

NYU
校友故事



Our NYU Stories
2017-2018

序言

成立于1831年的美国纽约大学，有着悠久的历史、丰富的校友资源。近年来，随着NYU Global Network University的发展，东方明珠接过帝国大厦的接力棒，在每年5月，为上海纽约大学的毕业生们点亮祈福。紫罗兰精神也随着上海、北京、南中国、香港等地校友会的生根发芽，逐渐在这片热土上发光发热、星火燎原。

NYU校友故事，从一年半前的第一篇，到今天的第16篇，上海校友会在卫欣老师的支持下，一同努力寻找嘉宾资源、组建校友志愿者记者队伍、对接采访、逐字逐句审阅文章、编辑发布，直到今天，才有机会把这些文章攒成您今天拿到手中的这本小册子。感谢时间的力量，让我们感觉这样的积累是有意义的。

从纽约到上海，飘洋过海而来，除了校舍的硬件条件和软件师资之外。还有伴随我们一同归来的New Yorker精神——自由、独立、敢于冒险，同样也在这些校友们的故事中，我们不止一次听闻他们提起这些精神力量，帮助他们获取人生成功的钥匙。

嘉宾与志愿者记者们利用业余时间，将数十载的校园轶事、职场经验和跨国阅历一一叙述并记录下来，精心编辑、修订、分享。我们希望这些人生的阅历和衷心的建议，能够给予年轻的校友们或更广范围的读者们一些小小的启发，在他们刚刚起步的职场人生路上，送上一根登山棍，点上一盏夜路灯。

Preface

New York University has a long history and a wealth of alumni resources. With the launch and development of the “Global Network University”, the Oriental Pearl Tower has taken up the baton of the Empire State Building, lighting up violet for NYU Shanghai graduates every May, and the Violet spirit has since spread like wildfires across the Middle Kingdom, with Alumni Clubs taken root and prospering in Shanghai, Beijing, South China, and Hong Kong.

NYU Alumni Stories, from the first one published a year-and-a-half ago to the eighteenth this year, have been written by the Shanghai Alumni Club with tremendous support from Xin Wei, who leads NYU’s alumni engagement efforts in Asia. We have spent a great amount of time and effort to discover worthy alumni subjects, coordinate a team of alumni volunteer reporters, conduct interviews, and thoughtfully review and edit the stories for publication. We are grateful to have been able to put these stories into this booklet that you hold in your hands, and we absolutely feel that the storytelling has been worthwhile.

Besides the hardware and software combo of NYU Shanghai’s campus and faculty, what also came with us from New York to Shanghai is the New Yorker spirit—freedom, independence, and love of adventure. We heard it mentioned time and again in these stories and how that spirit has helped these alumni achieve success in life, however defined.

The alumni subjects and volunteer reporters have devoted their spare time telling, writing, and editing these stories to share the former's NYU, work, and world experiences that span decades. We hope that the life lessons and sincere advice contained within can inspire young alumni and whoever comes across these stories, and serve as a helpful walking stick and headlamp as they embark on the journey that is the rest of their lives.



谢定原
William Hsieh (STERN '00)
President
NYU Alumni Club in Shanghai



符啸愚
Rico Xiaoyu Fu (TANDON '10)
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Editor of My "My NYU Stories"

目录 Contents

1. 谢定原WilliamHsieh(STERN'00).....	1
2. 马文彦 Winston Ma (LAW '98)	9
3. 王逸群 Eugene Wang (WSC '87)	21
4. 周 YunZhou(LAW'01).....	28
5. 黄晓巍 Jack Huang (STERN '12)	33
6. 高 CrystalJieGao(STERN'00).....	39
7. 黄经伟AlfredWong(STERN'94).....	45
8. 陈永岚EddieChen(TANDON'95).....	51
9. JesseSt. John(STERN'13).....	59
10. 邵辉DavidShao(STERN'04).....	68
11. 叶帆YeFan(STERN'10).....	74
12. 李华HuaLee(STEINHARDT'87).....	80
13. 于达DavidYu(STERN'11).....	85
14. 吕睿RuiLv(STERN'11).....	91
15. 姚蕾LeiYao(STERN'15).....	96
16. ChristineAhn(STERN'94).....	102

Will是台湾健身品牌Space Yoga和SpaceCycle的联合创始人，现任SpaceCycle副总裁，主要负责项目整体运营及数字化拓展。曾在中国索尼音乐、百代音乐、米高梅和EA工作。2000年毕业于纽约大学Stern商学院。

特约记者：杜佳毅 Jiayi Du (SPS '08) 纽约大学上海校友会创办成员之一，现任Event Leader。杜佳毅任职于上海对外经贸大学，会展经济与管理专业，讲师。她也曾担任上海迪士尼项目高级培训师。

谢定原

William Hsieh
(STERN '00)



Will的2018新年寄语：
愿NYU火炬在上海点亮传承

我们的校友会有一群非常优秀的志愿者，他们每个人都对校友会的工作给予了巨大支持，全心全意服务着全体上海校友。我们一心想要做得更好做得更多，但是没有广大校友的支持，我们无法继续进步。因此我在此呼吁，希望大家能够更加关注学校与校友动态，参加更多活动，与其他校友甚至学生建立联系，贡献你自己的资源。我们都能以自己的方式为校友会做出贡献，希望我们共同努力，确保NYU的火炬能在上海点亮，并不断传承下去。

“东西合璧”的人生旅程

Will的人生旅程可以说是“东西合璧”的，多元化的背景使他具有非常全球化的思维方式和视角。Will出生于台湾，在美国加州长大，后来进入哥伦比亚大学(本科，比较宗教哲学和经济学)和纽约大学(MBA)学习。

毕业之后，Will就回到亚洲，开始了他的职业生涯。过去的二十年中，Will曾在中国索尼音乐、百代音乐、米高梅和EA工作，主要负责亚太区的品牌拓展。同时，他也是台湾健身品牌Space Yoga和SpaceCycle的联合创始人，目前他在SpaceCycle担任副总裁，主要负责项目整体运营及数字化拓展。

•商学院的求学故事

我选择纽约大学斯特恩商学院有几个原因。首先，它有一个“娱乐，媒体，电信”的综合课程设置，而我又非常专注于娱乐行业。其次，它位于纽约这个全球的媒体首都，而纽约也是索尼音乐全球总部所在地。我在校期间曾在索尼音乐兼职。第三，我当时也想住在下城，与那些有趣的人交往，哈哈。在晨边高地度过了我的本科大学生涯之后，我厌倦了纽约上城的生活。

我真的很享受也很想念在纽约大学斯特恩商学院期间同学之间深厚的友情。我觉得，比起其他一些学校，我们有一个更加互帮互助的环境，也许这是因为我不是金融专业的吧，哈哈。我基本上在研二就开始工作了，当时我经常飞到亚洲出差开会。如果不是我的学习小组的同学在几个学习项目上为我打掩护，我可能就毕不了业了。其实，有一个同学在毕业典礼上对我说：“你还真毕业了？我还以为你已经退学了。”所以我还真得再次感谢我的学习小组的伙伴们。

•创立Space Yoga是最引以为傲的事

我从斯特恩商学院毕业之后的第一份工作EMI音乐亚洲的业务拓展总监。那时我在贝弗利山庄的维京唱片办公室工作，负责向亚裔美国人销售唱片，他们在我们的目标客户中占了很大的比重。说到流行音乐，虽然不同种族和文化背景的人可能用同样

的方式刷牙或使用卫生纸，但每个人都会基于他/她的种族和文化背景来选择听不同的流行音乐，仅仅是中国的流行音乐就有大陆、港台等分类，更不用说日本，韩国和其他亚洲国家了。所以当时还没有办法有效地整合美国亚裔音乐市场。而后随着MP3盗版的出现，整合这一市场的想法也注定落空。我在南加州度过了一段美好的时光，并且很喜欢当时的工作，但这并不是我职业生涯的高点。

但也部分地因为MP3盗版的出现，我转行并联合创立了“瑜伽空间”(Space Yoga)。这是我在职业上作出的最明智的决定、也是自己最引以为豪的事情。我一直对健身和个人精神上的追求感兴趣，而能够将这两样在工作中结合起来真是太好了。这也是第一次在工作中有客户找到我对我说：“这改变了我的生活！”当然是变得更好，我猜的话！我对这项工作倾入了太多心血，几年后我的激情几乎完全燃尽，所以我决定了要换环境，所以我来到了中国。在离开11年之后，我最近又重新加入了Space，因为公司终于在中国开设了SpaceCycle工作室。我认为自己非常幸运，能够做一些不仅让我感兴趣而且对世界有积极影响的工作。我期待在SpaceCycle看到更多纽约大学的校友。如果你来了，一定要找我。

•兴趣爱好：阅读、音乐和体育

在我的闲暇时间，我会读很多历史，小说，人物传记，漫画；我也关注体

育新闻：篮球，足球，网球；当然我也会做运动：自行车，游泳，网球，篮球；我还看电影和电视剧，并且也会在公司的工作室做瑜伽，骑单车健身。

*Will个人兴趣的多样性是他拥有在几大洲生活和工作经历的体现 - 他喜欢听音乐(从古典到摇滚)； 阅读(特别是历史，小说和传记)； 关注体育(篮球，足球和网球)； 体育运动(篮球，自行车，游泳和网球)； 看电影和电视剧； 练习瑜伽和冥想。做了好几年的注册瑜伽老师，尽管技已不如当初，但他依旧对瑜伽保持着一颗狂热的心。

•分享给年轻校友的建议

与你的同学保持联系。在这个社交媒体的年代，这件事情变得简单多了。

在年轻的时候尽量多尝试些不一样的东西。专注于某些事情是好的，但务必专注于那些真的对你很重要的事情。

积极参加校友活动，投入相应的时间和精力，把学校的精神传承下去。

•2012年参与组建NYU上海校友会

在2012年的秋天，当时在上海的校友收到NYU的一封邮件，询问是否有人有兴趣组建一个正式的NYU上海校友会。我很惊讶这样的校友会在那之前并不存在，因此我和其他两位

校友，Bevin Maguire以及Jeri Erkdahl，决定一起做这件事情。我们回了邮件，然后和NYU校友关系的负责人取得了联系。

我仍然记得和Bevin和Jeri在上海Baker & Spice填写校友会注册表格，一起思考上海校友会的未来计划和目标。我真希望我当时保存了这份表格，因为这份文件就相当于我们校友会的宪章(可能NYU仍然保存了这份文件)。在这之后不久，我们又在Bevin的公寓开了一次会。那次的会议上还有很多其他热情的NYU校友以及NYU校友关系的人员(包括Kim和Rime)。我们各自分享了NYU求学的经历对我们来说意味着什么，讨论了我们希望如何巩固校友之间以及校友和学校之间的联系，讨论了我们准备如何回报NYU这个大家庭。NYU上海校友会在2012年12月11日的第一次happy hour的活动上正式成立。

自上海校友会成立以来，NYU给予了我们巨大的支持。随着上海校区的建立与发展，NYU对我们的支持力度不断增长(在此特别鸣谢卫欣)。对于学校的支持，我们所有NYU的校友都十分感激。我们共同组织了許多活动，搭建了许多平台，其中包括NYU上海校友会微信公众号、社区服务活动、职业规划发展活动、导师计划、NYU亚太地区校友大会等。尽管如此，我们仍然刚刚起步，未来会有更多精彩等着大家。

随着上海校友人数不断增加，我们希望更多校友参与进校友会的工作与活动之中，也希望大家彼此之间能够建立起更多联系。不管你是老校友还是新校友，我们希望大家可以与大家一起来，在上海这座伟大的城市之中，让NYU这一段共同经历不断延续发展。

(2018年04月)

William Hsieh (STERN '00)

Interviewed by:

Jiayi Du (SPS '13)*

“We have a great committee of volunteers doing wonderful work managing the Club and serving the alumni base in Shanghai. Yet the committee have set our sight even higher and are planning more things going forward. But we can only realize them with the support and involvement of our alumni. So I urge you all to get involved—read school and alumni-related updates, come to events, meet fellow alumni and even students, volunteer your resources. We can all contribute in our own ways, together we can make sure that the NYU Torch is carried on and shines brightly in this part of the world.”

William’s journey is in many ways representative of his diverse background and unique global perspective. Born in Taiwan, he grew up in Orange County, California, then attended Columbia University (BA in comparative religious philosophy and economics) and New York University (MBA in management) in New

York City before moving back to Asia, where he has lived and worked mostly for the past 20+ years. As such, William considers himself an evenly-mixed bag of East and West.

Will began his unconventional career path in 1993 as Sony Music Taiwan’s first-ever college intern. Over the past two decades, William has worked throughout Greater China for Sony Music, EMI Music, MGM Studios, and Electronic Arts. In between his second and third stints at Sony Music, he co-founded Space Yoga in Taiwan, and he recently rejoined SpaceCycle as Group VP/General Manager, Corporate & Digital Development.

“I chose NYU Stern for several reasons. First, it offers an “Entertainment, Media, Telecom” track, and I was pretty focused on the entertainment industry. Second, it’s in NYC, the media capital of the world, and where Sony Music’s global headquarters is located (where I worked part-time while in school). Third, I wanted to be downtown where the cool people are, hahaha (I was sick of uptown, having spent my undergraduate years in Morningside Heights).

I really enjoyed and miss the camaraderie among the classmates while I was at NYU Stern. I think that we had a more supportive environment than some other schools (or maybe that's because I'm not in finance, haha). I basically started working while still in my 2nd year, so I was flying to Asia for meetings quite frequently. If it weren't for my study group mates covering my butt on a couple of projects, I may not graduated. In fact, a classmate said to me at graduation, "You're graduating? I thought you had dropped out." So thanks again to my study group mates.

My first job after NYU Stern was Business Development Director for EMI Music Asia. I was based in the Virgin Records Beverly Hills office and tasked with selling CDs to the Asian Americans, who are a great target segment, except for when it comes to pop music. Because while everyone uses a toothbrush or toilet paper in the same way no matter your ethnicity and cultural background, everyone listens to different pop music based largely on his or her ethnicity and cultural background. Just the Chinese alone is split into Mainland Chinese, Cantonese, and

Taiwanese, not to mention the Japanese, Koreans, and other Asians. So there was no way to aggregate the Asian American music market efficiently. That, along with the advent of MP3 piracy, doomed the project. I had a great time living in Southern California and doing my job, but it wasn't exactly the high point of my career.

But partly thanks to MP3 piracy was I able to then do the thing that I'm most proud of career-wise—co-founding Space Yoga. I've always been interested in fitness and spiritual pursuits personally, and it was great to be able to combine all of that into work. It's the only job where a customer has come up to me and said, 'this changed my life!' For the better, I assume! Though I gave so much of myself that I was completely burnt out after a few years and decided a change of scenery was needed, so I moved to China. I recently rejoined Space after 11 years away because the company finally opened studios in China as SpaceCycle. I count myself very fortunate to be able to do work that not only interests me personally but has a positive impact on the world. I hope to see more

NYU alums at SpaceCycle. Definitely ask for me if you come. In my leisure time, I read quite a bit—history, fiction, biography, manga, follow sports—basketball, soccer, tennis, play sports—biking, swimming, tennis, basketball, watch movies and TV series, and yoga, cycle, barre at the studio.”

The variety of William’s personal interests are further proof of his time spent living and working on multiple continents—he enjoys listening to music (from classical to rock); reading (particularly history, fiction, and biography); following sports (basketball, soccer, and tennis); playing sports (basketball, biking, swimming, and tennis); watching films and television; practicing yoga, and meditating. A registered yoga teacher for several years, he remains an avid, albeit lapsed, yogi.

“Stay in touch with your classmates; much easier now with social network services like Facebook.

Try different things while you’re young. Focus is good, but you want to make sure that you’re focused on things that really mat-

ter to you.

Get involved as alumni; give your time and energy; pass the torch!

Back in Fall 2012, alumni in Shanghai got an email from NYU asking whether anyone’d be interested in forming the official NYU Alumni Club in Shanghai. Surprisingly, there hadn’t been one before. Three of us—Bevin Maguire, Jeri Erkdahl, and I—answered the call, and the school alumni relations person connected us.

I remember sitting with Bevin and Jeri at the Portman Baker & Spice, filling out the club charter form and coming up with the objectives and plans for the club. I wish that I still have a copy of the charter because it’s like our constitution (perhaps the school still has it)! I also remember having a subsequent meeting at Bevin’s apartment with more enthusiastic alumni and NYU personnel (including Kim and Rime) further discussing what the NYU experience meant to each of us, and how we’d like to not only maintain but strengthen that common bond and give back to the greater NYU community. And so the Club was officially launched

not long after that with a happy hour event on Dec 11, 2012.

The school has been very supportive of the Shanghai Club from its inception, and even more so since the opening of the Shanghai campus (special shout-out to Xin!), for which us Shanghai alumni should be especially thankful. Together we've developed many great events and programs—official WeChat account, community service, speed networking, happy hours, career development, student mentorship, Pan-Asia Alumni Conferences, etc. But we're only getting started.

As the Shanghai alumni base grows, we'd like to see more alumni—both older and younger—get involved with the Club, connect with fellow alumni, NYU Shanghai students, and NYU. Together we will make that shared NYU experience a continuing experience for the time that we're in this great city of Shanghai.”

nomics and is also an adjunct lecturer in NYU Shanghai. She has been the Shanghai Disney program senior trainer and training consultants for many companies.

(2018.04)

**Jiayi Du (SPS '13) is one of the co-founders and the event leader of NYU Alumni Club in Shanghai. She's now a lecturer at Shanghai University of International Business and Eco-*

马文彦

Winston Ma (Law '98)

特约记者：顾泱 Aaron Gu (Law '13) 现任职于美国科文顿柏灵律师事务所驻上海代表处，从事跨境并购、外商投资、生命科学行业监管等业务。美国纽约州执业律师、纽约大学上海校友会Event Team Member。



马文彦先生，现任中国投资有限公司(China Investment Corporation，简称中投公司或CIC)董事总经理。美国纽约大学1998届国际比较法硕士毕业(LL.M)并获Hauser Global Scholars奖学金，密西根大学Ross商学院2003届工商管理硕士(MBA荣誉毕业)。赴美留学前，曾在复旦大学先后获得电子材料理学士、国际经济法双学士。

马文彦先生作为中投公司第一批海外招聘回国的投资主管人员，是中投私募基金业务和海外直接投资业务的主要创始人员，负责金融、能源、矿业和高科技等行业诸多投资项目(2014-2015年外派担任中投北美代表处首席代表)。马文彦先生是少数成长于中国，兼有中、美投资银行与金融资本市场法律实务操作经验的专业人士。在纽约华尔街先后任职美国达维律师事务所(Davis Polk & Wardwell)资本市场律师、摩根大通(JP Morgan)投资银行部副总裁、巴克莱银行(Baclsays Capital)北美股权金融市场部副主管。

出版英文专著《投资中国：转型证券市场中的新机遇》和《中国移动互联经济(China's Mobile Economy)》等，并曾在纽约大学Stern商学院和清华经管学院MBA课程担任客座教授。2013年荣获达沃斯世界经济论坛年度“

全球青年领袖”荣誉，2014年获美国纽约大学杰出校友奖。

问：请问您为什么会选择去纽约大学读法律？在纽约大学读书期间有何收获与大家分享的？

马：我本科是在复旦大学读电子材料专业(90级，包括1年在大连陆军学院军训)，但临近毕业的时候，并没有像大多数同学去英特尔之类的高科技公司就职。在1994年，我看到了中美两国正在就“保护美国软件的版权”进行谈判，由于我拥有信息技术的专业背景，我觉得这里面蕴涵着机会，因此就继续留在复旦念法律研究生，期望有机会成为中国知识产权保护领域的先锋。

但有一天，我去拜访一位同住在复旦研究生宿舍楼里的本科同学，却见到不停地有学生敲门来找我的同学，买他放在床下的盗版软件。在那个时候，我意识到可能自己步子迈得太快了，中国的知识产权保护之路还需要一个过程。于是我不再执着于知识产权，但仍然希望能够有机会学习到美国以及跨境法律知识。由于上海在90年代已逐步成为中国乃至亚洲的金融中心，所以我的重点就放在“金融法律”上，去全球金融中心——纽约的法学院深造也成为了非常自然的选择。

说到学习上的收获，有许多是在金融法律专业之外的。我还深刻的记得第一次体会到中美两国法律间的差异。那是在复旦读法律时，当时我的理科

思维惯性还非常大，例如在民法课程上我最注重的是最高人民法院对于民法使用的司法意见。因为这有点类似于物理中已经由实验验证过的理论，而且对于中国律师资格考试也很实用(一笑，嘉宾注)。

而在美国，法院在对法律的具体适用(施用)时，比较注重每个案件事实部分的独特之处，并加以区分；这也是英美法系与大陆法系的区别之一。在纽约大学，我学到了在法律、商业和社会活动中理解人这一因素，以及了解先例和历史的价值。毕业后，无论在律师事务所、投资银行、还是投资机构，理解其他人的文化传统、历史背景以及社会价值都是至关重要的。

问：Hauser奖学金(提供全额学费和生活费)是纽约大学法学院最负盛名，也最难申请的奖学金。您当年从复旦大学法学院毕业即直接申请到Hauser奖学金，是否可以分享一下申请该奖学金的经历。

马：吸引我前往纽约大学法学院的主要原因，一是纽约资本市场无与伦比的吸引力，二是其提供的Hauser奖学金涵盖了申请者的全额学费、往返机票及生活费。Hauser奖学金项目成立于我本科毕业的1995年。

我在1996年申请时，美国法学院鲜有提供奖学金给外国学生的，因此纽

约大学法学院和Hauser奖学金无疑是我的第一选择。

谈到申请过程，有必要先说一下美国法学院的学位设置。美国法学院的学位称为JD(Juris Doctor)，其申请者都必须已经完成了一个其它专业本科学位的学习(无论是文史哲类，还是数理化类的学科)。从法律教育的角度来看，JD实质上是相当于一个法律的本科学位，它的前身叫LL.B(Bachelor of Laws)；不过因为它是学生完成本科学历后的更高教育，所以后来称为JD。已经在外国拥有法律学位和律师资格的，在美国法学院可以申请LL.M(Master of Laws)，这个比较接近于国内理解的法律硕士。

90年代复旦大学的国际经济法双学士项目是模仿美国JD制度设立的，是研究生级的。但因为在国内，JD这一概念还未广为人知，因此当时不能直接把它称为法律的硕士学位。更有趣的是，由于当时中国律师制度还在初始设立阶段，只要拥有本科毕业生学位(不需要是法律本科)，就可以直接报考中国律师执业考试了。所以我法学院还没毕业，就已经通过了中国律师资格考试(一笑，嘉宾注)。

不过，在美国法学院申请过程中，评审教授可能在比较我和其他传统的中国法律系毕业生时，会觉得我的学习过程更接近美国法律教育理念，而且我的经历也许也更丰富有趣一些，因为毕业前我已通过律师资格考试，所

以最后一个学期，就有时间去英国富而德律师事务所(Freshfields)做实习律师，能有机会在上海“大变样”的时代，处理最前沿的外国直接投资的合同业务。猜想这份跨国业务的实习经历也增加了我申请的竞争力。

很多人觉得我从物理转向法律是一个很大的跨度，但我看来，法律在某些方面，与物理中的逻辑集合是非常相似的，法学分析和物理研究都讲究环环相扣、脉络清晰的逻辑推理。我在申请纽大法学院的个人陈述(Personal Statement)中，讨论了从法律中寻找善恶道德的标准问题，显示了一个理科背景学生的逻辑思考能力，但又不失人文关怀，也许与其他国内法律系学生的切入视角会有些不同，因而对我的奖学金申请也有所帮助。

在被纽约大学录取期间还有一个有趣的插曲。起初，我是Hauser奖学金的第二候选人。我收到纽约大学法学院录取通知时，Hauser项目主任John Pagan教授抱歉地通知我没有直接获得Hauser奖学金，而是在候补名单上。同一时间，我也获得了哈佛法学院的录取通知，一时不知该如何选择！

但出人意料的是，几天后纽约大学Pagan教授邮件告诉我，我的竞争者(好像是一位新加坡的朋友)选择去了哈佛，所以我就顺位获得了Hauser项目奖学金。感谢上帝！虽然我从未见过那一位选择哈佛的朋友，但我

也许应该找到并感谢他。几年前，因为获得了沃斯世界经济论坛年度“全球青年领袖”荣誉，参加了哈佛大学肯尼迪政府学院和商学院联合举办的领导力培训，又让我回顾了人生中戏剧性的那一瞬间。

问：从纽约大学毕业之后，即加入了美国顶级律所（达维律师事务所）。您觉得纽约大学的经历对您当时进入这家律所及今后的职业发展有何帮助？

马：纽约大学在美国法学院排名前列，美国顶级律师事务所每年都要招聘大量的纽大法学院毕业生。其次，Hauser项目给学生提供了广泛的国际视野，也是美国律师事务所在向国际市场扩张时所青睐的。其三，我在纽约大学主要学习公司及证券法，而达维律师事务所也正是以公司及证券业务见长的，尤其是其证券衍生品团队，一直在美国金融业处于领先地位。恰巧是我有数学物理专业基础，相对容易理解证券衍生品中的数学公式与分析，因此就显得十分吻合了。

问：您在几年的律师生涯后，突然转行去了摩根大通开始做投行业务，后又加入中投担任投资人角色。请介绍下当初做出这些决定背后的故事，同时对有志于进入金融投资行业的校友、以及想从律师转行做金融或其它专业、行业的校友有何建议？

马：从证券律师到投资银行和资本

市场是自然的职业延伸。因为我在达维律师事务所就专注于证券衍生品的法律业务，再加上我的理科背景和MBA学习经历，因此在商学院毕业后，能顺利地加入摩根大通投资银行，成为在纽约新设的一个团队成员，这个团队专门为大型企业客户量身定制金融产品，并为企业客户在兼并收购和融资过程中提供金融顾问服务，同时可以使用银行自有资金参与相关的金融衍生品交易。

从华尔街回国后，我加入新成立的中投公司，不但得以参与到更高层面的投资业务中，更让我充分发挥了在中美两地的法律和金融经验。非常幸运，我能够成为中投公司第一批海外招聘回国的投资人员，同时也实现了职业发展中的又一次转型。

回想起来，我个人的职业感悟，或者说给大家的建议，可以概括三方面：敢于冒险，持续调整，寻求协同。

敢于冒险：复旦本科毕业时，我是复旦大学电子材料专业的第一名，却放弃了本专业的研究生直升或是去高科技公司就职的机会，大跨度的转去国际经济法专业学习，在当时并不多见，甚而会被视为离经叛道。在美国律所工作数年后，似乎也可以趁着事务所在亚洲大幅扩张时，向合伙人方向努力，但我却放弃稳定而高昂的律师薪酬，投入时间和资金去商学院再充电，回想起来也真是职业生涯中又一次的艰难决定。

有缘的是，我在纽约大学时的法学院院长John Sexton(也是前任NYU校长)就是敢于冒险的代表人物。与常春藤联盟的法学院相比，纽约大学法学院算是后起之輩，但是John以其大胆创新的开拓精神和其独有的人格魅力，将纽大法学院带入排名前列。随后，John又成为纽约大学校长，力排种种争议在中国上海和阿联酋阿布扎比设立了分校，这两所分校是与纽约华盛顿广场总部校园平行的主校园，再加上遍布全球10多个纽约大学校区，使纽大成为世界上第一个真正意义上的“全球大学”。John校长和纽约这个同样充满冒险精神气质的城市，对我理解风险与机会有着极为深远的影响。

持续调整：2001年我去密西根大学，当时是同时被MBA工商管理硕士和电子工程硕士录取(总共2.5年的MBA/M.E.双硕士项目)，计划在毕业后重回电子材料领域，进入创新科技行业的金融投资。刚到商学院不久，就发生了“9.11”恐怖袭击，这是完全无法预料的。2001年的互联网泡沫破裂，又完全打破了之前的所有计划。当时我综合考虑各方面因素，决定重回纽约金融行业，所以就放弃了电子工程硕士部分的学习，在两年MBA工商管理硕士完成后回到了纽约，加入原先达维律师所时客户摩根大通(JP Morgan)投资银行部，继续沿着华尔街方向发展，等待未来再调整的机会。

寻求协同：我很幸运，在现在机构投

资人的工作岗位上，之前的高科技专业背景、量化分析能力、中美法律背景、国际金融的工作经验等等，都有协同价值，都能充分利用，因此我能够在投资项目分析上形成独特而全面的视角。前阶段我的《中国移动互联网经济》发布了英文版，可算是15年前一段转型愿望的另一种实现吧(一笑，嘉宾注)。对有志于从律师转行做金融或其它行业的校友，也可考虑如何综合职业生涯中的各种经历，寻找最适合自己的、独有的工作方式和岗位，以此激发个人最大的价值协同。

问：在忙碌的工作之余，您还在纽约大学及其他学校担任过兼职教授，参与纽约大学校长全球委员会等等。请分享一下从事这些社会、公益活动的经历。

马：在今年11月的感恩节期间，耶鲁大学校长彼得·沙洛维关于“感恩能力也是一种核心竞争力”的观点，被广为转发。但较少人注意到的是，该说法摘自自耶鲁大学校长彼得·沙洛维在2014年毕业典礼上题为《学会感恩》的演讲，他同时还面向“即将从耶鲁大学毕业的你们”说道：“当你们有一天收到很多温暖与祝福时，如果能够记住这些就好了。没有一件伟大的礼物可以被‘偿还’，比如受教育的机会。虽然这是你们争取来的，但也是你们收到的礼物。”

对于纽约大学，我永远充满感恩，尤其是Hauser奖学金这么一件“伟大

的礼物”。当我在华尔街回纽约大学校园招聘学生时，在Stern商学院兼职教授MBA课程时，或是和校方领导层讨论学校在中国和其他国家的拓展时，从表面上看，或许是我在有意识的希望对母校提供帮助，但实际上，更多的还是我从纽约大学——世界上第一所“全球大学”，从无数优秀的教授、校友、年轻学生中获取最新的思维方式和认知角度。

纽约大学之所以是目前世界第一个真正意义上的“全球大学”，在于它不是一个主校园和分校园的关系，而是形成一个全球化网络，将教学与研究整合在一起的有机系统。在文艺复兴时期，米兰、威尼斯、佛罗伦萨和罗马各为中心，而各地的艺术家又在各地旅行居住，由此形成各流派的交流和共同发展。

在21世纪，当年的米兰、威尼斯、佛罗伦萨和罗马可能就类似于今天的上海、阿布扎比、伦敦和纽约（注：纽约大学在这四城市都有校园，其中上海、阿布扎比、和纽约都是主校园）。所以，在2017年新年之际，祝愿纽约大学，特别是上海纽约大学，成为全球化进程中不同文化交流和教育合作的典范，也为未来的学子提供更广阔的精彩世界！

(2017年01月)

Winston Ma (LAW '98)

Interviewed by:

Aaron Gu (LAW '13)*

Winston Ma is the Managing Director of China Investment Corporation. He has a bachelor's degree in Electronic Materials and a second bachelor's degree in International Economic Law from Fudan University, an MBA with honors from the University of Michigan, and he graduated from NYU's School of Law in 1998 as a Hauser Global Scholar. He was selected as a 2013 Young Global Leader at the World Economic Forum (WEF), and in 2014 he received the Distinguished Alumni Award from New York University.

He joined China Investment Corporation (CIC), the country's sovereign-wealth fund, at its inception in early 2008. As a Managing Director at CIC's private equity and direct investments area, he focuses on cross-border investments in long-term, large-scale concentrated positions. From 2011 to 2015, he was the managing director for the CIC office in North America.

deputy head of equity capital markets at Barclays in New York and as a vice president in investment banking at JPMorgan. Before that, he was a practicing attorney at Davis Polk & Wardwell (New York) and Freshfields (China). He is the author of *China's Mobile Economy* (Wiley, 2016) and *Investing in China* (Risk Books, 2006).

Gu: Why did you choose to study law at NYU?

Ma: My undergraduate major at Fudan University in Shanghai was in electronic materials and silicon devices. When I was about to graduate in 1995, most of my classmates took the obvious route, taking jobs at high-tech corporations like Intel and Singapore Semiconductor.

However, I decided to dive into the middle of a raging debate during that time between China and the United States: software piracy.

It was 1994, the two governments were in the midst of negotiating a pact to help protect American software, and I saw an opportunity to be a pioneer in intellectual property protec-

tion in China. As a result of my education and understanding of information technology, I saw opportunities for me to combine knowledge of technology, American culture, and cross-border issues. So I decided to study law as a graduate student at Fudan University (similar to the JD degree in the the U.S., Fudan's International Economic Law Program at that time was set up as a second bachelor's degree program for non-law school bachelor's degree holders).

But soon I realized that I made a miscalculation. Intending to stay ahead of the curve, I actually might have been too far ahead of it when it came to intellectual property in China. One day I visited a friend in the graduate dormitory at Fudan and watched a steady stream of students come knocking at the door to buy versions of pirated software that the friend kept stashed under his bed. At that moment, I knew I might have picked the right path but had the timing wrong.

On the other hand, it was perfect timing for me to focus on financial laws instead, as Shanghai was emerging as the financial center of China and on its

way to be a global financial center. Therefore, attending NYU's School of Law in New York, the top global financial center, became a natural choice.

Gu: You applied for and received a Hauser Global Scholarship after graduating from Fudan University Law School. Recipients of this scholarship are provided full tuition and a living stipend during their course of study at NYU. Can you share your scholarship application experience?

Ma: As luck would have it, NYU's School of Law sent a group of professors to lecture at Fudan during the summer of 1996. Furthermore, I got to hear about a trailblazing global program that the law school just launched from Professor John Pagan, then Director of the school's Hauser Program.

The program was just conceived in 1995, which set out to invite about a dozen international scholars each year to join the NYU Law community. But it came with a remarkable award: thanks to the generosity of the The Hauser Foundation, the program would fully fund the candidates. Law schools rarely

gave scholarships to foreign students at the time, and to find one that included a full ride—airfare, board, and living expenses—was almost unheard of. Adding that New York City is a global financial center, NYU’s School of Law was clearly my first choice.

It may seem like a large shift to go from studying physics has a lot in common with law. For example, physics research and law analysis both place an emphasis on clear, logical reasoning. In my personal statement for my application to NYU’s School of Law, I discussed finding standards of good and evil in law which showed my logical thinking ability, from a student who majored in science, and also my humanistic side.

There was an interesting interlude during admission. When I received the admission letter to NYU, Director John Pagan of the Hauser Global Scholarship, told me regrettably I hadn’t received the scholarship directly and was on the waiting list (I came in second place). During this time, I also received the admission letter to Harvard Law School (which had no scholarship for international students at its gradu-

ate program—and plus, it had no New York City and Wall Street). I had a hard time deciding between the two.

Then I got “the e-mail.” A few days later, Professor Pagan informed me that my rival (the top candidate for that scholarship spot) had chosen to go to Harvard—so I would receive the scholarship. My joy was beyond words. Later Professor Pagan and I became such great friends and he later invited me to teach at Richmond as a visiting international scholar when he became the Dean of the University of Richmond Law School. Although I never had the opportunity to get to know the candidate who chose to go to Harvard and turned the Hauser scholarship down, I have thought about tracking him down to thank him.

Gu: After graduating from NYU, you joined Davis Polk & Wardwell, one of the top law offices in the United States. How did your study at NYU help shape your career?

Ma: First, NYU’s School of Law ranks among the top law schools in the U.S. Second, the Hauser Global Law School Program pro-

vides its students with a wide international background, which is valued by U.S. law offices because of the need to expand into the global market. Finally, I studied corporation and securities law at NYU which was Davis Polk & Wardwell's core business, especially with its team that focused on financial derivatives.

Gu: After several years working as a lawyer, you started to do investment banking at JP Morgan, and later became an investor at China Investment Corporation. Can you offer some advice for alumni who are interested in the financial investment industry and/or who have thought about making a career change?

Ma: My experiences can be placed into three categories: risk taking, keep adjusting, and synergy seeking.

Risk Taking

After graduating from Fudan University, I decided against a postgraduate education in electronic materials, and also decided not to work at a high-tech company because I wanted to study international economic law. Such a shift in a major was

not a common thing to do at that time, especially for the top student in the undergraduate major. After working for several years in American law offices, I could have made the effort to become a partner during the huge expansion into Asian law offices. Instead, I gave up the stability and high salary to devote time and money to studying business, which also shocked my fellows at Davis Polk & Wardwell.

My willingness to take risks is due in part to my time spent at NYU. When I attended, John Sexton was the dean at NYU's School of Law, and he embodied a sense of adventure. John shaped NYU's School of Law into a top-tier school with an entrepreneurial and innovative spirit. Then during his decade-long tenure as the President of NYU, he developed the world's first and only GNU - the "global network university." John's dream for NYU's School of Law, as well as NYU itself, is as audacious as his personality. Both John Sexton and the adventurous city of New York had a profound effect on my understanding of risks and opportunities.

Keep Adjusting

In 2001 I left Davis Polk & Wardwell for the University of Michigan to pursue a joint MBA and Masters in Electronic Engineering degree, with an eye to hitching onto the tech boom bandwagon. I was just starting when the September 11th attacks occurred. Then the internet bubble burst, which broke my educational plans. I decided to return to the New York financial industry and give up studying electronic engineering.

After graduating with an MBA from the University of Michigan, I returned to New York (instead of heading to Silicon Valley as planned) and joined the investment banking department at JP Morgan to wait for the next window to transform myself. Fifteen years later I worked on high tech investments in Silicon Valley, among other things, and I recently published my new book *China's Mobile Economy*, which talks about the boom of mobile internet in China, and was a project that fulfilled my tech dream in a different way. The world is turning increasingly dynamic and uncertain, so everyone has to keep adjusting.

Synergy Seeking

As a managing director at a major institutional investor entity, all of my background in high tech, quantitative analysis, China and U.S. legal training, and global capital markets can be applied to my daily job. It is really gratifying that my education and work experiences have given me a unique and comprehensive view in analyzing investment projects. Equally important, my cross-border exposures have enabled me to effectively communicate with people from vastly different origins. For NYU schoolmates who think of switching careers, they should also seek the most suitable position that may maximize the value of their unique educational backgrounds and working experiences.

Gu: You also served as an adjunct professor at NYU Stern Business School and acted as a member of the NYU President's Global Council. Could you share with us why you choose to stay connected to NYU?

Ma: I am always grateful for NYU and Dr. Rita and Gus Hauser. My private equity investing experience, investment banking experience, and practicing attorney experience all started with the

generous Hauser scholarship in 1997. At the Hauser Global Law School program, I encountered a broad range of perspectives and viewpoints, which was the base for my future career as a global professional working in the cross-border business world.

including mergers and acquisitions, foreign direct investments and out-bound investments. Mr. Gu is a New York licensed attorney and is the board member of NYU Alumni Club Shanghai.

(2017.01)

These days I remain closely involved with NYU, partly because I hope to contribute to my alma mater, but more because I continually learn from the only “global university” in the world, where I learn new things all the time from professors, alumni, and young students.

I come in contact with. In the New Year, I wish NYU the best in terms of their goal to increase cultural exchanges and educational cooperation around the globe, continuing to provide a wider world view for the new generation of students!

**Aaron Gu (LAW '13) is an associate in Covington & Burling LLP Shanghai office. Mr. Gu advises multinational and Chinese companies on a range of corporate, regulatory and compliance issues, particularly those in the health care and life science industries, as well as cross-border transactions,*

王逸群

Eugene Wang (WSC '87)

特约记者：杜佳毅 Jiayi Du (SPS '08) 纽约大学上海校友会创办成员之一，现任Event Leader。杜佳毅任职于上海对外经贸大学，会展经济与管理专业，讲师。她也曾担任上海迪士尼项目高级培训师。



2016年1月与克林顿前总统在纽约

王逸群先生，现任创都房地产有限公司总裁，曾在Long Term Credit Bank of Japan Tokyo、Baring Securities Tokyo、Bankers Trust Tokyo、KGNV Hong Kong Taipei Tokyo、Huangpu Asset Management Ltd. Shanghai等企业工作。Eugene于1987年毕业于纽约大学(Washington Square College)，1989年毕业于哈佛大学肯尼迪学院。他是注册金融分析师(CFA Charterholder)。

问：请问您为什么会选择就读纽约大学？报考大学时，您的职业梦想是什么？

王：我6岁从台湾移民去纽约，高中就读于Bronx High School of Science（小编好奇查了一下，这所高中的毕业生中居然有8位诺贝尔奖获得者）。申请NYU有两个原因：一方面是希望将来成为一个医生，当时

华人父母对子女的期许大多是工程师或者医生，而NYU恰好有一个很不错的Pre-Med项目。另一方面，我觉得纽约的环境很适合年轻人。进入NYU以后，我的想法逐渐改变了，从医不再是我的职业梦想。当时，对我影响至深的有几位NYU教授。第一位是David Denoon教授，他教高等政治科学(Advanced Political Science)课程。Denoon教授是一

Denoon教授是一位在学术领域有卓越成就，也很有人格魅力的学者。他曾任美国国防部的助理部长，现在是NYU美中关系中心主任。在他的影响，我对政治产生了浓厚的兴趣，希望将来能去国防部工作。

第二位是我的毕业论文指导老师——James Hsiung教授，他是一位在台湾和中国大陆都有相当影响力的华人学者。他为人低调，态度热忱，也很关心学生。

第三位是Nancy Duggan，是我的指导顾问。Nancy对学生十分耐心、友善，也一直给予我关于人生成长方面问题的指导。我非常感谢NYU和这几位老师给予我的指点和关怀。

问：从纽约大学毕业后，您为什么选择去哈佛大学肯尼迪学院深造？为什么在毕业后又选择去日本工作？

王：在Denoon教授的影响下，我申请了哈佛大学的肯尼迪学院。另外，我大三时，在共和党议员S. William Green的团队实习。他是一位犹太人，也很热衷帮助少数族裔（上世纪80年代，华人在美国发展还是相当不易的）。巧合的是，他同时也是哈佛肯尼迪学院的理事，并且在我不知情的情况下，主动为我写了满满五页的推荐信，我因此顺利的被录取了。回头想想，自己一路走来，真的非常幸运。

我在哈佛肯尼迪学院时，结识了很

多来自日本的同学。毕业后，正值上世纪80年代日本经济腾飞，我拿到了松下公司的奖学金。我的第一份工作也是日本同学介绍的，在日本长期信用银行从事M&A业务。我前后在日本工作差不多十年，基本都是在金融投资领域。

问：您是什么时候来上海工作的？您觉得在上海工作，与纽约还有东京相比，最不同的地方在哪里？

王：我是2003来到上海的。目前，我正负责一个房产集团公司的运作，包含基金管理、房产开发、商业经营管理、工程物业等等。我们开发和管理的項目包含住宅和商业地产。我们的专业市场是全国最大的吊顶建材市场，同时也是发改委认定的浙江省重大项目。我同时也在负责信托基金公司跟瑞士银行管理亚洲富贵家族的财富管理。

关于在美国、日本和中国工作有哪里不一样。我觉得在日本做事，和在中国做事有相当大的差别。日本的经济是很成熟、很规范的，他们非常重视流程，而中国是一个高速成长中的经济体，变化很快，也造成公司常常要变通的处理事情。其实我认为这两国的差别不是只是经济上，由于文化因素造成的差别也不小。另外，我觉得单从对待资本的精神上，中国和美国还是比较接近的（笑）。

问：您觉得我们的校友在职业发展过程中，最重要的技能是什么？

王：我个人认为，在职业发展过程中，人品和个性要比专业和经验更加重要，因为专业经验是可以在工作中慢慢培养累积的。要做一个认真的人，对事、对人都要认真。要学习沟通技巧，与上司、同事、客户的交流都非常重要。建立自己的朋友圈，与那些认真工作的人交朋友，相互学习。树立自己的价值观。不要过于重视短期的金钱收益。

另外，我也在努力进一步提高日语和中文水平。谢谢NYU上海校友会邀请我参与这个中文访谈，对我来说是一次练习中文的好机会(笑)。

我最近逐渐迷上了打高尔夫，也希望将来能与和有共同爱好的NYU校友一起练习高尔夫。

(2017年04月)

为自己的人生做好规划，成功就会是一个自然而然的结果。关于职业规划，我认为最重要的就是抓住大方向。我自己在90年代初期选择从美国回到亚洲，先在日本，后回中国，先进入金融行业，后选择地产行业，从大方向来说基本是正确的。

问：您目前除了工作以外，是否有些其他的爱好和经历可以与我们的校友分享的？

王：我现在觉得多和自己的家人还有朋友共渡美好时光最为重要。要在工作和生活上寻找一个健康的平衡点。

在有能力的情况下，为社会多贡献也是我的目标。我从13岁开始，每年在有时间的情况下都会去做一些志愿者或慈善工作。

人要有继续学习的能力。我喜欢历史，从历史书上能得到很多古人的智慧，可以对人、对社会、对政治得到更多的了解。

Eugene Wang (WSC '87)

Interviewed by:

Jiayi Du (SPS '13)*

Eugene I-Chun Wang (WSC'87) is currently the Chairman of Urbanedge Property Co., Ltd. He has worked at the following companies: Long-Term Credit Bank of Japan, Ltd.; Tokyo, Baring Securities Tokyo; Bankers Trust Tokyo; KGNV Hong Kong Taipei Tokyo; and Huangpu Asset Management, Ltd. in Shanghai.

Eugene graduated from NYU's Washington Square College in 1987 and in 1989 from Harvard University's John F. Kennedy School of Government. He is also a Chartered Financial Analyst.

Du: Why did you choose to study at NYU? What was your career goal when you applied for college?

Wang: When I was six-years-old, my family emigrated from Taiwan to New York. I went to The Bronx High School of Science (This high school has eight alumni who have received the Nobel Prize). There are two reasons

I went to NYU. First, NYU had a very good Pre-Med program and I hoped to become a doctor in the future. At the time, most Chinese parents expect their children to become engineers or doctors. Second, I thought the environment in New York was very suitable for young people.

After entering NYU, my idea gradually changed, and becoming a doctor was no longer my career goal. At that time, there were several NYU professors who had a deep influence on me. The first was Professor David Denoon, who taught an advanced political science course. Professor Denoon is a scholar who had outstanding achievements in the academic field and is very charismatic. He served as the Deputy Assistant Secretary of the U.S. Department of Defense and is now the director of the NYU US-China Institute. With his influence, I developed a strong interest in politics, hoping to work at the Department of Defense in the future.

The second professor who had an influence on me was my thesis advisor, Professor James Hsiung, a Chinese scholar who has a strong influence in Taiwan and

mainland China. He is a modest and enthusiastic person who also is very concerned about his students.

The third was Nancy Duggan, my guidance counselor. Nancy is very patient and friendly to students, and had given me good advice. I am very grateful to NYU and these teachers who gave me guidance and care.

Du: After graduating from NYU, why did you choose to go to Harvard University's Kennedy School? And what made you decide to work in Japan after graduation?

Wang: Under the influence of Professor Denoon, I applied to Harvard University's Kennedy School. In addition, when I was a junior at NYU, I worked as an intern for Republican Congressman S. William Green. He was of Jewish descent and was keen to help minorities. By sheer coincidence, he was a trustee of the Kennedy School. I was unaware of this at the time, but he wrote a five-page recommendation letter for me. Looking back, I think I was very lucky.

When I was at the Kennedy

School, I met many classmates from Japan. After graduation, when Japan's economy was prosperous, I received a scholarship from the Matsushita Institute of Government and Management. My first job, in a M&A position at the Long-Term Credit Bank of Japan, was introduced by a Japanese classmate. I worked in Japan for almost ten years, basically, in the field of finance and investment.

Du: When did you come to work in Shanghai? What is the biggest difference of working in Shanghai, compared to Tokyo and New York?

Wang: I came to Shanghai in 2003. Currently, I am responsible for the operation of a real estate company, including fund management, real estate development, commercial property management, sales agency, property management, and interior construction. We develop and manage projects that include residential and commercial real estate. Our trade center is the largest ceiling building materials market in China. The Development and Reform Commission designated this project as a provincial level important

project in Zhejiang Province. I am also involved in the management of trust funds with Asia-based wealthy families, working with Swiss Banks.

I think there is a big difference in doing things in Japan and China. Japan's economy is very mature, the processes very standardized, and they make decisions based on consensus. China, on the other hand, has a rapidly developing economy. As changes occur quite quickly, companies need to be very flexible in their decisions and actions. In fact, I think the difference between the two countries is not only caused by the differences in economic development and structure, but there are also important cultural factors. With respect to China and the US, I think they are closer in terms of their capitalistic spirit.

Du: What do you think is the most important skill for our alumni to have in their career development process?

Wang: I personally think that in the career development process, character and personality are more important than professional experience, because pro-

fessional experience can be attained over time. You need to be a serious person with respect for people and all other matters. It is also important to learn communication skills, such as how to effectively communicate with your boss, colleagues, and customers. Build your own circle of friends, and make friends with those who work hard, and learn from each other. Establish your own values. Do not pay too much attention to short-term monetary gains.

Properly plan for your life and career success will be a natural result. With career planning, I think the most important thing is to get the general direction right. Looking back, coming to Asia from the United States in the early 1990s, first to Japan and then China, and first entering the financial industry and then real estate industry was generally speaking the right thing to do.

Du: Do you have any hobbies and experiences in addition to work that can be shared with our alumni?

Wang: I feel spending good time with family and friends are most important. We should find a healthy balance between work

and life. Contributing to the community is also my goal. I have done some volunteer or charity work every year from the age of 13 whenever I had free time.

People should have the ability to continue to learn. I like history. From history books, I can get a lot of context and perspective concerning human behavior and social and political issues. I have also recently developed an interest in golf and hope to have an opportunity to play with fellow NYU Alumni.

**Jiayi Du (SPS '13) is one of the co-founder and event leader of NYU Alumni Club Shanghai. She's now a lecturer in Shanghai University of International Business and Economics and is also adjunct lecturer in Shanghai New York University. She has been the Shanghai Disney program senior trainer and the training consultants for many companies.*

(2017.04)

周

Yun Zhou (LAW '01)

特约记者：杨晓婷 Xiaoting Yang (LAW '15) NYU上海校友会
Event Member, 现就职于上海市方达律师事务所，专注银行
融资和金融监管。中国和纽约州执业律师。



业余时间为学生作“校友导师”

周先生，现任北京市中伦律师事务所上海分所合伙人。他于2001年毕业于美国纽约大学法学院，获得公司法专业法学硕士学位。此外，周先生也曾获得华东政法大学国际经济法专业法学学士和长江商学院EMBA硕士学位。

在成为中伦律师事务所合伙人之前，周先生先后在两家顶级外资律师事务所(富而德律师事务所和美国美富律师事务所)工作。其擅长的专业领域包括房地产并购与融资、外商直接投资、跨国并购、公司融资和资本市场业务。其代表跨国公司客户参与一系列跨境交易，包括境外资本在中国的直接投资，房地产项目的开发、融资与并购，跨境并购交易的组织实施及国内重组与并购，外商独资企业、外商直接投资项目的设立，以及私募和风险融资、企业股权和债权融资等。

自2007年起至今，周先生连续被亚洲地区最具影响力的法律出版物《Asia Legal Business》杂志评选为亚洲杰出律师。在工作之余，周先生也积极投身各类社会活动。例如，其任国际律师协会(International Bar Association)公司与并购委员会委员，周律师是该委员会历史上第一位也是目前唯

一的一位中国籍委员。周先生还担任华东政法大学国际金融法律学院的兼职教授。

问：您在纽约大学读书期间的生活状态是怎样的，有哪些经历可以和我们分享？这段经历对日后的工作生活有何影响和帮助？

周：我在纽约大学读书期间，一方面由于课业压力较大，另一方面经济上并不很宽裕，因此主要还是以学业为主。当时住在新泽西州，每天坐PATH往返学校，生活比较简单但也很充实。印象比较深的一件趣事是某年寒假，趁着“千年虫危机”买到飞去美西的廉价机票，一架飞机上只有几个乘客，因为大家都怕计算机故障飞机失事。

毕业后，我通过法学院的Job Fair找到了工作，也顺利通过了纽约州司法考试。回国后，和一些NYU的同学也曾一起组织了法学院校友的各种活动，保持着不错的关系。如今大家都成为了各家律所的合伙人了。

问：您在外资律所工作不久后便选择加盟中伦成为合伙人，能否说一下这样选择的原因？因为在那个年代，外资律所的工作应该还是非常让人欣赏的。

周：当时离开时其实两手空空，胆子比较大，并不像一些在外资律所做了很多年有了很多积累能够“华丽转身”的合伙人。我当时主要考虑是，即便做到了合伙人，在外资所的话语

权还是比较有限的。毕竟对于外资律师事务所律师来说，中国分所只是全球布局的一部分而已，很多事情由不得你做主。所以我就决定自己“练摊”（即加盟中资律所），开始了连轴转的生活。

这期间遇到过很多困难，谈不上多有毅力，只是一上路就停不下来了。直到近几年才有时间回头想一想、看一看。这一选择在职业起步阶段就带给了我一个不同的思维方式和思考格局，这是在外资所得不到的。我觉得年轻时还是得多折腾，不然等年纪长了就折腾不动了，对很多事物也不会有当初的新鲜感了。

问：想必在中伦刚起步的时候一定比较艰难，能否与我们分享一下当时遇到最大的困难，是如何坚持下来的。

周：起步之初，客户资源当然非常有限。那时所里的制度是按照最低合伙人额度收比例的，如果每个月挣的律师费没有达到一定额度，就相当于亏损了。离开美富律师事务所的时候，经律所和客户的同意（也是我自己带进美富的客户）带走了当时正在进行中的一个项目，本以为这个项目如果做成应该可以支撑第一年的费用。但之后由于意想不到的原因，客户将项目无限期推迟，第一年的饭票就此落空。

在手头客户资源较少的时候，我曾给前老板写过一封邮件，希望征得其同意，如果客户由于价格或其他原因，未能合作，那希望自己可以为其提供服务，但可惜并未得到合伙人的明确同意。我也因此没有去接洽这些客户。刚起步的时候确实很辛苦，不仅要拉客户，所有的案头工作也都是自己做。这是“下海”早的代价，但幸运的是没有在大浪中被淹没。

问：作为中伦的资深合伙人，请谈谈您眼中的律所治理之道。

周：律所治理主要还是一种文化的培养，而且这种文化成型之后不易改变。所谓文化既包括微观层面，如每个合伙人对于自己团队工作水准的要求，也包括较宏观的层面，比如律所的决策机制，可以是民主决策制，也可以是其它方法。律师、团队、合伙人、管理合伙人之间是一种复杂的平衡关系，最终组合成为一个平台，形成一种文化并传承下去。

问：您的社会活动非常丰富，能谈谈它们对您的帮助吗？对于年轻律师或者职业人，您建议我们应该如何分配自己的工作和社会活动的时间？

周：律师这份职业走到最后，必然是需要与人打交道，在建立信任后被委任业务关系。因此在职业生涯中需要有长期的自我营销意识和能力。社会活动能帮助你建立与各行各业的关系并维持这种关系，最终让人们在有需要的时候会想到你。

我的一个新客户就是在参加纽约大学的Pan-Asia Alumni Conference上结识的。事业刚起步时，有一些客户还是在参加健身会所的瑜伽课上认识的。参加这些活动的目的不是专门去结识客户，但可能就会存在这样那样的机会。对于年轻律师来说，如果职业目标是成为合伙人，那就需要平衡好工作和社会活动的时间。

问：如果不做律师，您会选择从事什么职业？

周：如果不做律师，我应该会去做投资相关的工作吧。投资类的工作所需要的Skill Set与律师比较匹配。每个人很重要的是了解自己的能力和性格，然后选择合适的职业。当然我也有可能会选择在家带孩子(笑)。

问：能否分享一下您在工作之余的兴趣爱好？

周：我对中国传统文化比较感兴趣，道学、易学里面确实有很深的学问，我希望将来有机会能好好学习一下。之前因为工作原因感觉自己身体过分透支，恰巧接触到了一些道学养生的方法，我尝试过辟谷、站桩、打坐等等，老祖宗的文化里真的有宝藏，需要我们这代人好好探索和珍惜。律师工作强度高压力大，身体是自己的，我建议从事这一行的晚辈们要记得保持平衡，养成一种调养生息的方式。

(2017年05月)

Yun Zhou (LAW '01)

Interviewed by:

Xiaoting Yang (LAW '15)*

Yun Zhou (LAW '01) boasts a litany of accomplishments in the law field. With a master's degree in corporate law from NYU, bachelor's degree in international economic law from the East China University of Political Science and Law, and an EMBA from Cheung Kong Graduate School of Business, he is now a partner at Zhong Lun Law Firm.

Zhou specializes in mergers and acquisitions, foreign direct investment, corporate finance, capital markets, and more. He represents multinational clients in cross-border transactions. He has been selected as one of "Asia's Outstanding Lawyers" by influential legal publication Asia Legal Business for many consecutive years.

Zhou is the first Chinese member of the Corporate and M&A Law Committee of the International Bar Association. He is also a part-time professor at the International Finance Law School of

East China University of Political Science and Law.

Zhou says it was a bold decision to leave his job at a foreign law firm to become a partner at Zhong Lun back in 2004.

"This career choice taught me different ways of thinking which cannot be achieved working as an associate in a foreign law firm. I think it's good to explore various opportunities when you're young."

Zhou acknowledges that cultivating a positive company culture is a large part of his role as partner.

"The culture is not easily changed once set up. We need to consider each partner's work in their own teams and the decision-making mechanisms of the firm."

Zhou says he has expanded his network through involvement with the NYU Alumni Association.

"I met one of my clients at the NYU Pan-Asia Alumni Conference. Networking activities can help you build relationships with

people from all walks of life.”

**Xiaoting Yang (LAW '15) is an Event Member of the NYU Alumni Club in Shanghai . She is a PRC registered lawyer working in a prestigious law firm Fangda Partners. She is also a registered lawyer in New York State, USA.*

(2017.05)

黄晓巍

Jack Huang (STERN '12)

特约记者：戴维鸾 Lily Dai (STEINHARDT '13) 主修国际教育文化传播，获文学硕士学位。目前就职于智威汤逊-中乔广告上海分公司。



黄晓巍先生，现任明思(上海)软件技术有限公司(mssysde.com)总经理，2012年毕业于纽约大学Stern商学院。

问：在纽约大学所就读的学院、专业和时间？

黄：我于2010-2012年期间在纽约大学学习，就读于Stern商学院的TRIUM Global EMBA Program。TRIUM是世界顶级的MBA项目之一，由纽约大学商学院(NYU Stern School of Business)、伦敦政治经济学院(London School of Economics and Political Science)和巴黎高等商学院(HEC Paris School of Management)联合承办，共享

教学资源，提供全球顶尖的商务管理教学、培养创新型的领导思维，和最优秀的商务人脉资源。

问：为什么会选择纽约大学的TRIUM program？

黄：在考虑重回学校修读商业学位前，我已经有超过10年的专业咨询服务行业工作经验。曾经先后在毕博咨询、Infosys及中软国际等知名专业技术公司担任中高级管理岗位。但与多数职业经理人一样，我也面临着

业知识体系日新月异、市场剧烈洗牌的竞争困境，个人的职业发展一度到了急需调整重拾的十字路口。

同时，2010年前后正是中国本土科技企业大量涌现并走向国际的起步阶段。我也意识到未来的10年应该是中国优秀企业国际化的蜕变阶段，如果能把握好中国的全球化改革发展的这一大趋势，想必对个人的职业拓展会有决定性的作用。因此，选择全球化、选择国际化的商学院就成为我重回课堂最核心的诉求之一。

在进入NYU TRIUM学习之前，我也有一些其他的选择，比如杜克大学商学院 (The Fuqua School of Business)，南加州大学商学院 (Marshall School of Business) 等等，但我最终还是选择了NYU TRIUM。原因有三：第一，TRIUM项目确实是目前世界顶级的EMBA项目，不但有NYU Stern商学院做后盾，还同其他两个全球一流的商学院共同办学，教学资源首屈一指。

其次，它的课程安排非常紧凑，集中安排在每两个月的2周时间里，在三所学校的不同校区轮回授课，不同学术背景下的思维冲击有着极强的教育意义。考虑到我当时还全职在上海工作，这样的时间安排允许我在不耽误工作的情况下完成学业。

最后，相比于其他欧美大学MBA课程或与国内联办的MBA项目，TRIUM更纯粹地针对高层管理以及有全

球化背景的跨国公司，这完全满足了我的需要。还有很重要的一点，这个项目超过30%的学生是以创业型的独立企业家为主。当时我所在班级的65位同学们，分别来自40个国家，平均年龄42岁，各自的背景也大不相同，这也为每个人提供了非常多样性的人脉资源。

问：在NYU就读的印象是怎样的？

黄：印象最深的是累。因为我当时仍在上海全职工作，每2个月有14天的跨国集中学习，期间要克服剧烈时差反映，基本上是白天上课、晚上工作，同时还有很多作业和实践工作，整体是非常紧张和辛苦的。另外作为非英语母语的学生，语言上也多少会多花一些时间。虽然我之前已拥有海外的专业教育背景，有较好的英语基础，但是在应对商务管理课程学习时，由于需要广泛的专业知识，这是需要时间去适应和积累的。

当然，紧张和压力是所有参与这类项目课程的学生普遍面临的困难，但从中得到的回报与益处则会更多，特别是对个人的促进和增值。首先课程安排和师资力量都是顶尖的，我们的老师都不是单纯的商业学科背景，而是各个行业和领域的领军人物。特别是Stern的课程更是邀请了一批诸如华尔街经济理论专家、诺贝尔经济学奖获得者以及美联储资深顾问等顶级学者来参与授课，实在是令人受益匪浅。另外，学习过程中的高质量的实践内容(如纽交所交易现场的实习活

动)等都是非常难得的体验。

问：这段学习对您现在的工作有什么帮助呢？

黄：对我公司管理和治理上有极大的帮助，培养了我不一样的思路，也为我提供了丰富宝贵的人脉。2015年开始，我找到了新的合伙人，2016年我以合伙人的身份加入明思(上海)软件技术有限公司，为金融保险及互联网科技行业等甲方客户提供专业IT咨询及技术服务。目前，我们的规划是在五年之内达到年1-1.5亿营业规模，完成专业领域的企业并购及战略重组等资本运作，也已经规划了在新三板上市的长期计划。

我现在的工作也有很大一部分受益于当时的学习。比如，有一门课程是关于构建公司核心管理层的，这不是简单的利益和责任的分配，而是要根据公司的类型，区分私人公司、股份制或是上市公司的不同组织架构设计，进而按照公司的规模，考虑如何安排核心管理层的架构、权力分配和权益从而做到最优化。对于大多数国内企业来说，很多都还比较年轻，组织架构不是很完善，有些甚至是以道德维系的。关于如何构建更健康的公司管理结构，在NYU的学习经历给我提供了很大的帮助。

问：您是从事信息技术咨询方面工作的，对这个行业您有什么看法？

黄：我觉得基于大数据或云服务为平

台载体的行业数据服务业务会是未来五年的大趋势。大家现在都发现数据可以完成我们日常生活的绝大部分需求，而在未来，数据可以和生物特征相结合。就像近期阿里提出的云支付概念，我们不再需要手机，而是靠指纹、眼膜等生物属性来进行数据交流。不管是传统行业还是新型互联网行业用户，都面临对数据的再加工，重新定义和再分享的应用需求。而我目前进入的服务领域，很有可能会在未来的3-5年内全面转入对数据业务的再处理方向。

问：您对这个行业的校友或者新人有什么建议？

黄：行业积累非常重要。比如你对某个行业目前在国内的发展情况了解多少？如果你选择创业，拥有稳定的客户群或市场规模都很关键，他们会为你带来稳健的商业机会。

同时，任何创业，只有想法是不够的。你的想法就算再好，也要和投资人相一致，并且能够有效执行下去。所以借助资本的力量是必要的，但又要避免如何不被资本绑架，最终成为资本的奴隶。

我建议年轻的校友创业者要具备几个条件：专注一个市场，最好是独有的领域；可以落地的商业计划，或是不会被行业巨头打压的；轻资产，成本不要太高；要解决消费者或者某个行业的特定问题；避免同质化，把商业经营带入财务竞争。举个例子，

共享单车就很好的把握了以上几点：自行车出行领域，满足了消费者简单廉价出行的需求，迎合了政府对黑摩的和汽车污染的顾虑又不会触及其他行业的利益，资产依靠自行车零售商，灵活而可靠。

对留学生来说，我建议在选择专业和未来的职业规划上一定要有清晰的目标，再根据自己的目标选择专业，制定5年左右的计划。比如你希望以就业为主，那就选择就业热门的专业，比如计算机、会计审计等。如果眼前暂时没办法实现自己事业上的目标，就可以选择先工作，边工作边存钱，在经济上有余力的时候继续进修，充实自己，完成事业上的转型。

问：您目前的生活状态是怎样的？

黄：我和太太儿子一直生活在上海。现在儿子已经上了中学，对他的教育是我们目前最重视的事情。我现在也开始把越来越多的时间放在家庭上，给他们多一些陪伴。让工作和生活更加平衡，是我一直在努力的事情。

记者小记：

在与Jack约谈之前，我大概了解他是跨国咨询公司的管理层，想必一定工作繁忙，时间紧张，又毕业于大名鼎鼎的Stern商学院，那一定和电视剧里杀伐决断、盛气凌人的霸道总裁有点像。意外的是，见面约谈时才发现他本人竟然十分亲和，丝毫没有架子，对每一个问题都会做非常细致耐

心的回答，而且思路非常清晰，倒让我觉得做了一场“假采访”，更像是和一位年长的朋友聊天，交流留学的心得和工作体会。我非常荣幸能够有这个机会结识Jack这样优秀的校友，在交流中自己也受到很大启发，受益匪浅。

(2017年06月)

Jack Huang (STERN '12)

Interviewed by:

Lily Dai (STEINHARDT '13)*

For Jack Huang (STERN '12), studying at NYU presented the perfect opportunity to better position himself in a globalized world defined by ever-changing markets and rapidly expanding technologies.

Huang already boasted over 10 years of consulting experience working for Chinese companies like BearingPoint, Infosys, and Chinasoft International before enrolling in the TRIUM Global Executive MBA Program—a world-leading degree program for global leaders jointly issued by the NYU Stern School of Business, London School of Economics and Political Science, and HEC Paris School of Management.

Huang chose this program because it is specifically targeted at higher management professionals in multinational corporations.

“We have world-leading profes-

sors who invite professionals like Wall Street economic theory experts, Nobel Prize winners, and more to teach the class. I benefitted greatly from their instructions—the learning process was an unforgettable experience.”

Huang says the program gave him the skills and contacts he needed to manage his own company.

“It helped me to practice different ways of thinking and offered huge social networks. I met my new partners in 2015 and then joined M&S as a co-partner to provide consulting and technology services for finance insurance and internet technology.”

A large percentage of students enrolled in the Trium Global Executive MBA are independent entrepreneurs and all are required to have a minimum of 10 years work experience with international responsibilities.

Huang says that the learning experiences he gained at NYU offered him huge benefits in his current career. He offers the following advice for aspiring entrepreneurs:

“You need more than just an idea, you need to match your idea with investors. Concentrate on one market in a unique area. Make sure your business plan is workable and solves a particular problem for a customer.”

“For students studying abroad, I would suggest making a clear choice and plan five years into the future.”

**Lily Dai (STEINHARDT '13) graduated from NYU Steinhardt in 2013. She holds a Master of Arts in International Education and Cultural Exchange. Currently, she works at J. Walter Thompson Shanghai Office.*

(2017.06)

高

Jie Gao (STERN '00)

特约记者：张艺山 Yishan Zhang (SPS '14) 现在整合营销传播公司Inspire蕴世工作，从事市场传播策略、创意规划等业务。



高女士，现任McKinsey(麦肯锡公司)大中华区财务部门负责人，在McKinsey拥有近二十年工作经历。高女士在2000年取得纽约大学Stern商学院信息系统硕士学位，此外她还取得了罗彻斯特理工学院MBA学位、中山大学管理学学士学位。

问：请问您一开始决定留学时选择的
就是NYU吗？

高：我留学的第一所学校是在美国罗彻斯特的一所不错的大学，念会计专业。当时我一共申请了十几所学校，罗彻斯特的这所大学给我的奖学金最高，学校也不错，所以就先选择去了这所学校。那时还是90年代，我的父母是公务员，工资都不高，因此必须有学校的奖学金支持，才能支付在

美国念书和生活的高昂费用。90年代末又迎来了.com浪潮，于是我又申请了NYU的信息技术管理的研究生专业继续深造。

问：转专业过程中遇到过什么困难
吗？

高：因为是跨专业，NYU录取我时是给了一个条件——如果第一个学期有不及格科目的话，就得退学，压

力的确实不小。记得第一门计算机算法课就给我来了个下马威，上课内容听的我云里雾里。于是只能自己花很多时间，又请了家教，还结交了很多同学和朋友指导我相关课程。那时，我经常和IT行业里的geek们一起整晚整晚地写代码，虽然辛苦，但也很欢乐，有共同在战壕里战斗的感觉。

问：那会儿您有勤工俭学吗？

高：为了支付高昂的学费，那时我一边上学一边打三份工，并在1年半内完成了原来需要2年完成的学业。现在回头看看，当时的确是挺拮据、挺辛苦的，但内心是充满着希望的，个人状态自始至终状态都是蓬勃、充实的，真的非常奇妙。现在要让我重新找到那个心理状态，感觉是蛮难的了，可能也是因为当年年轻，有闯劲，初生牛犊不怕虎。

问：您后来找实习，顺利吗？

高：2000年毕业时，整个美国的就业环境并不理想。我的第一份实习就是在McKinsey，真是个特别好的机会。当时给我发正式工作录取的公司有两家，一个是黑石的Fixed Income Trading，一个是McKinsey的Finance IT。黑石给的薪水比较高，但我个人更倾向McKinsey的工作机会。

然后，我又去研究了学校给的统计数据，学校公布的毕业生工资中位数比McKinsey给的要高。于是，我和

McKinsey说我很喜欢你们的工作机会，但是薪水却连我们学校毕业生的中位数还没达到，更别说和我手头的另外一份offer比较了。经过我的争取，McKinsey的人事果真就将我的薪水提高到了黑石给的水平。同时为了公平起见，所有同一届的NYU实习生都会拿到这个水平的工资，我当时又感动又自豪。

事后，我觉得NYU的就业辅导办公室还是非常棒的，他们前期做了很充分的准备工作，老师们会帮毕业生做求职分析和模拟面试，同时通过市场分析和统计，客观呈现了NYU毕业生在整个就业市场的水平，给大家一个比较准确的定位。

问：看您的经历还是比较顺利的，在人生中有遇到过挫折吗？

高：可能我是个天生的乐观主义者，所以在记忆中，真的没觉得有什么特别大的挫折。我的生活原则，一直都是抓大放小，工作中也一样，只抓住一两个重点，就够了。比如“Always hire someone smarter than you”，找最能干的人在我身边然后用他们的专长去做事情。我不需要成为做分析最好的人，也不需要成为做PPT最好的人，我只要能把这些资源整合起来就好。

我的工作职责第一要务是管理好P&L(投资收益&损失)，第二是管理风险和审计，第三是要管理好政府关系，其余剩下的就都是“小”事

情，可以慢慢处理。所以对我来说，只要优先项目能顺利解决，就不会有太多遗憾。相对来说，我是个乐观而简单的人。

问：McKinsey的工作体验是怎样的？为什么愿意在这家公司服务17年？

高：从实习到进入IT部，再到今天，我一直都认为McKinsey是一个非常魅力的公司，有这么几个细节让我一再肯定自己的选择。第一点是我之前提到的实习工资的处理，一方面我没想到公司人事部门会真的去做调查，另一方面他们不仅给我提高了薪水，还为了保证公平，也给其他NYU毕业生同样的待遇。

第二点是我入职第一周时，公司安排我去亚特兰大接受培训。作为一个实习生，我与其他高级别同事一样乘坐商务舱、住星级酒店，这种体验对当时刚毕业的我来说非常难得，同时，也能让我感受到公司愿意在自己身上进行投资。可能就是这种企业文化吸引着我，直到现在。在McKinsey的17年中，公司也给我提供了很多发展机会，从一开始的纽约到后来的北京、上海、香港。正是因为公司内部有那么多机会，我就不需要再考虑外面的工作岗位了。所以问为什么能在一个公司工作十几年呢，主要原因并不是员工忠诚度，更多的还是因为公司满足了员工不同人生阶段的事业发展需要。

第三点是McKinsey选用人才时，并不特别关注其专业背景。McKinsey的理念之一就是，如果候选人足够聪明、够努力、够有求知欲，不管派你去做什么，只要给足够的时间，就都可以做到、做好。所以在McKinsey，你会经常发现跨领域的人。像我起初是IT方向的，后来转去做财务。其实这两个领域都专业性很强，跨度很大，但是公司就是认可这样的跨界。相似的例子也不少见，原来做人事的换去做客户服务了，原来做行业研究的换去做咨询了，原来做秘书的现在去做招聘了，McKinsey内部流动性是很高的。

问：您认为有哪些自身因素帮助您取得了今天这些成就？

高：首先，我觉得自己好奇心重、追求变化、处事乐观，所以我很愿意去学习、尝试新东西，我从来不对新鲜事物说不。因为我觉得没有尝试过就永远都不会知道后续会怎样，所以我觉得勇于尝试是很必要的。

第二点是做减法。当我下定决心要做一件事情，不管它是什么，我都会非常坚持。我会把其它琐事暂时抛开，一个阶段只关注做一件事，给自己做减法以便于聚焦。我现在有了家庭，负责的区域和业务也更广了，需要做的减法就更多了。家庭、工作、健康、朋友、信仰，每一个人生阶段，重心的选择会有不同取舍，需要花一定的时间去拿捏好这种平衡，并持续的转换、调整。

第三点可能是胆大妄为吧(笑)。两年前,我参加CGMA考试(全球特许管理会计师证书),当时是需要先上一个星期的冲刺课,然后通过考试了才能拿到CGMA的证书。但是考试来的太突然,不在计划中,我又在很早之前就抽中了东京马拉松的名额(世界六大马拉松之一,中签几率极低,是跑马者梦寐以求的机会),不舍得放弃。冲刺课一共只有七天,我还得拿两天去跑马拉松。其他同学都在问,Crystal你想清楚了吗?真的要去做吗?我说是!要么成为传奇,要么成为笑柄。

马拉松当天我一跑完连澡都没来得及洗,就直接脱下汗浸透的运动衣换上干衣服就上飞机回上海了。飞机上还在做老师给的模拟题。第二天交模拟题,第三天考试,最后考出来是全班第一。我想主要因为自己心虚,所以用力过猛(笑)。对我来说,目标就是即通过考试又把马拉松跑了,所以我怎么才能做到呢?只有挤时间,专注在学习和训练上。在其它事情上,我也会事前反复三思,一旦决定就立刻去着手做,不会花太多时间纠结,也很少后悔。

问:如果有其他NYU的校友也想进McKinsey工作,您会有什么建议呢?

高:来找我啊(笑)。McKinsey常年都有招实习生,主要招在校生,也一直是NYU学生来参加。曾经有一位东京大学的学生,在我们这儿做实

习生,后来成功转为正式咨询顾问。当你了解这个公司,了解我们在做什么之后,你要不要去追求这样的事业、这样的生活,就是你自己的选择了。答案如果是肯定的,就要抓住机会。再者,我希望将来可以和NYU以及上海纽约大学的学生们建立经常性的交流互动,比如说面试机会或者参观公司的机会。因为我特别看好你们,你们的眼界、语言能力和各种学习经历,都让人印象非常深刻,我为你们感到骄傲。

问:您对NYU的年轻校友们有哪些事业发展上的建议呢?

高:我觉得人脉是非常重要的,尤其对于年轻的校友们,需要在networking上多花时间和精力。因为随着年龄增长,不管是精力上还是体力上都会走下坡路。那时你的个人价值在于什么?就在于你的人脉,而这请务必从年轻时就开始积累。所以当你们在学校的时候,多去认识一些朋友,尽可能与大家保持联系。因为大家作为NYU毕业生,起点都不低,未来的发展都会是很不错的。这个关系网络就是你年轻时撒下的种子,给它一些经营和时间,是一定会开花结果的,这是一件很有价值的事情。

(2017年07月)

Crystal Jie Gao (STERN '00)

Interviewed by:

Yishan Zhang (SPS '14)*

When Jie Gao (STERN '00) marched into the HR department asking for a pay increase during her internship at global management consulting firm, McKinsey & Company, she didn't know it would be the start of a 17 year long working relationship.

"The pay offered by McKinsey was lower than the median intern salary I could get at a school internship."

"So I went to talk to them and told them 'I really like McKinsey, but the salary doesn't even reach the median internship salary of my school, let alone another offer I got' [at Blackstone, a leading investment firm]."

"So they finally agreed to match the competitive offer. Meanwhile, in order to be fair, all student interns from NYU that year were then offered the same salary increase. I felt so proud of that achievement."

Gao has a history of banding together with her NYU classmates. As a graduate student majoring in Information Management at NYU, she regularly studied with friends helping each other grasp difficult concepts in computer science.

"I used to spend a lot of time at night writing code with the geeks in the IT department. It was so hard but a lot of fun because we were in it together."

Hard work is something Gao has ample experience with. After securing an acceptance at NYU, she transferred her accounting major to information management—a huge shift for her. She worked three part-time jobs while in school and still managed to complete two years of coursework in a year and a half.

Gao says she remains confident in her decision to take the internship at McKinsey out of school.

"They offered me the same treatment as everyone else [as an intern]. We went to Atlanta for training and I was flown business class and put up in the same five-star hotel. It was such a rare experience for me."

“In the past 17 years, I’ve been provided many opportunities and have moved from New York to Beijing, Shanghai, and Hong Kong. Because there are so many opportunities here, I don’t really consider working anywhere else.”

“McKinsey is a highly mobile place. As long as you are smart, hard-working, and willing to learn, you will do well. I was in IT first and transferred to the finance department. This isn’t rare—people who work as Executive Assistants may transfer to recruiting, people in finance may transfer to HR, and so on.”

Gao contributes her success to her persistence and willingness to always try new things.

“Two years ago, I was preparing for the CGMA [Chartered Global Management Accountant] exam during a one week class, but I also had the chance to participate in one of the world’s six major marathons in Tokyo. I used two out of the seven days of classes to join the marathon.”

“My classmates were like ‘Are you out of your mind? Are you sure that’s what you want?’ I got

on the plane without even taking a shower after the marathon that day and did my practice CGMA test on the plane. I got the highest score in my class.”

She tells NYU students to make the most of their college experience and build their social networks as soon as possible.

“Make friends when you are in college and keep in touch. It’ll definitely pay off in the future.”

**Yishan Zhang (SPS '14) now works at Inspire, an emerging integrated marketing & communication agency, as planner manager in marketing communication strategy and creative planning.*

(2017.07)

黄经伟

Alfred Wong (STERN '94)

特约记者：李思禹 Vivian Li (CAS '13) 主修经济学与环境学，获文学学士学位。目前在英国剑桥大学攻读工商管理硕士。



黄经伟先生，现任台湾Chaico投资有限公司 (Chaico Investment Corp.) 总裁，在企业并购和私募股权投资等领域拥有超过20年经验。1994年毕业于纽约大学Stern商学院MBA项目，为纽约大学泛亚洲 (Pan-Asia) 校友会的秘书长和创始人之一。

问：在纽约大学所就读的学院、专业和时间？

黄：我在1993至1994年在就读于Stern商学院的MBA Program。我是菲律宾华侨，所以大学是在马尼拉就读的，本科毕业后在香港医疗行业做了几年的市场营销。申请MBA的时候其实有点晚，差不多都是针对春季入学的，不过我申请的三所学校 (NYU、Wharton和University of

Rochester) 最终都给了我offer。当时，我在Wharton和NYU中选择，但由于Wharton是第二年九月份才能入学，于是我就选择了NYU的MBA，快速开启了我的进修之旅。

问：NYU攻读MBA期间，哪一部分是您觉得印象最深刻的、最有收获的？

黄：NYU的MBA不论是在学校师

资，金融行业实习机会，还是校友推荐，亦或是身处在新 York City 的便利条件，都有着非常不错的资源。不过在我就读MBA program的时候，让我印象最深刻的反而是当年学习小组 (study group) 里的同学们。

在NYU MBA项目里，每周都要求完成无数的case study，学习小组的团队合作尤为重要。当年，我学习小组里的其他成员都是来自不同行业，通过多次团队协作，我们不仅完成了一个个case，更是在这过程中结下友谊，这也成为我MBA项目中最为愉快的回忆。现在虽然已过去20多年，但我们仍一直有联络。每次我回纽约时，还都会和之前的team members约见面、吃饭。直到现在我都十分珍惜当时收获的这段友谊。

问：您在私募领域的经验近20年，能与我们分享一下作为基金管理者的一周是什么样的吗？

黄：在PE公司职位做到投资管理层以后，比较多的工作内容就是“表述”和“决策”这两件事情。“表述”是在与项目管理层的大小会中，通过各种的陈述、谈判与沟通，让项目更好的推进，让各项经营政策更好的被落实。“决策”主要是通过投资经理人所提供的行业发展研究，被投资公司的背景调查等等资料，做出最后的投资决策。作为一个决策者，每年要阅读上百份的商业计划书，不仅需要敏锐的洞察力和判断力，也要背负

起决策之后的重大责任。

一个比较有代表性的一周行程是这样的——

周一

中午12点飞到上海
马不停蹄的赶往公司
下午1-6点三场会议
晚餐会议还要持续到9点
开完会以后才有时间check in进入酒店

周二

早上5点便要退房飞往贵州
中午的午餐会议
晚上还要接着与客户应酬
回到酒店已是很晚
仍需要回复邮件处理事务

周三

在贵阳进行一整天会议之后
飞回上海已是晚上九点
下了飞机又接到了
某家客户公司的CEO的电话
公司的经营出了一些问题
需要召开紧急会议

周四和周五

可能10点才开始一天的工作
但晚上便来到NYU Shanghai
做guest speaker
约见一下在NYU带的两位mentee
最后以11pm的
global conference call
结束一天的工作

问：你觉得在你所从事的私募领域中，必备的素质或者技能有哪些？

黄：我觉得在PE行业中，最主要的是需要这几种能力：第一是洞悉能力。投资经理人需要保持对商业世界的高度好奇心，能快速理解各种商业模式，并准确识别商业风险、竞争优劣势和公司发展潜力。

第二是分析能力。在私募行业，对于数据及其背后逻辑和财务模型高度敏感度和对于各类信息与事实的梳理整合能力，可以更好的帮助投资经理人作出更准确的决策。

第三是决策和执行力。私募投资从项目初期接触到尽调、谈判、签约、投后跟进与管理、最终实现退出一般需要三到五年甚至更长的时间。每一个环节都牵涉到非常多错综复杂的决策点，需要投资人根据过往经验与缜密分析做出最合适的决策以执行和推进。往往一个环节的决策失误，会导致后续环节出现诸多问题，类似于多米诺骨牌效应。

最后一点是沟通与社交能力。私募投资人作为财务投资人，虽然是公司的股东之一，但一般参与日常经营管理有限，主要委托给职业经理人或公司原管理层管理。这就需要投资人有出众的沟通能力，以获取管理层的信任与认可，以有效地贯彻落实各主要经营决策。同时，优秀的沟通技巧对于项目投资的谈判也至关重要。

问：您对这个行业的校友或者新人有什么建议？

黄：私募投资是综合性和复杂度很高的一门职业，所以除了必备的软硬性条件之外，经验也非常重要。如果还是在校学生，可以在上学期间，注重积累和丰富各方面的知识，比如说可以选修一些关于商业战略、财务、资本市场、企业运营与管理等等课程。与此同时，通过校友资源或者学校career service，多与资历丰富的投资人与成功的创业人交流学习，汲取他们的成功经验和心得体会。进入工作以后，也要保持旺盛的学习能力和好奇心，并在投资实践中不断总结经验，以提升自己的执行力和判断力。

问：能与我们分享下您参与的其他社会公益活动么？

黄：慈善方面，我已经养成习惯，固定给一些慈善组织匿名捐款，大多数主要是扶贫方面的公益组织。社会活动上，在最近几年我的精力更多的是放在校友活动上，希望更多的亚洲校友能够互相建立联系，通过学校网络来分享更多的资源。

作为NYU泛亚洲校友会(Pan-Asia Alumni Association)的创始人之一，从2013年开始，我们就积极筹备建立这个校友会，并亲自去纽约向组织Global Alumni Conference的人请教经验。一开始，全球校友会的人对于我们泛亚洲校友会的建立并不是非常看好，一是因为亚洲地区的

NYU校友一直都不怎么活跃；二是因为之前办的global conference超出预算不少，但效果却没有想象中的那么好。然而，第一届泛亚洲校友大会，还是在我们初期团队的不懈努力下，于2014年八月份在台北召开。之后2015在上海以及2016年在香港，我们又连续举办了泛亚洲的校友会议，充分的调动了亚洲地区的校友资源，我自己也非常高兴能为母校做一些回报。

Alfred的经历让我受益匪浅，特别是我也即将去读MBA，采访中他给到我的一些建议，对我的职业发展和人生规划都有很多启发，希望这些经历、经验也同样能给到阅读这篇分享的校友们。

(2017年08月)

记者小记:

采访Alfred当天，正逢他受上海纽约大学邀请来给本科生做演讲，我也非常荣幸的聆听了讲座。由于我从事的是时尚、快消类工作，对金融不甚了解，想象中的私募大佬必定是雷利果断、呼风唤雨、霸气十足的样子，没想到Alfred在演讲时十分和蔼可亲，但逻辑相当清晰、内容充实、满满干货。

讲座结束后，Alfred带着两位他在NYU Shanghai的Mentee，还有我去学校旁的餐厅吃饭，席间讲了很多他在MBA时和毕业之后的趣事。特别惊讶的是，虽然Alfred在私募界摸爬滚打20余年，却也有任性的时候——十多年前他曾经take了一个长达3年的“间隔年”，三年间他花了一年时间游历东南亚，做义工，期间还认识了他现在的太太，并组建了家庭。接着整整一年时间里，他每天接送太太上下班。

Alfred Wong (STERN '94)

Interviewed by:

Vivian Li (CAS '13)*

Alfred Wong (STERN '94) has great memories of his time at NYU and looks back at his teachers, study groups, and time in New York City with fondness. Since graduating from the MBA program, Wong's involvement with the NYU community has continued to grow. As co-founder of the Pan-Asia Alumni Association, he has worked tirelessly to bring successive Pan-Asia Alumni conferences to fruition, with the fourth annual conference taking place this year in Japan. Wong has also helped connect the greater NYU community in Asia and demonstrated extraordinary service and continuous devotion to his alma mater.

The Pan-Asia Alumni Association has provided NYU alumni in Asia a platform for professional networking and business opportunities across China, Hong Kong, Japan, Singapore, Taiwan, and the Philippines since its inception in 2013, while the club-sponsored conference gives alumni

insight from world-renowned speakers into the rapid changes shaping the business landscape in the region.

A committed volunteer responsible for facilitating the expansion of this thriving community, Wong truly embodies the University motto: *Perstare et Praestare* (to persevere and to excel), earning him the 2017 Meritorious Service Award for extraordinary service to NYU.

"In recent years, my energy is focused mostly on alumni activities in the hope that more Asian alumni can establish contact and share resources through their networks," he says.

Wong's dedication extends beyond his involvement with NYU, however. At Chaico Investment Corp. in Taiwan, his keen business acumen has elevated him to president, a position that is responsible for overseeing investment decisions and managing large-scale projects. He has over 20 years' experience in mergers and acquisitions and private equity investments.

For Wong, a typical week is filled with business meetings across

Asia, solving business emergencies, guest speaking at NYU Shanghai, mentoring NYU students, convening global conference calls, and more.

So what does it take to make it in the fast-paced, thrilling, and often frantic world of investment?

Wong attributes his success to a high degree of curiosity about the business world; an ability to quickly understand various business models; and a knack for holistically evaluating a company's risks, competitive strengths and weaknesses, and development potential.

Wong also avers that an analytical mind—one that is able to understand data, financial models and the complex web of information critical for effectively evaluating business potential—goes a long way in helping managers make sound investment decisions.

You also need to be prepared to stick it out.

“Private equity investment from the initial project contact to negotiation, signing, follow-up, management, and ultimately

withdrawal, can take three to five years—or even longer.”

“Each stage involves a lot of complex decision-making and the investors need to analyze carefully based on their past experience. One mistake in the decision-making process can lead to many more in the future, much like the domino effect,” Wong says.

And while Wong has come a long way since his student days at NYU, he says he keeps in touch with fellow classmates from his MBA program—even 20 years later—and they meet up every time he is back in New York.

**Vivian Li (CAS '13) graduated from College of Arts & Science in 2013, majoring in Economics and Environmental Studies. She's now studying for MBA at Cambridge University.*

(2017.08)

陈永岚

Eddie Chen (TANDON '95)

特约记者：符啸愚 Rico Fu (TANDON '10) 现任职于诺远资产管理有限公司，从事私募投资、Fintech和资产证券化等业务。现任纽约大学上海校友会Communications Leader。



陈永岚先生，现任法国欧瑞泽(EURAZEO)私募股权基金董事总经理兼亚太中国区总裁，负责中国和亚洲区业务，曾在联合国开发计划署和瑞典外交部工作。1995-1996年在纽约大学理工学院学习，取得技术管理硕士学位。

·前往美国学习&联合国工作

我在1978年考入复旦大学计算机系，未毕业就随家人移民去了美国，同时也转学去了美国密西根东部大学。84年大学毕业后，先在一家美国大型IT公司做实习。后来通过面试选拔，进入了联合国开发计划署(The United Nations Development Programme, 简称 UNDP)的信息技术部门工作。之后便在联合国工作了

十余年，担任过系统分析师、项目经理、技术总监、IT部门主任等。

UNDP是联合国最大的机构之一，也是世界上最大的负责进行技术援助的多边机构。UNDP通过全球性开发计划，帮助发展中国家。其倡导变革，并为各国提供知识、经验和资源，帮助全世界人民创造更美好的生活。UNDP有约7000名员工，150多个办事处分布全球，在超过170个国

家开展发展援助，帮助各国应对全球和各国国内面临的发展挑战。UNDP全年要管理6000至1万个开发性项目，涉及各个领域，项目规模从几百万美金到几亿美金不等。

UNDP的IT部门的工作包括两部分：其一是对机构内部的IT设施的建设和服务；其二是帮助发展中国家进行IT产业规划和重大项目的顶层设计。联合国机构非常重视使用IT技术来提高内部办事效率。并且借助IT手段，能够更好的为全球范围的援助计划提供支持和服务。因此，信息技术也被联合国大会确定为提升联合国效率和机构改革的重要组成部分。作为IT部门主任，我主持了多项联合国全球大型信息技术的开发应用、全球网络通信基础设施建设以及重大国际合作项目等等。

对外，我们的工作主要是服务于发展中国家的，由于这些国家的技术实力普遍比较落后，所以会向UNDP寻求国家层面或者信息产业相关的战略支持和顶层设计。上世纪90年代，信息产业井喷发展，80年代后期的PC、90年代的互联网都已成为推动人类进步的技术革命。联合国作为一个具有普世价值观的国际机构，有责任和发展中国家分享技术进步的成果，而这个理念也正是由UNDP通过一个个项目进行落地和支持的。

• 前往Poly继续深造

我是94-95年在Poly(原纽约理工大

学，现已更名为NYU Tandon)攻读技术管理硕士学位，主要是想对“信息技术和管理”这一课题进行深入学习。技术革命永远是把双刃剑，提高效率的同时，也会带来新的冲突。上世纪90年代是信息技术大爆发的10年，整个社会都在摸索、调整、适应。

虽然工作繁忙，但我仍觉得有必要及时充电，尤其是要去学习——信息技术如何提高管理工作的效率，得以应用到UNDP的日常管理工作中去。以前，技术和管理本质上是没有任何关系的，而正是由于信息技术的兴起，技术和管理就无缝链接上了。技术本身只是一个工具，关键是要掌握管理这种新技术的方法和理念。当时，我特意去寻找与“技术&管理”有关的专业课程，在接触了不少学校专业后，我觉得Poly的课程项目最为适合。作为工程类大学，Poly技术扎实，底蕴深厚，在探索技术、工程、管理之间的衔接关系等专业方向上，也有着独到的理解。

Poly毕业之后，我仍旧在联合国UNDP工作。在1999年，我被联合国全球首席信息官大会特别表彰，对我们团队在大数据运用方面的工作进行了肯定。也就是如何使用海量数据，对UNDP的战略决策进行精准的支持。另外，我也是不到30岁，就担任了联合国的高层官员职位，后来成为了信息技术部门主任，相当于信息技术通讯局局长这样一个职位，上升轨迹比较快。

上世纪90年代后期，信息技术产业整体上还不是特别成熟，许多技术解决方案是需要内部孵化的。比如搭建全球化的IT系统、搭建数据仓库等等。那时候，我们UNDP在国际机构中的技术优势还是非常明显的。当然，技术本身并不是目的，技术的价值在于支持机构更好的达成目标。我所在的技术团队之于UNDP而言，一方面是使机构的全球化运作能够更加高效，另一方面是使所服务的发展中国家能真正获益。

作为信息技术部门主任，除了参与各种项目之外，我还需要经常参加发展中国家的信息产业部门（相当于工信部）组织的战略咨询会议，帮助规划整个国家的信息技术产业的发展，包括如何利用信息技术手段帮助国家的经济、产业、人文、教育的发展等等。也正是因为联合国是中性中立的，没有政治诉求，所以我们的意见一般都会被各国采纳。

•在瑞典外交部的工作

一个比较偶然的的机会，我得到了瑞典政府的一份工作邀请。当时，瑞典计划与中国成立一个全新机构——瑞典政府投资促进署驻华机构，目标是建立长效的、双向投资合作机制。因为早在2002年，瑞典政府就提前预判，刚加入WTO的中国会在不久的将来，会从一个资本输入国转型为资本输出国。因此，瑞典政府决定先人一步，为十年后的趋势做好战略布局，因此需要为这个构想中的驻华机

构寻找一位首席代表，代表瑞典政府全权负责两国的双向投资事务。而我也成为了瑞典历史上首位外籍高级行政官员。

在之后的10年任期中，我代表瑞典政府和中国各相关政府机构，如发改委、商务部、工信部、国资委，以及各行业组织，有过很深层的交流与合作，也签署了合作谅解备忘录和双向投资促进意向等。记得有几次与中国机构开会，坐在对面的全都是中国人，而坐在瑞典代表团这边的，只有我一个中国人，这个场景也是挺有意思的。通过这样一段工作经历，我觉得自己对全球化有了更深层的认识。

在政府推动的投资及公司兼并领域，我也被认为是行业中的先驱者。在10年任期内，我推动了数百个项目，其中包括比较知名的浙江吉利汽车收购沃尔沃（瑞典企业）。我最早接触吉利是在2006年，他们的市场策略非常高明，以相对便宜但性价比高的车型主攻中国农村市场，供不应求。但相对来说，他们的技术和品牌力量较弱。

但汽车毕竟是一个精密仪器，对于吉利来说，他的品牌、质量、设计、工程技术，都有进一步深化的空间，单有市场是不足够的。而瑞典汽车产业非常成熟，沃尔沃这个品牌更是世界驰名。我与吉利管理层有过几次交流，建议他们与沃尔沃对接合作，优势互补。恰巧2008年全球金融危机，欧美市场需求紧缩，吉利管理层

也因势利导，表达了想要收购沃尔沃的愿望，也因此成就了一个比较经典的大陆企业并购海外企业的案例。

在2002年，中国对外投资几乎为零。2012年却已是对外投资第五大国了，每年对外投资八九百亿，接近千亿。到2016年，中国对外投资排名全球第二，只稍逊于美国。这些数据也侧面证明了瑞典政府极具战略眼光。而同时，在瑞典历史上，由一个非瑞典籍的外国人担任瑞典副部长级官员，这样的安排本身也是另一种全球化的体现。

我在这过程中得到的最大启发，是创新不仅可以是技术上的创新，更可以是一种机制上的创新。由于全球化，我们处在一个全新的经济环境中，因此就必须打破旧有的条条框框。不论是对于一个国家的政策安排，还是对于一个企业经营，乃至是对于一个个体的职业发展，本来是怎样做的并不重要，重要的是如何适应新的环境，继而提出创新性的机制安排和解决方案。对于某一个具体的工作岗位来说，你是什么肤色的，你说什么语言都不重要，重要的是你是不是最适合做这件事的人。

•管理法国欧瑞泽基金

在瑞典政府工作10年后，我又收到了一个新的工作邀请。这是一个法国老牌基金——欧瑞泽EURAZEO基金，他们的诉求，和当年瑞典政府有些相似，都想布局中国。欧瑞泽基金

迄今已有140年经营历史，是一个家族企业，140年来都在做现代意义上的股权投资。这个大家族，产业覆盖多元，有基金、投行、房地产，还有很多其它产业。十多年前，家族将基金业务独立出来，并在欧洲交易所上市，成为一个市场主导的PE公司。目前，这个基金管理着约60亿欧元的自有资金。

一百多年来，欧瑞泽基金的投资组合里，80%的项目都位于法国和欧洲，相对来说，比较保守，不像美国的基金那么激进。直到2012年，基金董事会提出一个议题：如何继续发展？欧瑞泽已经运作了140多年，如果还希望继续经营几十年、一百年的话，之前的做法、战略、理念是不是需要调整？经过充分的研究和论证，得到了最后的结论：世界格局变了，世界经济增长点也在转移，欧瑞泽基金也同样需要积极地寻求新的发展思路。

因此，董事会决定要走出法国、走出欧洲，第一个办公室就设在亚洲、设在中国。所以，欧瑞泽基金诞生140多年后的第一个境外团队就选择放在了在中国。就像2002年瑞典政府的想法一样，欧瑞泽基金也在寻找一个中国团队的主管，负责亚洲业务，所以就找到了我。

当时，身边有些朋友问我，说你没有做过基金，会不会担心做不好？我说，其实我之前在瑞典政府的工作内容就与投资息息相关，虽然不像一般的投行那么专业或科班出身，但在挑

选项目的战略眼光以及平衡投融资双方诉求，尤其是协调中国和欧美文化理念上的差异，还是拥有非常丰富的经验的。

•给予年轻校友们的建议

对于NYU的年轻校友们，我有三点建议，仅供大家参考。

第一个建议是要立足中国，放眼全球。作为第二大经济体，中国在未来几十年里一定会成为全球舞台的主角，虽然这过程中会有高低起伏，顺与不顺。在这个过程中，机会是全球性的，不要仅仅局限于中国，也不要仅仅局限于某个方面或某个行业，因为政治、经济、军事、文化等等各个方面的变化往往都是联动的，相互影响和变化着的。

如果只把眼光放在眼前的一亩三分地，那么格局就小了，应当放眼全球。当然，这并不代表一定要去国外留学，也不代表一定要去国外或者国际机构工作。即便生活在中国，只要有这个眼光和态度，只要能去做全球性质的工作，都是好的。中国目前特定的历史机遇赋予了当下的年轻专业人士这样的机会，历史上是从来没有过的。但这个机会不是随随便便能发现，得靠你自己去挖掘和探索，前提是你有这个思维和态度，在软硬件上都做好了这个准备。

第二点是要尽力去协调不同文化和市场之间的差异性。如果你是在金融投

资行业，你就要去弥补成熟金融市场和中国发展中金融市场之间的天然鸿沟。譬如一个中国企业和一个外国企业之间的合作或投资，中国民营企业的负责人大都是本土的、草根的，而国企的领导往往又都是政治任命的，很少有国际背景，能理解现代管理逻辑的也不多。因为他们在这里的土地上取得了成功，用的方法必然是接地气的方法和逻辑，这个方法和成熟市场的未必是一样的，甚至可能会有矛盾。欧美国家可能一百年前是这样操作的，但今天也许就不是这样做的了。

有很多人说中国企业已经国际化了，但我个人觉得其实差异还是很大的。吉利收购沃尔沃算是个特例，我还遇到过很多失败的收购案例。没做成的一大原因，就是企业之间的思维方式有这样那样的差异，也不愿意协调妥协。对于你，需要去促成这个投融资项目，你的价值点就是要去协调这些理念差异。又要接地气，又要保持一些成熟市场的工作方式，是非常不容易的。如果也人云亦云，总是把问题归因于大环境，可能很多事情多半就办不成了。

第三点建议是不要局限于自己既有的工作内容，甚至是要有意识的转变自己的职业路线。拿我来举例子，三份工作就是三个完全不同的领域，跨度不小。当然在专业技能和思维理念上，也还是存在关联和传承的。我希望年轻人们要打破自己的条条框框，要多跨界思考，尽可能多的去看看自

己不熟悉的领域，往往机会就在那里产生。

最后推荐大家两本书，一本是《第二次机器革命》，是2015年美国两个教授写的，第一次机器革命到目前为止，不过就是就机器代替了人的手脚，而第二次革命就是要取代人的大脑了，要人工智能了。另一本是《现代资本论》，是一位法国经济学家写的，2014年出版。这本书也带有一些颠覆色彩，对资本主义市场机制和现代资本理论做了很多批评性的看法。

(2017年09月)

Eddie Chen (TANDON '95)

Interviewed by:

Rico Fu (TANDON '10)*

With a Masters of Science in Technology Management, Eddie Chen (TANDON '95) is at the forefront of the technological revolution. His career path has crossed numerous industrial sectors and he has worked as an IT executive, diplomat, senior government official, and a private equity investor around the world.

He is currently the Managing Director and Head of China for EU-RAZEO—a leading French private equity fund—but has made a significant impact on developing countries through more than 10 years of work at the United Nations, where he began in the United Nations Development Programme (UNDP).

Chen says the UNDP's IT department consists of two parts: constructing the state-of-the-art IT infrastructure and systems within the United Nations, and planning and implementing high-tech projects in developing countries. As the Director of the IT depart-

ment of the organization, Chen hosted a number of large-scale global projects around IT development and global network communications infrastructure to facilitate major international cooperation.

“The United Nations serves developing countries because of their limited technical capabilities. They will ask the UNDP for national or industry-related strategic support and top-level design,” he says.

“In the 1990s, the information industry boomed with the invention of the PC in the late 1980s and the Internet in 1990s. The technological revolution helped to promote human progress. The UN as an international institution has universal values and the responsibility to share the fruits of technological progress with developing countries. This idea is accomplished and supported through many UNDP projects.”

Chen says his success was helped by his studies at the Tandon School of Engineering, which gave him an in-depth understanding of information technology and management.

“Technical revolution is always a double-edged sword. Technology improves efficiency, but can also bring new conflict. This meant I found it necessary to study how IT can improve efficiencies and I apply this knowledge to the daily management of UNDP,” he says.

“Tandon gave me a unique understanding about the connections between technology, engineering, and management.” After his time at the UNDP, Chen worked for the Swedish government agency as a senior Swedish diplomat and the Chief Representative for China with the responsibility to promote and facilitate bilateral investment between the two countries. He was the first foreign senior executive in Sweden’s history. This work elevated him as a well-known and respected figure in the industry and he has spearheaded many large-scale acquisitions and projects.

He says the nature of globalization means we need to innovate the way we do business and adapt to new environments. Chen later used this insight to help the French leading PE fund EURAZEO to expand into Asia

and continue their 140-year investment legacy.

Chen offers advice to young alumni looking to move into a similar field. He says to look for global opportunities, be aware of the differences between different cultures and markets, and to not be limited to one career path.

“I hope that young people break their own limitations, think across the borders, and seek new opportunities in unfamiliar areas as much as possible.”

**Rico Fu (TANDON '10) currently works for Nuoyuan Capital, focusing on private equity investment, Fintech and asset securitization. He is the Communications Leader of the NYU Alumni Club in Shanghai.*

(2017.09)

Jesse St. John

(STERN '13)

特约记者：张艺山 Yishan Zhang (SPS'14) 现在整合营销传播公司Inspire 蕴世工作，从事市场传播策略、创意规划等业务。

同时感谢庄臣(上海纽约大学17届校友)、王敏捷(上海纽约大学实习生) 为本篇采访提供中文翻译。



Jesse St. John现任LinFox国际集团亚洲商务主管及香港地区总经理，拥有14年以上物流运输行业经验。LinFox成立于1956年，是澳洲最大的物流公司，在欧洲、亚太等多国开展业务。2013年，Jesse在NYU Stern开设的环球金融专业学习，取得硕士学位。

问：为什么选择NYU？

J：由于我之前主修的是“国际管理”，比较笼统，而我的工作又涉及大量财务知识，所以我计划前往NYU进修，希望在金融财务方面进行更加技术性、更加系统的学习。说

到学习金融，首选当然就是NYU的斯坦恩商学院。众所周知，这里有着强大的师资，提供一流的案例，在香港(Stern与香港科技大学合办的环球金融项目)就读，使课程内容具有亚洲特色。

当时我在上海工作，并且每周都要频繁出差亚洲各地，需要找一个优秀并且符合我时间安排的金融项目非常不容易。Stern与香港科技大学合办的这个环球金融项目为期1年，超过一半的课程能够在香港完成，同时还提供一个在清华大学的课程模块和在一个在纽约的两周课程模块，非常适合我的情况。

问：能否介绍一下您的工作内容以及该领域的发展近况？

J：我的主要工作是向客户提供高效的供应链服务支持，以使他们的原有业务更具竞争力。我们为客户投资有形资产、劳动力、其他公司等。因此，我需要对这个领域的各种业务模式和财务模型都非常熟悉，得以提供准确的服务定价，并为客户带来良好的投资回报。我们在亚太区域的物流业务覆盖越南、泰国、马来西亚、新加坡等地，由于不同国家的业务情况与文化环境迥异，我也一直面临着各种各样的挑战。

我的第一份工作是在美国快递公司UPS。当时我服务于运营部门，主要负责监督和管理运输司机和工会工人。我特别喜欢那份工作，因为每一天都是一个挑战，而正是这些不同的挑战让我格外兴奋。过去这些年里，我发现工作的多样性对我来说至关重要，我希望每天都能够遇到并处理不同的情况、项目和顾客，那些日复一日的工作对我来说实在太无趣了。

之后，我加入了供应链行业，全新的工作内容意味着全新的挑战。我花了很多的时间精力指导员工，如何从供应链和方案设计方面进行创新，帮助客户构建一个一体化的服务平台。谈及物流，人们通常想的是把东西从A点运输到B点。大多数运营商的做法，往往是尽可能的压低报价，以此留住客户。而我认为我们更应该思考的是——如果这是客户想要的，那我们怎样才能做到更好。我们能不能通过不同的方法、渠道或模式为客户节省开支？削减服务利润往往不是对企业发展的最好方法，特别是在供应链领域，我们需要更加灵活的解决方案。

随着最近中国经济增速的放缓，固定成本也在不断提高，竞争将会更加激烈。因此，我们需要在贯穿整条供应链的生产、运输和仓储的各项环节中都变得更加灵活。帮助你的客户变得更有竞争力才是当今社会的黄金法则。而每当我们为客户找到了更安全有效的运营方案并真正提升了他们的市场份额时，我都会为我的工作感到无比自豪。

问：为什么选择在中国发展，有没有遇到文化上的障碍？

J：对我而言，上海是座充满了吸引力的城市，这里有许多的机会和挑战。2005年，我第一次来到中国时，就感到自己融在其中。这里的物流很发达，所有事情都有条不紊的进行着。从某个时刻起，中国开始崛起

并以一种强大的面貌呈现在世界舞台。你会发现中国是个有趣的国家，你会爱上她并愿意留下来生活在这里。因此多年前，我也选择在中国建立了自己的家庭。（*宝格丽BVL-GARI特摄短片《上海爱情故事》系列，讲述了Jesse与太太的故事。）

我认为好奇心源于未知，而我乐于去探索那些能令我产生好奇的领域。当你失去了好奇心，或者感觉已经充分了解某件事情，那生活对你而言就不再那么有趣了。我喜欢中国和上海的一个理由是，只要你愿意，就能一直发现新生物，能遇见新的挑战并从中学习新的知识。即使在工作中遇到挫折，我也会感到快乐。

挑战会激发兴趣，但同时也需要勇气去克服困难。当我第一次来到中国，我遇到的最大挑战就是自己一点儿中文都不会，一开始的生活和工作确实是遇到各种障碍。幸好在我的字典里，投身其中方可习得，要想学会游泳，就必须先跳入水中！当你想要获取某样东西，第一步就是要有勇气跨出你的舒适区。久而久之，我学会了中文，生活又变得轻松起来。这时我就着手寻找下一个新的挑战了。待在心理舒适区的确让人感到轻松，但是我总觉得轻松稳定的生活太过无趣，对自己的生命也是一种浪费。

平心而论，我已经上海呆了很长一段日子了，见过许多现象，也经历了许多事情，还处理过令人难以置信的状况。我很明白，我需要做的是理解

并适应这个社会体系，这里和我所熟悉的美国文化不同，理解这点才能让我在这里取得成功。有些朋友会经常提醒我：“这是在中国，所以……”、“在中国，我们这样做……”，仿佛我还是初来乍到的“新人”，但说心里话，有时我觉得自己比有些当地人或许更了解这里的方方面面。

问：对NYU的年轻校友和学生们有什么建议？

J：我认为年轻人应该多花时间去了解——什么是他们真正喜欢，并有热情去做的。若是大学新生，我会建议他们在前两年尽量尝试不同的课程、学科。去尝试那些即使你认为不感兴趣的事情，也许当你进一步了解之后，就会产生兴趣。知道一个人的兴趣所在能使他/她更了解自己，更大概率找到自己”人生使命“，对日后事业发展和幸福生活都会有莫大的助益。

当我参加工作后，我从从事过许多不同的工作内容。并幸运的找到了我喜爱、能够激发我内在动力的工作内容。也许这将花费你从20岁到30岁的十年时间去寻找答案。当然如果你没有找到，也不用有太大压力，继续尝试并坚持下去就好了。

在我参加过的所有课程项目中，NYU无疑是这之中最有价值的教育体验。另外，NYU还拥有—个非常成熟的全球化校友社区，包括各种校友活动和项目。住在上海的一个

附加值是能与上海纽约大学(NYU Shanghai)校区保持经常互动。在过去的两年中，我参加了上海纽约大学的校友导师项目。每一年，我们都和一群大二学生定期见面，为他们提供职业辅导并且解答一些关于学业或者生活中的问题。有时，我也会帮助他们找实习机会或是分享给他们一些行业关系。我觉得这个项目非常有趣而我也乐在其中。到目前为止，我已经辅导了三名学生，他们都很聪明且有才华。看来上海纽约大学真的能吸引到很多非常优秀的学生呀！

在平日的工作中帮助那些缺乏经验的职员得到成长，也会让我很有成就感。作为一名管理者，我很乐于协助或指导别人完成工作。每当我看到曾经为我工作过的职员升职并且扛起更多工作职责时，我也会感到非常自豪。

(2017年10月)

Jesse St. John (STERN '13)

Interviewed by:

Yishan Zhang (SPS '14)*

Zhang: Why did you choose to study at NYU?

J: Because my work heavily relies on financial modelling, it brought me to the program of NYU and doing my masters degree. My university education and MBA are in international management, a little general. But as my career developed, I wanted to have a more technical and formal education on the financial side. If someone is going to study finance, you have to go to Stern, with the rock-star faculty, it's common sense. I was fortunate that the stern-HKUST program offered was executive style and Asia focused, so the program was a very good fit for me.

Being based in Shanghai and traveling in Asia every week, it was hard to find a good executive format program in finance that allows you to work at the same time. The Masters in Global Finance program NYU provides

is a joint venture with HKUST, also a well-known university in Asia. This degree is one of their specialty master programs in Stern that takes about one year in to complete. Over half of the classes were done in Hong Kong, one module at Tsinghua University and two weeks in New York.

Zhang: Could you please share us with your focus and the recent development in this field?

J: In my career, I enjoy looking at different business and financial models relating to supply chain operations and I've become pretty good at it. I see my main role as helping my customers to compete better by giving them a more efficient and effective supply chain. Over time, I became better and better at that especially at the financial modelling side. We are investing in hard assets, labor, other companies, everything for our clients, so we need to ensure we get those services priced correctly and offer a good return on the business. I was involved in different logistics projects in Vietnam, Thailand, Malaysia, a bit in Singapore so that is something that keeps me challenged through the different projects and countries.

I started my first job in UPS, a good company in US. I enjoyed the work because every day was a challenge. I was in operations, managing and supervising drivers and union workers. Everyday challenges presented something different, so I was excited. What I've learn about myself over my years is that I need to have different situations every day in terms of environment, projects or customers to deal with. I need the variety in my work. Working in logistics certainly gives me that. I often wondered how people could do the same job, day after day, year after year; it is just a strange concept to me that I can never figure out.

From my perspective, working in supply chain means new challenges. So I spent a lot of time trying to teach my employees how to think differently in supply chain, in solution design or thinking in terms of networks that help customers as a total package. When you think about logistics, mostly it's about moving things from point A to point B. Customers may ask "Give me a quote." In most cases, people just give what customers are asking for, put a price on it and send it back. But they don't look

at the total cost in the supply chain. As an operator, we need to think "if this is what a customer is looking for, how I could do it better?" - that should be the first question to ask. Can we reduce the cost for the customer by using a different method? A different route? A different combination of modes? Just simply cutting our margin for services is not the way to build a business. In supply chain, we just need to do things smartly.

As China's economy is slowing down recently, costs keep on rising, and competition is fierce. We need to be smarter in how to manufacture, move and store goods throughout our supply chains. Help your customers compete better, that is the golden rule.

Zhang: Why you choose to develop your career in China, did you encounter any cultural barriers?

J: I'm married and I have my family here in China many years ago. For me, it's attractive to be in Shanghai because there are still many things to do and challenges for me. I first came to China in early 2005, where I found I was

in the middle of everything. Logistics was exciting and everything was happening here back then. It was when China was starting to emerge in a big way on the global stage. It was an interesting place to be at a certain time in history - when you find a place like that, you need to be there.

I think curiosity comes from not fully understanding something, and I like that and look for those areas to keep me curious and interested. As long as I'm challenged by my work, by the environment and the city, I'm happy and curious. If you lose that challenge, that curiosity, or if you know everything about something, it becomes less interesting. I stay here because I'm still learning and finding out new things. In China, you always find new challenges if look for them.

Looking for challenges keeps things interesting but you need to have some courage to do so. I first came here without speaking any Chinese, I saw it as a challenge and it was. If people want to achieve something, they need to be prepared to have some courage to step out of the comfort zone. Jump in and go for it

- I believe in learning to swim by jumping in the water! Over time, I've learned when I get too comfortable and need to take up a new challenge. It's easy to slip into a comfortable routine, but I find that comfort and stability boring and a bit wasteful of my time.

Professionally, I've been living in China a long time and I've seen a lot of things, different situations and some unbelievable issues. You have to work the system here and adapt to it; I'm smart enough to know that it's not Western culture that will make me successful in another country. It's how I can adapt to the culture that I'm operating in. People still tell me "this is China" or "in China, we do X", like I've just arrived, but sometimes I understand the local aspects better than other Chinese people!

Zhang: Do you have any advice for young alumni and students?

J: I think younger people should spend time to try to learn about what they love and feel passionate about. If I were giving advice to a college freshman, I'd say take the first two years and try as many different classes as you

can. Try different things, even if you don't think you are interested. Maybe it will turn out that you are interested, it's just that you don't know until you take a deeper look. Especially if you have not found a "true calling", take the first two years and do a broad kind of generalization, trying different courses, subjects and gaining experience. Knowing where someone's passion lies allows him or her to understand themselves better, which will help later in career success and happiness during their lives as well.

So after I started to work, learning things from different aspects of jobs, I eventually determined what I like and what motivates me. It might take 10 years' working from your 20s to 30s to figure out what motivates you and how you should work; the main thing is not to stress if you haven't found it yet and keep trying things.

Altogether I have a European MBA and the Masters from Hong Kong and New York. I can say with certainty that NYU is the most valuable education experience that I have. NYU has a very mature and developed alumni

community in terms of programs, diversity, and activities. Living in Shanghai is an added advantage because of the campus here as well. I've joined the alumni mentor program at NYU Shanghai for the last two years. Every year, we work with sophomores to provide mentoring during the year. We work with the students, meet with them various times through the year, and discuss things they are doing or go through specific questions and issues. Sometimes we can help with their internships or maybe share some industry contacts that may be helpful. It is quite fun for me and I enjoy it. Thus far, I've worked with three students over the past two years. These kids are very smart and talented - NYU Shanghai is surely attracting incredible students!

The second area that I'm proud of is where I can work with the less experienced staff and help them become better at their jobs. I enjoy the coaching aspect of management and working with people. I am proud to see those who have worked for me be promoted to bigger roles and take on more challenges.

**Yishan Zhang (SPS '14) now works at Inspire, an emerging integrated marketing & communication agency, as planner manager in marketing communication strategy and creative planning.*

Thanks to Sherry Zhuang (NYUSH '17) and Minjie Wang (NYUSH Intern) for translating the interview into Chinese.

(2017.10)

邵

David Shao
(STERN '04)

辉

特约记者：刘畅 Chang Liu (SPS '15) 现于众安在线财产保险有限公司担任数据分析师，从事产险产品及营销数据挖掘。



邵辉先生，现任依生生物制药有限公司CFO，拥有15年生物医药和美国资本市场的从业经验，同时也是北京市特聘专家、北京市千人计划“海外高层次人才”。邵辉先生在2004年取得纽约大学Stern商学院MBA学位。

1990年，David从中国科技大学毕业，那时科大校园中的出国氛围非常浓郁。怀着继续深造并致力于成为科学家的David，收到9所高校的offer，最终选择了美国加州大学圣地亚哥分校，攻读生物化学博士学位，并由此开始了他20年的异国生活。

要融入全新的环境挑战重重。David第一次坐飞机，就是横跨大太平洋的这班航班。“那时的我们就像蒲公英种子，被风吹到这里后，就得靠自己生

根发芽”David说。90年代初，中国大陆尚未普及电话，出行主要是靠自行车。而同一时期，美国每间宿舍都有电话，不少大学生都拥有自己的小汽车。大大小小的各种差异对这些初次走出国门的学子们而言，都显得新奇而不可思议。

完成博士学位已经是1996年了。这时David面对着一个选择：回国or留下？这个万千留学生都反复会问自己的问题。当时美国正处在“新经济”

周期中，经济增长稳定、就业机会充分、移民政策对专业科研人才空前友好。反观国内，虽然改革开放正在深化，但医药行业的科研环境和工作条件，相较美国还有着明显的差距。之后，David通过美国的杰出人才引进计划，只用了四五天就通过了绿卡申请，又凭借过硬的科研能力顺利得到了知名药企Roche的工作机会。

在Roche工作期间，David不断拓展专业知识与能力边界，参与各类项目并借助公司的国际平台，去瑞士、英国等地交流学习，以更高的视角观察与理解大型跨国药企的运转机理。这也促使David产生了进一步深造的想法，希望通过更加系统的学习，完善自己商业管理和财务方面的知识。

当时David在公司里正处在事业上升期，选择脱产就读MBA，真的值得么？15年过去了，今天的David给出了自己的答案：“很多人觉得MBA会带来新的工作机会以及人脉资源，这点我不否认。但这种投入是否一定能立刻转化为职位和收入上的提升，却是非常不确定的，也取决于外部时机和个人条件。我认为更重要的是，MBA是一个打开视野的体验，提供给你一把解读商业世界的钥匙，看待问题有了更加全面和过去没有的视角，从而在和形形色色的人打交道的过程中会有着更加沉着、自信的心态。”

纽约得天独厚的地理优势，也使得NYU的MBA课程能更贴近现实的商

业环境。地铁上读到的Wall Street Journal的新闻报道，可能就是下节课的case study素材。之后，David不断挖掘自己对金融的兴趣，又陆续考出了CFA和CPA资格，为下一步职业转型做好了充分准备。“不要让所谓的专业背景限制自己去了解和体验更多”。秉持着这样的理念，MBA毕业后，David走进了华尔街，投身于生物医药领域的投资工作。

这条新的职业轨道，完美结合了David的医药科研经验和MBA期间所积累的金融专业知识。每天和各家上市公司打交道，了解被投企业的发展前景，不仅仅是甄别优质投资标的的过程，更是宝贵的学习机会。“投资最重要的就是投团队”。一个好的业务模式，如果没有好的团队去落地执行，结果往往会与预期的大相径庭。

从事投资这么多年，看多了行业的起起伏伏，一个当初投资时股价可能只有3-5美元的企业做到现在的300-400美元，主要还是得归功于一个优秀的管理团队的努力。医药企业的管理团队往往背景都非常优秀，大多是PHD/MD/JD，无论智商还是情商都是万里挑一的。从他们身上，David也学到很多与人打交道的技巧以及看问题的视角，而这对之后回到医药企业从事管理工作又有着极大的促进作用。

时光荏苒，时钟一下就跳到了2007年。从分析师到投资经理，David在对冲基金已工作了6年。回望过去，

距离第一份在美国Roche的工作已经过去10年了。这10年间，中国发生了翻天覆地的变化。老问题又再一次摆在了David的面前，回国or留下？

美国医药行业，在科研技术方面至少领先5年，得益于更加成熟的教育体系，无论是人才的技术前瞻性，还是工作的严谨性都略胜一筹。而在资本市场上，中国资本偏好短平快的医药销售、诊断企业等，对投资回报周期较长的新药研发项目普遍缺乏兴趣。

当然也应当从中看到机会。中国人的保健意识较强，医药市场实际上存在着巨大潜力正亟待发掘。中央和地方对医疗卫生事业的投入都在逐年增加。2007年，首家医疗中概股“药明康德”赴美上市，表明国内医疗市场正逐渐由营销导向更迭为投资导向。同时，正如十年前的美国，中国也将引进专业人才作为突破技术瓶颈、快速提升科研水平的关键手段，推出诸如“千人计划”这样的利好策，为人才回国发展铺平了道路。

这一次，David做出的选择是回到中国，出任依生生物制药有限公司的CFO一职。依生生物是一家专注于新型免疫生物制品在肿瘤和治疗性疫苗产品的研究、开发、制造和销售的公司，近年来在免疫抗癌药物的自助研发方面富有成果。公司的疫苗产品受到世界范围的广泛关注，近期被世界卫生组织(WHO)邀请参会，依生生物的研发成果也被引用写进WHO的工作报告中。

回归医药行业的David，这时已不仅只是最初那个怀抱研发热情的科学家了，跨领域投资的工作经验让他为企业带来了更多宝贵资源，诸如海外医药企业的成熟运作模式、知识产权管理、国际项目合作、以及中国公司赴美上市等等的经验和渠道。加入依生生物不久，David即为公司带来了优质国外资本注资，帮助公司成立了美国全资子公司，与美国陆军传染病医学研究所、美国食品和药物管理局(FDA)等机构合作开发创新药物。立足中国的同时，逐步深入耕耘美国市场。

中国->美国->中国，医药->投资->医药，David在职业上屡变赛道，但却环环相扣。关于年轻校友们关心的职业规划问题，David如是说：“职业发展一定要有规划，但这个规划是动态的，可调整的。要选择你真正热爱的行业，而不是盲目追求热点，无论是哪个行业，都有好的机会。手头的工作一定不要觉得简单或者不够挑战就不好好做，只有把手上的事情做好，才能更好地进入新的平台。最后，在任何时候都不要限制自己去了解新的领域，发现自己未知的兴趣所在。”

关于创新创业，David也有自己的见解：“现在不少年轻朋友可能毕业后会有创业的打算，我觉得首先一定要创新，这个创新意味着找到自己在行业中所具有优势和过人之处。千万不要过分追求凭空创造一个全新市场，那些看似传统的行业或者已经非常成

熟的商业模式中，依然存在大量有待挖掘的机会和优化空间。比如电子商务平台的出现，曾经让传统线下零售业江河日下。但这两年也看到，电商平台Amazon收购Wholefoods，阿里陆续收购和入股了银泰、三江购物和联华超市等大型商超，这说明线下零售依然存在机会，客户的需求依然就在那里，只是需要用更好的方式去满足。”

相较于20年前，如今更加多变的商业环境带来了更加丰富的职业选择，如何找到热情所在、如何踩准时代脉搏、如何最大限度的实现自我价值，是每一位NYU人修炼的课题。David的职业发展，“变化”二字贯穿始终，而拥抱变化的勇气，正是来自于“多想一步”的前瞻规划和“多做一点”的脚踏实地。就让这两个一点融入所有NYU人点滴奋斗所汇聚而成的一泻汪洋中，希望能让年轻校友们在人生旅程中，撷取一二，使将来的路走得更远、更稳、更宽阔。祝福！

(2017年11月)

David Shao (STERN '04)

Interviewed by:

Chang Liu (SPS '15)*

David Shao is a unique example of how two seemingly divergent fields can coalesce into one rewarding career. As CFO of Yi-sheng Biopharmaceutical Lt. Co, Shao combines his experience in finance and biochemistry to research, develop, manufacture, and market immuno-oncology products and vaccines.

Shao has degrees from the China University of Technology, the University of California, and completed his MBA at NYU in 2004. With a background in science (Shao has a doctorate in biochemistry) and an MBA under his belt, he walked onto Wall Street to try his hand at biomedicine investment.

It was this experience that gave Shao valuable insight into markets, finance, and investment. He also learned the importance of management and how to incorporate these people skills into roles within the pharmaceutical industry. In his six years on Wall

Street, he advanced through the ranks, from analyst to investment manager, before applying his skills and experience to explore new opportunities in the Chinese pharmaceutical market.

Shao returned to China in 2007 to take on a new role as the CFO of Yi-sheng Biopharmaceutical Lt. Co, helping to earn the company worldwide recognition for its groundbreaking vaccines.

Shao's international experience has given him a unique edge in his field. He understands the nuances of cross sector investment and knows about topics like intellectual property, international project cooperation, and taking companies public. Shao helped the company set up a wholly-owned subsidiary in the United States and develop new drugs with the United States Army Institute of Infectious Diseases, the Food and Drug Administration (FDA), and other federal bodies.

Shao advises young alumni to take advantage of the opportunity to innovate and revolutionize traditional industries.

“You can use your skills to optimize traditional industries. Take

traditional retail for example. E-commerce platforms can work in tandem with brick-and-mortar stores to meet customers' needs, much like Amazon's acquisition of Whole Foods."

Shao also believes that passion is the most important factor for continued career success.

"Choose an industry you truly love. No matter what you choose, there will always be good opportunities," he says.

**Chang Liu (SPS '15) is now a data analyst in ZhongAn Insurance, mainly engaged in product insurance and marketing data mining. ZhongAn is the first online-only Insuretech company in China, it was founded in November 2013, and listed on the Main Board of the Hong Kong Stock Exchange in September 2017. ZhongAn focuses on technological innovation, applying technologies to various scenarios and providing insurance products and solutions.*

(2017.11)

叶帆

Fan Ye
(STERN '10)

叶帆先生，现任钜派投资集团事业合伙人，曾在全球顶级另类投资公司担任高管，拥有十多年海外金融投资领域经验。2007-2010年在纽约大学斯特恩商学院就读工商管理硕士。

特约记者：王阿敏 A'min Wang
(GSAS '16) 现任职于尼尔森市场研究有限公司，从事零售市场数据分析业务，纽约大学上海校友会 *Communications Team Member*



•从“程序员”到“华尔街人”

我本科毕业于中国科学技术大学，硕士是在纽约州立大学读电子工程专业，是一名典型的理工男。毕业后，我进了路透社 (Reuters) 做程序员。身处纽约，身边有不少有上进心的同事申请了NYU的Stern商学院，在他们的鼓励和感召下，我也申请了MBA专业，希望为自己的职业生涯进行一次转型。

进入Stern，第一个感受就是31岁的我是多么的“老”。直到现在，我也还记得入学欢迎会上，主持人问：有孩子的举手，只有我和另外两人举了手。除了“老”，另一个感受就是身边的同学们都极为优秀。我所在的学习小组中的其他四位女生的大致背景是：Alinda是纽交所的主管；Kelly是新闻集团的财务主管，马拉松和铁

人三项的全能妈妈；Maren今天任职于特朗普白宫西翼；Ashley曾是美国体操队成员，今天在家相夫教子。毕业多年之后，我才知道她原来是瑞银美国总裁的女儿。我很惊讶这位富二代竟是如此低调。

NYU的这段学习经历，帮助我完成了从技术到金融的职场转型。无论是知识上，还是见识上。记得刚入行时，我的经理建议我去学习会计，他说：“如果不理解会计，就很难理解金融。就像学物理之前，没有学过数学。”这句话促使我在商学院把两个等级的会计课程都学完了。这对我日后的工作，起到了深远的影响，非常感谢这样一个价值连城的建议。

•NYU求学趣事

Stern商学院的课程内容和现实商业

世界的联系非常紧密，会邀请到不少务经验。期权期货课的老师，就是芝加哥金融期货市场一名退休的老交易员，听他聊起1987年市场暴跌时的经历，分享金融市场实际上是怎样运作的，这些都是书本上学不到的阅历。

我当时还经常去法学院上课，有一门 Law in the Investment Banking，可以说是迄今让我获益最大的一门课了。

授课教授是William T. Allen，他曾是特拉华州(Delaware)最高法院首席大法官。在法律界，“特拉华州公司法”盛名在外，如今的公司并购案都和这部公司法密切相关，而他正是“特拉华公司法”的亲历者和推动者，可能没有谁比他更适合来讲这门课了。

这门课上，Allen教授每堂课都会讲一个案例，凭借他自身的名望，都能请到案例的亲历者来课堂上分享和探讨，这些人都是金融杂志的封面人物。教授和嘉宾的互动尤其有意思。某堂课的嘉宾正是华尔街的传奇人物佩洛曼(Ronald Perelman)，2008福布斯全球富豪榜87位。他曾放言自己在做并购的时候从不看DCF模型给出的结果。面对这样的“挑衅”，Allen教授赶紧问：“你的团队还是看得吧？”佩洛曼赶忙问坐在后排的助理们：“我们看么？”他的助理们慌忙点头。Allen教授故作“受惊吓状”说：“谢天谢地！要

不然这里所有的商学院学生会立刻要求退还学费。”

这就是我眼中的NYU，一个藏龙卧虎的地方，你可以遇见世界上最有趣的人，学到书本上学不到的知识，直面业界的超级明星和领军人物。

•在“未知水域”做“另类投资”

我在NYU的三年恰逢“次贷危机”导致的全球金融危机。自08年金融危机以来，全球央行，特别是美联储非常规的货币政策(如“量化宽松”)把全球金融市场推入了一个我们前所未见的境地，今天的全球金融市场仿佛那就是“未知的水域”。一方面美联储进入了升息和缩表的通道，但是另一方面美国国债的长期利率仍然顽固地徘徊在低位。今天的美国失业率为十六年来最低，理论上就业的改善应当带来工资的增长，但是今天的美国显然陷入了结构性的工资增长停滞。

在各种传统资产的价格都接近历史新高的情况下，或许我们可以另辟蹊径。我目前从事的就是“另类投资”业务。所谓“另类”，是指有别于“传统”投资的股票、债券和各类货币现金的金融和实物产品等等。股票投资，所需要做的就是点击买卖的按钮。而另类投资的评估流程往往非常复杂，比如说对冲基金、全球房产、私募股权基金等等，这是一般投资者没有能力完成的。

我身处中美两地的金融行业十三年，我拥有足够的经验和自信，但是知道的越多，就会越谨慎，越重视风险控制。金融市场的风险非常难以准确的量化，也没有人能预言风险在什么时候，以怎样的形式出现。金融不是自然科学，很多量化模型虽然有意义，但仍然存在很多主观假设。风险评估就是一个充满了主观因素的工作，无人能精准地预测未来。

我不敢说我能精准的预测下一个风险从哪里出现，但是我总是准备好如何应对风险。我在设计每一款金融产品时，总会设想——“如果2008年金融危机再次来临，我的产品会怎样？”，“我的产品还会遇到什么其它风险？”我为产品背后的投资者们设想了一万种可能，连睡觉的时候也都在想。

另外，我对销售经理和客户都保持足够的信息透明，不会刻意向他们隐瞒产品中的风险。我常和销售团队说，客户就是你们一生的资源。如果我欺骗了你们，你们又欺骗了客户，那我们彼此间地信任就被打破了，对所有人都百害而无一利。所以，我的责任就是要告知产品中存在的风险，然后让投资人自行判断。我常常会和客户以及销售经理讨论产品风险，越高端的客户越欣赏这样的透明，他们的决策也往往越理性。

我始终坚信：诚信会得到回报。但是，诚实地传达产品风险信息也是需要技巧的。另类投资是非常复杂、具

有技术性的事情，如果把海量信息不加筛选地砸给客户，只怕适得其反，反而让客户不能抓住产品要点和风险点。我希望能成为一名“长期贪婪者”，这就是我在财富管理行业中持续坚守的信条。

•给年轻校友们的建议

一、冒险是年轻人的专属。趁年轻，多冒险。年轻人有很多时间，有着无限的可能性。私募巨头David Rubenstein在37岁创办了凯雷，也割舍了很多。相较而言，年轻人的机会成本低很多。我在纽约工作了多年，这是第一次常驻上海工作，也算是冒了很大的风险，但我相信在这个蓬勃发展的产业，依然有很多机会与可能。所以趁年轻，多去尝试和冒险。

二、以各种方式，尽可能多的学习。金融产品非常复杂——固定收入、房地产、另类投资、股权投资、对冲基金，国内的、国际的，这就要求你有足够的知识。NYU给了我系统学习的机会，现在的我是通过阅读，以及和相关领域的专家交流进行持续学习。比如说，某一块行业知识我不是很了解，但工作中又有需要。我一般会用三个星期，先找一本行业经典来读，然后与该领域的专家聊天交流。书本会给我一个框架，专家会和我填充细节。随后，我也会邀请专家推荐更多的资料，提出更多的问题，直到我对这个领域非常有信心。

三、平常心看待眼前的成功与失败。
在华尔街工作时，接触到的人都是顶级人才。我自己半小时没有想明白的事情，别人一分钟就能想清楚。有些人对于数字的敏感性和某笔交易的好坏的判断，到了让人难以置信的程度。这对于职业刚起步的我，产生了强烈的冲击。随着年龄和阅历的增长，我们会更加平和地看待自己眼前的成功与失败，了解自身的优势，坚持自己的信念，谋事在人成事在天。不是所有的成功都会获得掌声，也不是所有的失败都要自己埋单。

(2017年12月)

Fan Ye (STERN '10)

Interviewed by:

A'min Wang (GSAS '16)*

Fan Ye credits his international business success to his NYU education. He believes the unique qualities of the Stern School of Business gave him the tools to excel and transform his career from technology to business.

“NYU is a place where excellence is fostered, where you can meet the world’s most interesting people, where you learn the knowledge you can’t get from books, and where you meet the industry’s superstars and pioneers,” he says.

Ye’s MBA studies at NYU coincided with the 2008 Global Financial Crisis, meaning the business world was in uncharted territory. These external factors took his career in a new direction; he is currently engaged in ‘alternative investment,’ which differs from traditional investment in stocks and bonds.

“The process of evaluating alternative investments in complex and includes everything from

hedge funds, global real estate, private equity funds, and more. These investment opportunities typically aren’t available to average investors,” he says.

Ye is currently a business partner of Jupai Investment Group and was formerly a senior executive in the world’s top alternative investment companies. His MBA helped him to transition from his graduate job at Reuters, where he was a programmer.

Ye now has 13 years experience in finance in both China and the United States and says the more experience he gains, the more cautious he becomes. He says while many quantitative models that evaluate the risks of financial markets make sense, risk assessment is ultimately a subjective field.

“The risks of financial markets are very difficult to accurately quantify. No one can predict the future. I always wonder what would happen to my product if the 2008 GFC would happen again,” he says.

Ye’s advice to young alumni is threefold: take advantage of opportunities to adventure and

leave comfort zones, learn as much as possible, and don't be intimidated by the success of others.

**A'min Wang (GSAS '16) now works at the Nielsen Company, focusing on retail market data analysis.*

(2017.12)

李 华

Hua Lee (STEINHARDT '87)

特约记者：戴维鸾 Lily Dai (STEINHARDT '13) 主修国际教育文化传播，获文学硕士学位。目前就职于智威汤逊-中乔广告上海分公司。



李华(右1)与校友分享交流Art Deco艺术装饰风格流派

李华先生，独立艺术家，除绘画外，还涉猎建筑设计、文学写作、摄影、家具收藏等领域。目前长居香港。

·与纽约大学结缘

李华是1978年、文革后恢复高考第二年的考生。之后进入正规师范学院美术系接受大学本科教育。取得学士学位后的李华在上海从事美术教学，内心对艺术的热爱仍然驱使他去寻求更宽远的发展，成为一个眼界更广的艺术家。抱着这样的梦想，他在1986年来到纽约大学进行深造，主攻工作室艺术(Studio Arts)。

说起选择NYU的理由，除了李华个人家庭和NYU的渊源以外，更重要的也是NYU艺术教育的专业背景和实力。Studio Art，通常指创作性的美术专业。当时的NYU Studio Art涵盖了绘画、摄影、雕塑等专业创造性视觉艺术课程。不同于今天的艺术硕士(M.F.A. Master of Fine Art)，80年代后期，NYU Studio Art最终颁发的是文学硕士(M. A. Master of Art)学位。

“独立的想法”，这是回顾当年纽约的学习时光，李华最深刻的印象。之前在国内接受的艺术教育，往往更偏重技术的熟练使用，而纽约的老师更看重独立思考的能力和创造力。这为热爱艺术、渴望学习的学生打开了内心丰富的艺术世界。“我学会了思考，我是谁，我为什么要这样做，这是以前没有的”。

同时，80年代的纽约，多元的思想、光鲜的艺术思潮、曼哈顿街头的艺术家，李华对这些感到新鲜和喜爱，却并不觉得惊讶，这个城市与他有着不需言说的默契。学习之余，他也曾拿着画笔，加入纽约的街头艺术家，在曼哈顿西四区为路人和游客画肖像，融入这个城市最经典的一景之中。

除了专业学习之外，辛苦和紧张，也是那段留学时光最深的印象。“当时很羡慕自己的同学”，作为班里唯一的中国留学生，在克服语言、生活上的障碍之外，那时的李华把一切精力和时间都扑在功课上。原本两年的硕士课程，他紧锣密鼓地在一年内就修完了。回想当年，为了节省时间和学费，当其他同学都在享受纽约和校园的绚丽生活时，自己几乎都在学习。

“有一个‘面包的故事’”，李华笑着和我们分享。因为生活费有限，他几乎总是买最便宜的面包和花生酱当午餐，既便宜又节省时间。以至于学校的一位教授开玩笑，说看到他每天都吃这样的面包，猜一定很好吃。“

“当时不觉得辛苦，反而很开心”，因为在学习自己喜欢的东西，走在实现梦想的道路上，回忆起来，仍感到幸福。

·“后NYU”时代的选择

在NYU取得硕士学位后，李华如愿成为一位艺术家。艺术和生活将他带到不同的城市。他的艺术作品遍布世界35个国家的官方或私人收藏，包括美国驻领事馆，纽约亚洲协会，上海交通大学，以及由他设计的香港城市大学中国文化中心等。

2002年开始，李华真正开始选择自己的生活，将更多精力放在上海，专注于装饰艺术收藏(Art Deco)并修复法租界旧屋。“想做就做”是他现在非常享受，也准备一直保持下去的状态。

·给热爱艺术的年轻人的意见

谈到国内越来越多的年轻人喜爱艺术、学习艺术，希望从事艺术行业，李华坦诚地给出了自己的建议。“这不是赚钱的行业”。不管在哪个国家，艺术都不是稳定的、高收入的职业。所以如果打算进入这一行，一定要确认自己真正热爱艺术、愿意为之付出努力。

“一旦对自己产生疑问，可能就说明你要放弃了”。从李华的经验来看，无论在顺境逆境，他从未有过转行或放弃的念头。当一个人要开始“做选

择”的时候，可能他对这件事的热爱和执念已经在打折扣了。

行业发展来看，如果有留学的想法，纽约和巴黎为自由创作提供了很大空间，是艺术教育的最佳选择。国内的艺术市场仍然处在发展之中，整个系统还在不断完善。个别领域，比如李华目前关注的装饰艺术，在国内还比较小众。未来可能还会发生变化。

现在的李华仍然与NYU保持着缘分。近期，他刚在纽约给NYU学生做了一场和中国艺术相关的专题学习班，从甲骨文的起源开始，讲述到中国书法的美和意蕴。

记者小记:

与李华学长的见面约在一个星期天的下午，上海法租界附近的咖啡馆。由于李华不用手机，因此前期沟通一直是通过邮件的方式。因为怕认错，我还在见面前特地发送了自己的照片。

见面时间约在3点钟，他刚好准时到达，连声抱歉说自己迟到了。说实话，我对这位大艺术家的第一印象和我想象的那种时髦、随性不羁的艺术家形象差距不小。

“放慢节奏，享受生活”是我和李华学长聊天中体会到的生活哲学。现代人的生活节奏越来越快，为了适应这样的快节奏，我们又不不停地发明出能让我们更快的技术、设备，最终却成了叔本华口中“被困住手脚的人”，

忘记享受最自然而然的快乐。人生并不长，所以要简单、才能享受生活，是他教会我的人生感悟。

(2018年02月)

Hua Lee (STEINHARDT'87)

Interviewed by:

Lily Dai (STEINHARDT '13)*

On a Saturday afternoon in a café near by the French Concession in Shanghai, Lily Dai sat down with Hua Lee. Lee began his career teaching art in Shanghai before crossing the globe to study studio art in NYU in 1986.

In China, art education is largely focused on skill. Lee contrasts, in New York the education values the capacity of independent thinking, which opens the doors for creativity and colorful thoughts.

“I learned how to think; who I am; why I should do that; all of these thoughts never appears to me before,” said Lee, fondly reflecting on his time at NYU. Being in New York City, Lee thrived in the vibrancy of his surroundings. In his spare time he joined street artists, drawing portraits for tourists in Greenwich Village.

Though he loved his time at NYU, Lee recalls some struggles. Working hard to finish a two year

program in only one year would be difficult enough. However, Lee also needed to accomplish this task while learning a new language, being a poor graduate student, and adjusting to a new country. Nevertheless, Lee says “my days were not tough, instead I was happy.”

After earning his master’s degree, Lee became the artist he always wanted to be. His art brought him around the world, exhibiting his work in 35 countries. By 2002, Lee settled in Shanghai, focusing on Art Deco and repairing old houses in French Concession.

For artists looking to study abroad, Lee suggests studying in New York City or Paris, both cities with institutions that encourage free creativity. Lee still stays connected to New York, recently leading a special seminar on Chinese art, the origin of Oracle, and the beauty and meaning of Chinese calligraphy.

Now a permanent resident of Hong Kong, Lee advises young artists to remain confident, love what you do, and not give up on their dreams. “Once you doubt yourself, you are going to give

up,” says Lee. “If you decide to be an artist, you must love arts from the bottom of your heart, and be willing to devote yourself to it.”

**Lily Dai (STEINHARDT '13) graduated from NYU Steinhardt in 2013. She holds a Master of Arts in International Education and Cultural Exchange. Currently, she works at JWT Shanghai Office.*

(2018.02)

于 达

David Yu (STERN '11)

特约记者：宗 Chris Zong (TANDON '13) 目前在上海中城联盟投资管理股份有限公司担任投资总监,主要负责商业不动产投资。



于达(前排左3)参加2017年NYU亚洲校友大会

于达先生，航空投资公司赢赛航空创始人，目前担任赢赛航空董事长和首席投资官、全球知名的飞机评估与咨询公司——IBA集团亚太区董事长。拥有由ISTAT协会认证的飞机及航空资产评估师资质(全球仅50多位)。同时David还在上海纽约大学担任金融学科兼职教授，讲授跨国投融资、亚洲及其它新兴市场的私募股权与风险投资等。

问：可以先介绍一下您的学习和工作经历吗？

于：我本科和硕士都就读于约翰霍普金斯大学，先后拿到了经济学和计算机双学士、应用经济学硕士。毕业后我就去了华尔街，从事投行业务，开

始接触资本市场。也正是在这期间，我又前往NYU的Stern商学院就读了MBA。之后我来到希腊的一家家族投资企业——利博瑞集团(Libra Group)，负责该集团在亚洲区域的能源、酒店、房地产、船舶以及航空租赁业务，成为了中国区首席代表

和亚洲区副总裁。从利博瑞离开后，我就创立了现在的公司——赢赛航空，主要做航空租赁业的投资，同时还做一些其他的跨国投资业务。

问：作为航空租赁领域的专家，您能简单介绍一下这个行业吗？

于：早期的航空业融资方式比较简单，主要是股权投资和银行贷款。飞机租赁的融资模式，最早可以追溯到1968年“麦克唐纳道格拉斯金融公司”推出的一项服务。后来，金融创新的形式越来越多样，比如出口信贷、对冲基金、资产证券化、商业银行下设的融资租赁公司、保险公司等等，都以各种形式参与到这个行业中来。预计2017年，整个航空租赁业的融资需求会达到1260亿美元。

近年来还有一个比较明显的趋势，就是航空领域的跨境并购，无论是数量上，还是规模上都增加的非常迅速。尤其是航天领域的并购交易，占据了这个行业的半壁江山。这几年，中国的企业在这些领域的跨境并购成绩也非常亮眼。一方面是出于企业自身的发展需求，另一方面也得益于中国政府“一带一路”政策的扶持。例如，南山集团和海南航空在2016年入股了澳大利亚维珍航空。海南航空近年投资了巴西Azul航空公司、Avolon飞机租赁公司。中国国航也表示有意向收购波兰航空49%的股权。而且像中国平安和太平保险这样的保险公司也都在积极拓展航空租赁业务。整体而言，中国企业在这个行业发力趋势

还是比较明显的。

问：在NYU学习的经历对您的事业发展有哪些帮助？

于：当年在NYU读MBA，专业方面的学习对我来说帮助当然很大。但除此之外，还有一个很重要的帮助就是NYU丰富的校友资源。金融领域的networking非常重要，NYU的校友们遍布各行各业，校友组织也会定期举办一些聚会让大家参加，彼此熟悉。而且NYU校友们大都非常nice，大家经常交流探讨，每次都让人有很好的体验。与不同领域的人分享彼此的经历和看法，对我来说也很有提升。

问：中美的PE行业有什么差别？您对中国未来PE行业的发展怎么看？

于：美国PE的特点是非常细分化，各家PE公司的业务范围会相对更窄、更专注一些，相对于大部分国内的股权基金。美国PE通常在投后与被投资企业联动会非常紧密，会给企业带去不少资源，帮助其发展。退出方式大都以被并购为主。而在中国，各家PE公司所涉及的业务相对会更为广泛，通常的退出方式以IPO为主。一部分的PE投资人投后与被投资企业的联动就那么紧密了。而且国内的股权基金还可以做一些明股实债之类的业务，投资领域和范围都相对更松散一些。当然，我也相信随着行业的发展，中国未来PE的发展方向也会向美国靠拢，整个行业会往越来越

专的方向发展。

问：对于未来致力于从事这方面的同学您有什么建议，为了进入这个领域在学校期间应该培养哪些方面的能力？

于：在我看来，国内金融业的门槛会越来越高，招聘的开放度也会越来越低，工作岗位更倾向于内部推荐而不是社会招聘。若是在校生，则应尽可能多的找些实习机会，毕业后也应该多多联系校友和前辈，寻求内部推荐的机会。

同时，通过实习对金融行业的各个领域会培养一个直观的认识，发现自己的兴趣，有利于未来职业的规划。另一方面，我建议大家一定要把自己培养成在一个领域比较有专长的人，比如会计、法律等等，相比每个领域都泛泛的涉猎，有一项专业技能，能让你在求职路上更有优势。

问：工作之余，喜欢什么运动？

于：我业余时间比较喜欢打壁球。壁球运动量很大，基本1小时就可以起到充分锻炼的效果。而且场地在室内，不受天气影响。打壁球也是一种很好的排解情绪和压力的方式，运动完可以帮助自己调整成最佳状态，去面对新的压力和挑战。

(2018年03月)

David Yu (STERN '11)

Interviewed by:

Chris Zong (TANDON '13)*

David Da Yu is the Co-Founder, Management Director, and Chief Investment Officer of Inception Aviation Holdings, an aviation investment and financing firm. He is also the Executive Director Asia of IBA Group, a leading global aircraft appraisal and consultancy. David is also an adjunct professor at NYU Shanghai, where he teaches a variety of international finance courses.

Zong: Tell us about your academic and professional experience.

Yu: I studied at Johns Hopkins University for both undergraduate and master's degrees. I received a bachelor's degree in economics and computer science and a master's degree in applied economics. After graduating, I went to Wall Street to start an investment banking business. It was during this period that I earned my MBA from NYU. After that, I went to a family-owned investment company in

was responsible for the group's energy, hotel, real estate, shipping, and aviation leasing business in the region. After leaving Libra, I founded Inception Aviation Holdings, which is mainly engaged in the aviation leasing industry and also does some other international investment business.

Zong: How did studying at NYU impact your career development?

Yu: Studying at NYU for a year helped me professionally develop a lot. In addition to studying, the resources NYU provides to alumni are rich. Networking is very important in the financial industry. NYU alumni come from all walks of life and the alumni organization hosts regular meetings to get everyone involved and familiar with each other. Sharing experiences and opinions with people in different fields is very important to me.

Zong: What are the differences between China and the United States in the private equity industry? What do you think about the development of China's future private equity industry?

US private equity are subdivided. The business scope of each is narrower and more focused, relative to most domestic equity funds. U.S. private equity funds are usually closely associated with the companies they are investing in after the investment. They will bring a lot of resources to companies to help them develop. Most of the withdrawal methods are mainly mergers and acquisitions.

In China, the businesses involved in private equity companies are more extensive. The usual exit method is the initial public offering. In addition, the equity funds can also do some business such as real equity, and the scope of the investments are relatively looser.

I believe that with the development of the industry, the future direction of China's private equity will move closer to the United States, and the entire industry will develop in a more and more special direction.

Zong: What advice do you have for the students interested in entering this industry? What skills should be cultivated in order to enter this field?

Yu: In my opinion, the threshold of the financial industry will be higher and higher, the degree of openness in recruitment will be lower and lower, and jobs will be more inclined to internal recommendations rather than social recruitment. If you are a student, you should find as many internship opportunities as possible. After graduation, you should also contact alumni and seniors to find internal referral opportunities.

At the same time, through internships, an intuitive understanding of the various fields of the financial industry will be developed, and the discovery of one's own interests will be conducive to the planning of future careers. I also suggest everyone should develop themselves into people with more expertise in a field, such as accounting, law, etc.

Zong: What sports do you like during your spare time?

Yu: I like to play squash in my spare time. Playing squash is also a good way to resolve emotions and stress. After exercise, you can adjust to face new pressures and challenges.

**Chris Zong (TANDON '13) is the investment director of CURA investment, responsible for investing in commercial real estate. CURA investment is a real estate private equity fund with a long history and stable performance in China, which has an asset management scale over 20 billion yuan. CURA investment became the special member of Asset Management Association of China in August 2013.*

(2018.03)

吕睿

Rui Lv (STERN '11)

特约记者：施诗 Rafina Shi (GSAS '17) 目前为《21世纪经济报道》特约记者，负责国际政经和全球财经的报道。她也曾为中央电视台、新华社、第一财经工作。



吕睿先生，现任联想创投集团投资总监，主要从事信息科技、制造业等实体经济的投资。曾在全球顶级投资公司LG资本担任高管，拥有丰富的投资经验。2011年获得纽约大学Stern商学院MBA学位。

•从工程师到投资总监的转身

转行对于吕睿来说，是一个契机。时逢“中概股”大火，国内资本市场欣欣向荣。为了实现“华尔街之梦”，吕睿果断地放弃了工程师这份稳定的工作，转向投资圈。“转行时朦朦胧胧，对金融没有概念，直到读MBA之后才发现金融分类很细，与想象中不同，而且也没有外界看到的那样光鲜亮丽”吕睿道。

在很多人看来，工程与金融之间的跨度较大，转行是件挑战，毕竟隔行如隔山。但实际上，这样的“跨界”在美国校园里十分常见，尤其是读MBA时，你会发现同学们来自各行各业，律师、医生、咨询、会计等等。和这些同学交流讨论，会让你感受到每个行业都有特有的瓶颈期，要做到高位都不容易。同时，也能在交流中发现更适合自己的行业，使自己的职业规划更加清晰。

工程师背景非但没有成为转行的障碍，反而对他的金融职业发展产生重要的助推作用。对于技术的深入理解，使吕睿能够知道一个产品的好坏，对项目的判断也更加敏锐，工程师+MBA的背景让吕睿在行业里有很强的竞争力，也让他有足够的资本去与其他人谈判。

·学历是敲门砖，但非必要条件

吕睿有一位老同事，本科毕业于名校，却因为没有读过研究生，就失去了某次晋升机会。高学历是敲门砖，不然连面试的机会都没有。人越往上走，学历的价值越会体现出来。比如公司有个国外的客户，如果你有海外留学或工作的背景，那么自然会拉近距离。做到公司高层的时候，高学历也还是加分项，会促进公司整体的品牌形象。

学历虽然是加分项，但不是取得人生成功的必要条件。出国留学并不是为了将来能够赚多少钱，而是为了丰富自己的人生经历。人这一辈子能花钱的地方很多，为什么不花在自己身上呢？人需要内在的提升，实现对个人价值的增值。有些东西不能用钱来衡量。人生从你出生到变老，总要有经历，每段经历都是在增加自己的人生价值。

出国以后，你会看到不一样的社会形态，感受异国的文化，结识各式各样的人，这不单单是花钱拿个学位、学到知识，而是看到了另一个世界，开

阔了自己的眼界。每个人在留学过程中总会碰到各种挫折，除了知难而上，没有其他选择。不管去哪个国家留学，都会是一段不同寻常的经历，这样的体验也会成为一笔宝贵的财富，让人受益终生。

·选择大平台打磨自己

从2005年留学美国到2011年回国，吕睿在美国度过了六年，是什么原因让他离开华尔街，选择回国呢？“看不见的天花板”是最重要的一个理由。不管你是毕业于哈佛还是MIT，瓶颈都很明显。既然如此，那为什么不回国闯一闯呢？人生总要搏一次。

然而回国发展的道路并没有吕睿想象中那么顺畅。刚回来时，他选择深圳作为落脚点。对国内金融体系一无所知的他，交了很多学费。大概花费了两年时间，他才慢慢摸清了门道。之后，他进入了LG投资，充分了解了国内市场的逻辑，又利用自己国际化视野的优势，为后来的发展奠定了基础。

“大平台非常重要，对之后职业生涯很有帮助。只有在大平台上，才知道几亿美金是如何运作的，才能够走进更核心的社会圈层”。有了大平台的背书，往后的雇主也会看重你的经历，对你的职业发展会有很大帮助。

近年来，选择回国发展的留学生越来越多，但金融岗位却只是那么多，也使得大家或多或少都会面临着一定的

心理落差。抱着眼高手低的心态，迟迟找不到自己满意的定位。吕睿认为，留学生毕业回国后，眼光要放的长远一些，不要只看当前的薪水高低。应当沉下心来，先去一个大公司锻炼几年，不断增加自己的价值。

工作不光是为了赚钱，还是积累资源的过程，为未来增加筹码。此外，吕睿不建议毕业之后立即创业。毕业创业的成功案例少之又少，失败概率高达99%。不要只看到别人成功就想创业，还是应当先在大公司上班，在社会里打磨自己。吕睿在选择自己的投资项目时，也会尽量规避刚毕业的创始人，倾向投资在社会里经过洗礼的人。

•成功没有定义

什么是成功呢？每个人在每个阶段对于成功的定义都是不一样的，不是说赚了多少钱就有多少成功，关键在于自己喜欢什么，自己的价值有没有得到实现。吕睿聊到了他的一个美国同学，在读计算机专业，拿到全额奖学金的情况下，毅然辍学，重新开始读教育专业，只是希望自己能为教育行业做些贡献。这其实就是一种寻找自我，在不受外界干扰和金钱诱惑下，找到自己喜欢的工作，才更容易实现人生价值。

对成功的认知差异，也存在于中美文化之间。美国人看重实现自己的价值，而中国人，特别是老一辈们可能更看重赚更多的钱。不过，现

在的80、90后在这一方面已经逐渐改变。在生计不成问题的情况下，他们不会为了钱而拼命工作，更讲究上班与休闲的平衡，追求精神世界的享受。“其实，每个人在每个阶段态度都不一样，关键是自己要琢磨清楚自己的定位，做自己最喜欢的事就好。”

记者小记：

与吕睿的采访约在陆家嘴的一家咖啡厅，这样的采访环境与他的身份很应景。而在采访过程中，他打破了我对金融人固有的印象。也许是程序员背景的缘故，他给人一种非常务实的感觉，言语中却又不缺风趣、幽默，让人感到十分亲切。他也毫不吝啬地与你分享他的人生经历。

(2018年04月)

Rui Lv (STERN '11)

Interviewed by:

Rafina Shi (GSAS '17)*

Lv Rui (STERN '11) is the investment director of Lenovo Venture Capital Group where he invests in a variety of industries including information technology and manufacturing. Throughout his extensive career, Lv has held senior management positions at LG Capital, the world's top investment company. In 2011, he received an MBA from NYU Stern School of Business.

Transitioning from Engineer to Investment Director

To fulfill his Wall Street dream, Lv decisively gave up his stable job as an engineer and transitioned into finance. "When I switched careers, I did not have a clear understanding of finance until I started my MBA program. It turns out finance is not as bright and beautiful as I had imagined," Lv said.

Many people would regard the career change from engineering to finance as a big challenge.

However, this type of transition is relatively common on American campuses, especially in MBA programs where students come from all walks of life. Discussing the different career backgrounds with classmates helps illustrate the challenges and opportunities of specific industries, helping students to learn about and identify more possible career paths.

With an engineering background, Lv carved out his career in finance. His in-depth understanding of technology enables him to determine the quality of a product and make sound investment decisions. His engineering experience combined with his MBA also makes Lv competitive in the job market.

Education Opens Doors, but is not a Requirement

Although education is a huge plus, it's not a requisite for success. For example, studying abroad might not result in making more money later in life, but it broadens students' horizons and helps develop perspective. Self-improvement and the realization of individual value warrant success. At any age or life

stage, experience is always important for growth.

Choosing an Opportunity that Maximizes Growth

From 2005 to 2011, Lv worked in the United States before returning to China. To his disadvantage at the time, he knew nothing about China's finance industry and spent two years learning it. When he took his job at LG investment, Lv developed a deeper understanding of the domestic market, and used his international perspective to build solid foundation for his future.

"When you work for a leading company, you learn how to operate hundreds of millions of dollars, which can help you have a greater impact on society." This kind of work experience on a resume provides more career opportunities. Lv thinks overseas students should have a long-term perspective and focus on working in big companies rather than prioritizing salaries in the short term. He suggests working is not just about money, but also about accumulating skills and resources.

Furthermore, Lv does not rec-

ommend starting your own business right after graduation because the risk of failure is high. He suggests young professionals work for major companies to gain experience. As an investor, Lv is inclined to support those who have substantial work experience.

Defining Success

Success is not necessarily defined by how much money one makes. It's also important to enjoy the work and make sure one's value is realized. It's essential to find passion and achieve success according to one's own standards. "Attitudes can change over a lifetime, the key is to know yourself and do what you really like," says Lv.

**Rafina Shi (GSAS '17) is a special correspondent for 21st Century Business Herald, focusing on political economy and global finance. She has worked for CGTN, Xinhua News Agency and CBN.*

(2018.04)

姚蕾

Lei Yao (STERN '15)

姚蕾女士，现任全球最大的公募基金公司，Vanguard集团中国区市场与传播总监，负责集团在中国的市场开拓与品牌传播。曾就职于宝马汽车、通用汽车、捷豹路虎、渣打银行等知名企业。拥有超过15年的市场营销与传播经验。2014-2015年在纽约大学斯特恩商学院，攻读商业分析硕士学位。

特约记者：

张力 Lee Zhang (GSAS '13)

现任职于维金VFinance(领先的新金融科技运营商)。他也是NYU上海校友会Event Team Member。



问：为什么会在工作期间去进修？

姚：2014年，我在捷豹路虎中国工作时，主要负责数字营销方面的业务拓展。虽然近些年数字营销现已不是新话题了，但十年前在我从传统营销转向数字营销时，还是强烈地感受到数字营销带来的冲击。

随着互联网的快速发展，也让人深刻体会到了数字营销不仅提高了营销的有效性和转化率。同时，我也在不断思考——如何更好地利用数字营销所获得的海量数据、如何让数字营销与其它核心业务部门有机结合起来，于是便有了进一步深造的念头。

我当时研究比较了不少国内外的商学院项目，最后觉得NYU斯特恩商学院开设的商业分析(Business Analytics)项目最符合我的需求，于是便毫不犹豫地递交了申请。

该项目是一年学制的在职研究生项目，由五个模块组成，每个模块学习时间为1-2周，相对灵活的学习时间和模式使我能够较好地兼顾本职工作。同时，由于所学的知识与技能十分务实，我又即学即用的将之应用到了日常工作中去，得到了公司的大力支持。

问：在NYU的求学期间，有什么收获可以分享？

姚：这个项目的课程设计非常与时俱进，教授们也会及时征询同学们的反馈意见，关心大家的学习进度。我参加了几个不同的小组课题，跟同学们一起利用所学分析具体的商业问题，深切直观地体会到了“将数据转化成强有力的且具有预测性的战略性资产，从而来帮助制定更好的商业决策”这一课程目标和精髓。

60人的班级里，我是唯一一个从中国大陆往返纽约上课的中国学生，一年的学习过程非常辛苦，却受益匪浅，对我之后的职业发展更是产生了决定性的影响。另外，同学们持续的学习热情也感染到了我。全班的平均年龄37岁，最年长的是一位56岁的印度籍同学，已是一家中型企业的VP，然而他还在不断积极学习。

问：为什么离开熟悉的汽车行业，转向金融？

姚：我在NYU求学期间接触的很多案例都来自金融行业，所以自然而然对这个行业有了更多的了解和认知。后来机缘巧合，我加入了渣打银行，主要的工作是负责数字与渠道营销、财富管理营销等。

我觉得这一工作机会非常符合我当时的兴趣和职业发展需求，我自己本身又是喜欢接受挑战和充满好奇心的人，所以就在求学期间换了工作。虽然是不同行业间的转换，但对于我来讲，并没有因为离开自己熟悉且擅长的行业而感到遗憾，更多的是对进入

新行业的期待与憧憬。

问：能否介绍一下目前的工作内容？

姚：目前供职的Vanguard(先锋集团)是全球最大的公募基金公司，于1975年在美国费城成立。时至今日，Vanguard集团为全球2千多万名投资者管理着5万亿美元资产。

2014年，我们在北京设立了代表处。2016年，我们获得外商独资企业(WFOE)牌照。2017年5月，我们成立了上海办公室，致力于把我们在海外强大的投资实力与丰富的投资经验带给更多的中国投资者，为中国的投资者带来高品质、低成本的投资产品和解决方案，从而实现真正的普惠金融。

目前，我主要负责Vanguard集团在中国市场的营销与传播工作，旨在让中国的投资者认识Vanguard并进行合作，从而帮助客户实现投资利益的最大化。集团进入中国市场的时间还比较短，上海办公室也是去年刚成立，所以实际工作中还是面临了许多挑战，比如品牌建设、渠道开拓、客户资源开发等等。

在整个过程中，我觉得保持开放、积极的心态是非常重要的。我相信好的产品或服务一定会被市场所接受和认可，而我和我的团队要做的便是以客观、有效、精准的方式将我们的品牌、产品和服务传递给受众。

问：对于NYU的学生和年轻校友们，有何职业发展上的建议？

姚：结合我自身的职业发展经历来看，以下几点我觉得还是比较重要的：

保持乐观积极的心态——我是北京人，后来因为工作关系从北京来到了上海，对我来讲一开始多少会有些不适应。但我本身是一个比较乐观的人，喜欢主动接触新生事物，渐渐地便对上海这个城市有了更多的认识和了解，现在也非常喜欢上海。

工作中也是一样，我们一定会遇到各种各样的困难与挑战，有些来自业务上，有些来自人事关系上。当我们以乐观积极的心态去面对时，很多时候困难也会迎刃而解。

保持好奇心——在过去十几年的职业生涯中，我在不同类型的企业和行业工作过，也尝试过不同的工作职能，很大程度上便是受内在好奇心的驱使。现在的社会 and 行业发展变化很快，相应的机会也很多。毕业后也不一定非选大公司不可，像一些创业公司也是不错的选择。我觉得年轻人应该多一些尝试，然后找到自己真正感兴趣并擅长的工作。

选择适合自己的行业——我非常相信这样一句话：选择比努力更重要。行业选择在职业发展中至关重要。首先要选择自己感兴趣的行业，认准这个行业，才能让自己保持对工作的热

爱。其次，所从事的行业得具有较大的市场机会与发展潜力，自身才能借助这样的势头一同成长，在合适的岗位上发挥自己的潜能与职业理想。

问：有什么兴趣爱好，或者参加的公益活动么？

姚：工作之余，我喜欢运动，比如健身、跑步，平时也会参加一些马拉松赛事。我觉得运动可以让我保持较好的精神状态，让我在工作时可以更加专注、高效。

公益活动方面，我参与了“上海初阳(Shanghai Sunrise)”发起的贫困学生教育资助计划，希望通过自己的绵薄之力帮助那些贫困的年轻人，尽自己的一份社会责任。

另外，我跟朋友们也会经常组织Charity Bazaar，通过义卖的方式来筹集一些善款，然后捐赠给需要帮助的人。我知道NYU上海校友会每年也会组织一些公益活动，希望有机会可以跟大家一起参与。

(2018年05月)

Lei Yao (STERN '15)

Interviewed by:

Lee Zhang (GSAS '13)*

Yao Lei (STERN '15) is the Head of Marketing for Vanguard Group China, where she is responsible for market development and brand communications. Lei has more than 15 years of experience in marketing by working for major companies including BMW, General Motors, Jaguar Land Rover, and Standard Chartered Bank. In 2015, Lei earned her Master's Degree from Stern with a focus on business analytics.

Zhang: Why did you decide to go for your Master's Degree at Stern?

Yao: In 2014, I was working at Jaguar Land Rover China and responsible for business development in digital marketing. After comparing many business school options at home and abroad, I felt the business analytics program at NYU Stern met my needs the best, so I submitted my application without hesitation.

The program is designed to be on-the-job with a one-year academic system consisting of five modules. The relatively flexible curriculum allowed me to get better at my job. Because the knowledge and skills I learned were very pragmatic, I was able to apply it to my daily work and received strong support from my company.

Zhang: What did you learn while in your program?

Yao: The curriculum design of this program is very much in pace with the times. The professors solicit feedback from the students and care about their progress. Through group projects, I realized that translating data into powerful and predictable strategic assets leads to better decision-making in business.

In the class of 60 people, I was the only Chinese student who traveled to and from New York to attend class. The one-year study process was very laborious, but I benefited a lot and it had a decisive influence on my career. The students' enthusiasm for continued learning was inspiring.

Zhang: Why did you leave the familiar auto industry and turn to finance?

Yao: I like to accept challenges and am full of curiosity. Many of the cases I came into contact with during my NYU study came from the financial industry, so I naturally have a stronger knowledge-base and understanding. I joined Standard Chartered Bank and was responsible for digital and channel marketing and wealth management marketing. This job opportunity was very much in line with my interests and career development needs at the time.

Zhang: Tell us more about what you do now at Vanguard.

Yao: Currently, I am responsible for the marketing and dissemination in China market, aiming to acquaint Chinese investors with Vanguard and help customers maximize investment benefits. Since Vanguard's Shanghai office was only established last year, we face many challenges as newcomers to the market such as brand building, channel development, and development of customer resources.

Throughout the entire process, it is very important to maintain an open and positive attitude. I believe that good products and services will be accepted and recognized by the market. My team is tasked with delivering our brands, products and services to the audience in an objective, effective, and accurate manner.

Zhang: What career development suggestions do you have for NYU students and young alumni?

Yao: In view of my own professional development experience, I think it's important to stay positive, maintain your curiosity, and choose an industry that suits you.

Zhang: What do you like to do outside of work?

Yao: In my spare time, I like sports and enjoy participating in some marathon events. I think exercise allows me to maintain a good mental state and helps be more focused and efficient at work.

I also enjoy volunteering with the Shanghai Sunrise education

program for underprivileged students. The program seeks to help young people fulfill their social responsibilities. My friends and I also often organize charity bazaars to raise money for people in need.

**Lee Zhang (GSAS '13) currently works for VFinance (a leading technology operator for new finance) with a focus on PR and communications. He is also a committee member of NYU Alumni Club Shanghai Event Team.*

(2018.05)

Christine Ahn

(STERN '94)

特约记者：张艺山 Yishan Zhang (SPS '14) 现在整合营销传播公司Inspire 蕴世工作，从事市场传播策略、创意规划等业务。

特约记者：王阿敏 A'min Wang (GSAS '16) 现任职于尼尔森市场研究有限公司，从事零售市场数据分析业务。她也是NYU上海校友会Communications Team Member。

同时感谢谢繆霖(上海纽约大学实习生)为本篇采访提供中文翻译。



Chris(中)与记者张艺山(右)、王阿敏(左)

Christine现任德勤咨询(Deloitte Consulting)战略与运营部门董事总经理，在美国、欧洲及亚洲拥有近三十年的咨询经验。她曾在高科技、重工业、消费品、零售及医疗保健等行业工作。她于1994年毕业于纽约大学Stern商学院。

问：您能和我们分享一下自己是如何对咨询产生兴趣的吗？

C：我拥有近三十年的管理咨询经验，现在在德勤咨询领导一个事业部，服务于大型的、组织架构复杂的全球型机构和本土企业，帮助他们更好的运营。我本科就读于伊利诺伊大

学，主修财务与会计。其实我最初的专业是工程学，而后又转向英语专业，专注于莎士比亚文学研究。但我逐渐意识到自己的兴趣是在商业领域上，因此我最终选择了会计专业，学习金融与经济学方面的知识。

毕业后，我加入了安达信咨询。当时，安达信是四大会计税务公司之一，也是芝加哥最大的公司之一。当年公司侧重于信息技术平台的搭建，希望新人们更多的往程序员方向发展。

但可惜我对写代码始终提不起兴趣，因此我决定前往NYU的Stern商学院继续深造，为自己的职业生涯寻求一些突破。

贝恩公司的实习经历让我有幸接触到了管理咨询业务，项目中的经历体验似乎让我找到了我自己，让我受益终生。因此在毕业后，我选择了科尔尼管理咨询的工作机会，在那持续工作了近20年。

七年前，有人问我是否对中国的战略运营实践是否感兴趣？我的答案是肯定的。就这样，我来到了德勤，并开始了解中国。

问：您喜欢咨询吗？

C：我认为管理咨询是最好的工作，至少对我而言，毕竟我已在这个行业工作了30年了。我发现自己擅长为客户提供解决方案，为企业客户们处理最棘手的问题——公司该如何发展？如何创新？如何找到优秀的人才？如何建立人才发展机制？这些问题都是大企业们正在面临的问题。中国移动、BAT三巨头等等，这些客户都面临着相同的难题与挑战。

问：您如何看待社会和家庭带来的外界的影响？

C：的确，我们都承受着来自社会和父母的压力。有整整一代的韩裔美国孩子被灌输只能成为医生或律师的想法。对于我的父母辈的那代人而言，优秀等同于赚大钱。

虽然在我立志成为一名会计，并开始从事咨询业务时，我的父母似乎有质疑过这是否是我真正擅长并乐于去做的事。好在我逐步取得的成绩和对工作的热情渐渐打消了他们的疑虑。

从金融会计到计算机咨询，再到国际化的工作环境，一切都在于发现自己。你需要有正确的心态——乐于接受，并探索什么是你擅长的、什么是使你真正开心的、又是什么在驱使着你不断前进。

举个咨询行业的例子，为了更好的服务客户，你需要十分努力地工作。我昨天遇上一位新咨询师，她告诉我，自己已经连着六周工作100小时了，这意味着她根本没怎么睡觉，每一天的每一分钟都在工作。

我想说的是，你必须找到让自己无比热情的东西，它会让你保持清醒、想要去做、自我驱动地做。这需要你自己不断的寻找和发现，去学校上课、和人交流、探索网络等等。对这一代人而言，世界是如此的开放，到处都充满着尝试和寻找的机会。

我有幸在职业生涯中遇到了出色的导师，他们塑造了今天的我。当我还是新人时，我的一位经理鼓励我深入项目中去，进一步思考战略层面的问题，并安排给我一些复杂的项目，逐步引导我进入了管理咨询的大门。

如果有人能以专业的眼光，真诚的肯定你的能力，那就是再好不过了。这个人可以是你的老师、教练、工作上的导师、又或是你的支持者。你需要找到一个能不断激励你，并以专业和真诚的评价来引导你的人。世界领先的企业组织通常都拥有不错的导师项目，比如通用电气和沃尔玛，就以其导师项目闻名。

问：对于年轻校友的职业规划，您有什么建议吗？

C：我认为在职业规划中，对所有可能性持开放态度是十分重要的。对于今天的一个17岁孩子而言，他在5-10年后要找的工作可能目前都不存在。这真的很令人兴奋，这就是你们所处的时代。

职业规划意味着什么？我见过不少所谓的“跳跃者”的简历，每一到两年就换一份工作，如果我作为面试官，我会问他们，从18个月或者2年的工作中获得了什么？也许是为了薪资或职位的提升，但这些并不是职业的真正意义。

我认为这是值得我们每个人思考的问题。你的职业目标是什么？当然，职

业自身也会不断改变。但我希望，你不是为了别人而工作，不是为了公司增加盈利而加班，而应当是为了你自己而奋斗，为了更长远的职业规划或人生事业而努力。

问：您如何看待人工智能(AI)对于咨询行业的影响？

C：我认为AI必然会改变咨询业务。咨询业务中的一个关键环节就是数据分析，其中包括数据收集和清洗、构建数据关系、分析数据并形成建议。我认为AI将在很大程度上替代这些手工工作。因此，AI势必会对行业以及每一个从业者产生巨大的挑战。

那我们的价值又是什么呢？这的确是个棘手的问题。对于德勤咨询而言，我们的战略和愿景是——解决标志性的行业问题，从数据分析到解决方案的实施。

以清洁饮用水为例，我们所考虑的问题不仅仅是关于饮用水本身的，还包括其组织结构如何高效运作、如何影响消费者、当地医疗环境及分销系统等等，这些问题综合在一起，便是我们想要解决的标志性问题。而这类处理复杂问题的全局性能力，或许就是我们区别于AI的价值所在。

问：对于想要进入咨询行业的学生和年轻校友，他们应该如何准备？

C：我认为拥有基本的金融知识和会计技能是必须的。你还需要熟悉数据

处理工具，比如Excel和一些编程语言。我确实觉得在这样一个数据时代，你需要具备和机器对话的语言能力。

另外随着全球化将世界“越变越小”，在我看来，能够流利地使用英语和中文进行交流和公众表达将会变得越发重要。表达能力并不容易培养，需要有在大量观众前演讲和犯错的经验。我认为在AI全面进入之前，表达分析结果、将数据转化成故事仍将是重要的技能。

在未来的二、三十年，人与人之间互动的价值将愈发重要，如何建立关系并不断维系，提高互动的质量亦是如此。虽然AI可以辅助你完成很多工作，但如何链接他人，建立互信的工作关系，仍将会是留给你自己的重要课题。

问：是什么激励着您不断前进？

C：这是一个很好的问题。我认为每个人都应该拥有自己的内在驱动力。回到我们讨论的第一个问题，一旦你找到你的热情所在和你真正擅长的领域，你就应当全身心的投入，成为自己想要成为的样子。

在我自己的成长过程中，我的动力就是追求成功。我的父母是芝加哥的第一批韩国移民，只有倍加努力才能在陌生环境中生存下来，他们努力工作的状态激励着我有所成就并成为公司的合伙人。

但那之后呢？什么是新的驱动力呢？领导一个事业部？成为公司的董事会主席？或者为大客户提供更好的服务？我觉得对我而言，我的驱动力是一种愿望，一种寻找榜样并产生“我想要成为他那样”的愿望。在我这个年代里，大部分领导者都是男性，我只能寻找男性榜样。而如今，越来越多的女性领袖让我可以选择“想要成为她或者他”。

问：谈到女性领导力，您有什么想说的？

C：我们普遍认为的是，领导权力这块蛋糕就那么大，或许女性可以拥有领导权，但也只能是其中的一小部分。我认为女性应当努力争取并为之奋斗，女性之间的互相支持也很重要。对于年轻一代的你们而言，情况会有所不同，会有越来越多的女性担任领导者。

另外一个固化思维是：“女性不能全部拥有”这样的想法。我结婚22年，有3个孩子，有着优秀的事业发展，还同时照顾我的父母。“全部拥有”长久以来，似乎专属于男性，现在的女性也同样能有机会拥有。

嘉宾最后的话

C：如今，随着数字网络的发展，我们所有的差异将可视化，我们的偏好将被中和，真正重要的是你的个性、才智、情商、智商。我相信公平、透明的机会会更多，无论偏好、种族、

性别等等。我认为，只要你敢追寻和发现，机会自然就会出现。

处在这个伟大的时代，年轻一代会有更多机遇，敢想敢做。我只想说，我不仅鼓励所有女性，也鼓励所有学生——锐意进取、梦想无限。

(2018年06月)

Christine Ahn (STERN '94)

Interviewed by:

Yishan Zhang (SPS '14)

A'min Wang (GSAS '16)*

Q: Could you share with us how you developed interest in consulting?

C: I have almost 30 years' experience in managing consulting. I lead our practice in operation for large complex global organizations and Chinese enterprises. I went to undergraduate school in University of Illinois, majoring in finance and accounting.

When I first started, I was majored in engineering and then changed to English with a focus on Shakespeare study. But I think I like business or something like that, so I changed to accounting, where I studied finance and economics.

I joined Andersen Consulting upon graduating. There were only four accounting tax companies. One of them was Andersen Consulting. It was one of the largest companies in Chicago. They asked several consultants

were interested in new business unit for computer programming.

However, computer programming was interesting but it wasn't what I was really looking for. I wanted a career change, so I decided to go to NYU.

I participated in an international management studies program and went to Yangze University, a business university in Korea. I did that for 6 to 9 months. My internship at Bain Company was the first time that my eyes open to managing consulting and I was really excited. That was me. After graduation, I went to A.T. Kearney and worked there for almost 20 years.

I moved to Deloitte 6 or 7 years ago. I was asked whether I was interested in strategy operation practice in China. I came here and started getting to know China practice. That's why I am here.

Q: How do you like consulting?

C: I thought managing consulting was the best job ever. I should say that. I have done it for 30 years although I don't want to influence you. I found I am good at tackling the most difficult is-

sues at client face: how do you grow? How do you innovate? How do you find great talent? How do you develop your talents? Those are the issues large companies are facing. China Mobile, BAT, and those are the clients we serve. Those clients face the same issues.

Q: What do you think of such influence from outside?

C: I do think there are so much pressure from the society and our parents. I have a really tough tiger Korean mom and dad. Be a lawyer, be a doctor - that is called being successful, right? They are very specific. It was easy for my parents' generation just to hold on that. If you are very good, you make a lot of money. We have a whole generation of Korean American kids who were all told you can only be a doctor, or a lawyer.

For me, when I said I wanted to be an accountant, when I started my career doing accounting and computer consulting, I don't think my parents were disappointed, but I think they doubted if this was what I was really good at or happy doing.

From what I have described, from finance accounting to computer consulting, to going international and being abroad, it is about discovering about yourself. You need to have the right mindset to be open and explore what you are good at and what makes you happy and what drives you.

For example, in consulting, you are at the back core of a client. Clients are really hard to make happy, so that demands hard work. I just met with a new consultant yesterday. She told me she worked 100 hours a week for like 6 weeks, which means you don't sleep at all. You work every single minute every single day.

You have to find something you are going to be so passionate about that you want to wake up, you want to do it, and you feel driven to do that. And that takes discovery. There are opportunities to discover, to go to school, to take class, to get online to explore the internet, and to take other classes. The world is just so open to this generation, offering them so many options to try and to find.

I had great mentors in my career. I think they really help to shape

me. When I was a young professional, one of the managers said to me, 'Have you ever thought about management consulting, strategy & operations in consulting?' I said, 'Not really'. He added, 'You could be pretty good at this. Let us give you some complex problems and see how you do them.' That was really the beginning of my exploration in management consulting.

I think it is really important that you have somebody, a coach, a mentor, or an advocate, who is willing to tell you honestly whether you are really good or not. If you go to your parents, your parents are going to tell you are great, but they are not really that kind of advocate you want, right? You need to find the person who can really inspire you or guide you with honest comments. Leading organizations have mentor programs. GE is famous for it. Walmart is famous for it. They have real mentor programs.

Q: For young professionals, any other advice?

C: I think open-minded to possibilities will be really important for you to plan career. If you

looked at a 17-year old kid, if you think about ten years from now or five years from now, jobs will be available to him are not invented. That's really exciting. That's the era you guys are in.

What does career mean? I see a lot of resumes and China market is quite unique, and it supplies very rich talents. I see what I called 'jumpers,' people jumping around from job to job not every five or ten years but every one or two years. For what? For maybe money, maybe title, but that's not really a career.

It's really important and possible for interviewers to ask what did you get out of that job after 18 months or two years? I think that is something to really think about. If you want to quit some place, make sure you get something out of that place. What's the goal? Of course, career will change itself. It's not making money for somebody else. It's not adding bottom line of a company. It's about yourself. You need to own your career.

Q: Do you think AI would change consulting field deeply?

C: Definitely. The world of AI will

definitely change the consulting business. One of the key things that we do, is data analytics, which includes collecting and cleansing data, building synergies between the data, and then analyzing the data to form recommendations. I think a lot of that will be impacted by AI. So that's our challenge as an industry as well as a professional.

What is going to be different and unique about consultants? What is the value of consultants? Is that doing data analytics, doing data crunching, comparing, benchmarking, and making recommendations? Can they be done by AI? What is the future of consulting market? It is a tough question. For us Deloitte consulting, our strategy and our vision is that we want to take signature issues, issues that are specific to industry sectors, from data to all the way through how the solutions should be implemented.

For example, if you think about clean water, all the issues regarding are not just about clean water. They also involve the organization structure, how does it operate, the impact on people, the people impact, the talent im-

pact, the medical environment, the healthcare system, and then all the distribution system. These are the most complex signature issues that we want to own.

Q: How should students and young professionals prepare?

C: I think having basic finance and accounting skills is a must. You need to be comfortable with data, excel and some programming. I do think in this state of age, with robots, it could be a standard requirement whether you have a language, knowing how to program robot with different robot software. I think there is going to be something like that: data analytics, data numbers, crunching numbers.

The other thing is probably speaking. As the world becomes smaller and smaller, I think that being able to converse fluently in English, in Chinese, is going to be critical. Presenting is not easy. It takes trial and error in front of big audiences. I do think presenting what the analysis shows and being able to translate data into a story is still going to be a skill set, until AI is quite there.

In 20 or 30 years, the value of

human interaction is going to be even higher. The quality of human interaction, the importance of relationship and the importance of networking will be even higher. Because a lot of work will be done by AI, how you build the trusted working relationship and how you connect with somebody right away is going to be an important skill set.

Q: What motivates you?

C: That's a good question. Everyone should have different motivations. I guess it comes back to your first question. Once you find something you are passionate about, once you find something you are really good at, and you want to really do it. The next thing is that you need to look up - who do I want to emulate and who do I want to be like?

When I was growing up, my motivation was to be successful. My parents were the first wave of Korean immigrants in Chicago, in part of United States not with so much diversity. For me, how I was brought up and what they gave to my sister and myself was an innate. Because I see how much and how hard they work and they do it all for you.

That motivates you, right? From there, I think if I could achieve and become a partner would be fine.

But then what drives you from there to lead a practice, to sit on the Board of Directors, to serve the best to the largest clients? I think it is aspiration. You find aspiration in someone else that you can see: 'I want to be like him.' And for me, it was being like him, because it's basically all men. So now for women, I think it is important for you to look up and think I want to be like him or her.

Q: Speaking of woman leadership, any words?

C: Women used to think, maybe they still think, that the leadership pie is only this big, and there is only this small portion for the women, not thinking that the portion needs to get bigger of the leadership position. I think looking up, having the courage to go for it, and having the women support women is important. I think for your generation, it will be different because there are more women at the top. So are there more women or leaders that you want to be kind of like

her.

I think another important mindset is that women have been comfortable about the comments 'you can't have it all.' Yes, I have three kids. I have a husband of 22 years. I have a great career. And I take care of my parents. It's hard to have it all but that's what makes life worth living, right?

To do it all, to have it all. I think that was the attitude for men for a very long time. But now the opportunity presents itself that women can have it all, too.

Last but not least

C: Now with digital internet, all of our differences will be visible and our preferences will be neutralized. What really matters would be your personality, your intelligence, your EQ and IQ. And I do think there will be more equal and transparent opportunities that won't care about your preferences, race, gender and etc. And I think, again, as long as you dare to look up and discover, the opportunity would present itself.

This state of age is great. I think this generation and your gener-

ation has so much more opportunities to do and to have it all. I would only say, I encourage not only all women but also all students to take advantage of it, to go for it, to dream limitlessly.

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