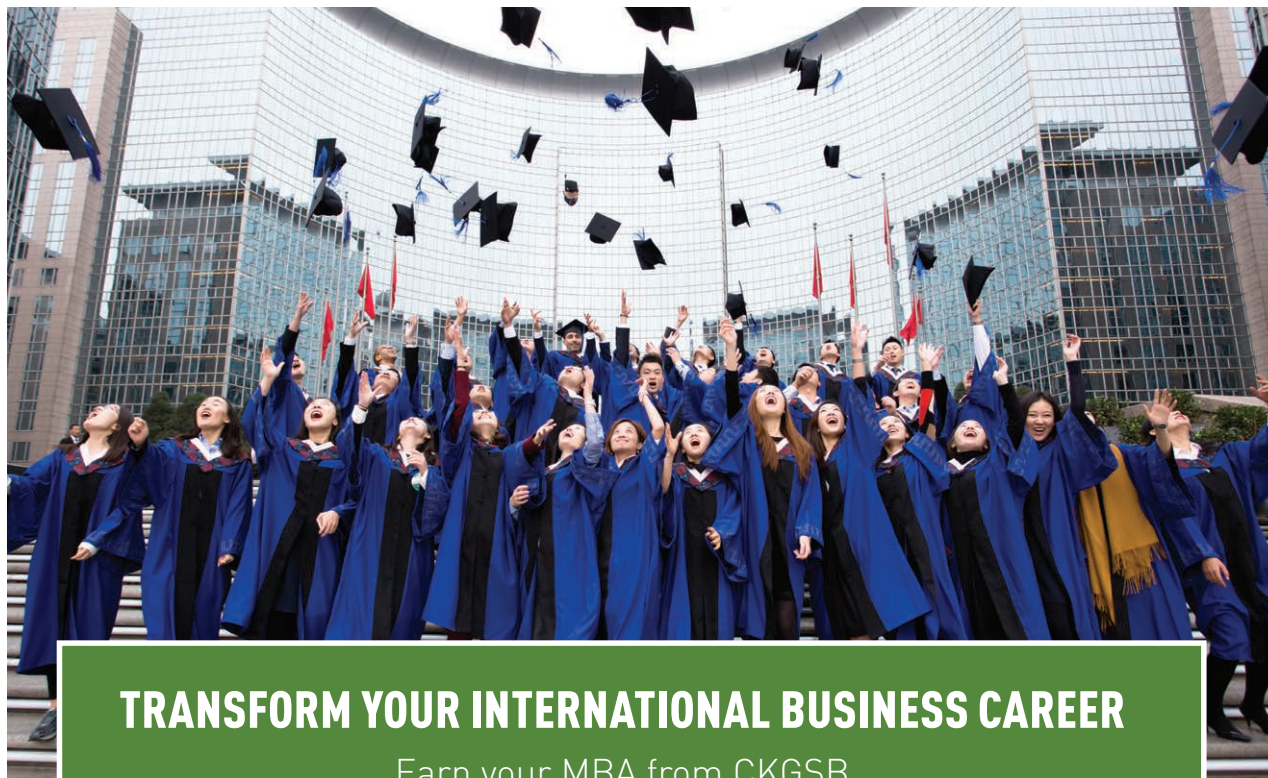


2017 女性领导力论坛  
2017 Women in  
Leadership Forum  
多维视野下的女性领导力崛起  
Women Rising:  
A Diverse Perspective

2017 女性领导力论坛  
2017 Women in  
Leadership Forum



# 2017 Women in Leadership Forum



## Key Benefits

14-month English-language program

Study and live in the heart of Beijing, near the Forbidden City

10 of HBR's "Best Performing CEOs" have studied at CKGSB

Faculty with prestigious academic backgrounds and deep insight into China

Mentoring by top business leaders

## Class Profile

26% overseas students

47% women

Average age: 29.4

Average work experience: 5.9 years

Average GMAT score: 680

Option to study at partner schools around the world

## Why CKGSB?

China's leading business school

50%+ alumni are at the CEO or Chairman level and are leaders, collectively, at 1/5 of China's most valuable brands.

40+ faculty from renowned universities

Partnerships with Harvard, Columbia, Yale and other top schools

Access to China's most exclusive business network

Learn more and download our brochure at [mba.ckgsb.info](http://mba.ckgsb.info)



**CKGSB**  
长江商学院  
CHEUNG KONG GRADUATE  
SCHOOL OF BUSINESS



WeChat  
CKGSB\_MBA

BEIJING | SHANGHAI | SHENZHEN | HONG KONG | NEW YORK | LONDON



优 | 明 | 取  
术 | 道 | 势

CKGSB Open Enrollment Program

# UNDERSTANDING CHINA'S NEXT MOVE

The Rise of China's Innovation

CKGSB 2018 Understanding China's Next Move: The Rise of China's Innovation program will help you understand comprehensively concepts and practices of innovation in China with inspiring lectures presented by renowned CKGSB professors, visits to top innovative firms and networking with peer executives and entrepreneurs.

- How can new technology drive your business?
- What are the successful innovations that are leading the fin-tech revolution in China?
- How to innovate your business model to succeed in the fast-changing Chinese market?



Scan the code for application

For More Information:  
Tel: +86 10 8537 8520  
[GlobalPrograms@ckgsb.edu.cn](mailto:GlobalPrograms@ckgsb.edu.cn)  
[english.ckgsb.edu.cn](http://english.ckgsb.edu.cn)

