

# creativity has a new address

13<sup>th</sup> to 15<sup>th</sup> September 2010 - Beijing

Socio-technical prowess traditionally has been reserved for the select few. Replacing the model of scarcity with abundance on a global scale disrupts production and supply chains. Scale attracts investment, talent moves in: *creativity has a new address.*





# Orange Institute

## Beijing Session

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13<sup>th</sup>-15<sup>th</sup> September 2010  
Beijing, China

Founded in September 2009, the Orange Institute seeks to understand how society, the economy and enterprises are being transformed in this new age of networks.

After the success of previous sessions in Silicon Valley and Tokyo, the Orange Institute brought together in Beijing in September 2010 a group of thought-leaders from Asia, Europe and the Americas.

During these three days, our ambition was to explore the premise that creativity has a new address: China. We discovered a country driven by entrepreneurial spirit and rapidly shifting from a copycat-based economy to an innovation powerhouse.



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# thank you

China is one of these places where you think you know what you're going to find because of so much literature and commentaries on the topic. Yet none of these narratives can prepare one for the huge orders of magnitude of demand, which are distorting any traditional rational approach to things. What we found in listening and experiencing Orange Institute Beijing was not just linear growth, but an "everywhere, everything" spirit mutated by the combined effects

of galloping entrepreneurial spirit, government acceleration, influence of the West and a rapid shift from copycat-based economy to "indigenous innovation" in the government's latest Five Year Plan.

We are building a multinational network of nodes for Orange Institute because we believe that in an age when people are spending more and more time in virtual worlds, only real contact in the real world with real people can trigger unexpected productive encounters and epiphanies. In this way we can understand what is similar in diverse places where different cultures and market conditions exist, and as a bonus, what differences we can apprehend there that might one day hit our own domestic markets. This is why our latest immersion was in Beijing.

The conversations and interactions that took place between the presenters, the members of the Institute, our gracious hosts from Orange Beijing and the local guests were intense, and generated new flows of high-quality knowledge enriched by different contexts ranging from energy to luxury to contemporary art.

I want to thank the members who participated, the Beijing Orange team who co-organized the workshop with the Orange Institute team and the local guests in Beijing who were active contributors to the conversations.

We believe as the French scientist Louis Pasteur said that "Chance Favors The prepared Minds". By connecting great minds in various places in the world with different background and sensitivities, we hope we are increasing our chances to meet new unexpected productive ideas.

The world is not flat, it is connected and we are the network.

**Georges Nahon,**  
**President of Orange Institute**

# day 1 planning

## morning

### innovation and economic development in China

Location: the Opposite House

**In the last thirty years, China has been developing at a very fast pace. Is its economic development matched with an increase in innovation capability? What are the roles played by the public sector and venture capital in the construction of China's innovation system?**

Prof. LIN Shuanglin  
Dean of Public Finance Department, Beijing University  
"Macroeconomics Development and China's Public Finance"

William BAO BEAN  
Partner, Softbank C&I Holdings  
"Venture Capital in the East"

Shaun REIN  
Managing Director of China Market Research Group (CMR)  
"3 Myths on China's Economy and Impact on World"

Moderator: Alex WANG, Orange-France Telecom Group

## afternoon

### luxury @ scale

**Chinese consumers constitute only 5% of the world's \$37 trillion consumption. However, the Chinese consumer market hardly existed just one decade ago. What are the consumption patterns of the Chinese? How does the Chinese luxury market influence the global market? This session investigates the new trends that Chinese and international brands must follow to leverage Chinese consumers.**

Mark RAY  
Project Leader at JLL Group  
"China luxury market overview"

Sam FLEMMING  
Co-founder and CEO of CIC  
"Social Media in China: how is it impacting communications and business for advertisers"

Moderator: Khai Chyuan CHONG, George P. Johnson



# day 1

## innovation and economic development in China

We start with a greeting from **Vivek Badrinath**, Executive Vice President, Enterprise Communication Services, who recalls to us all the facets of our host country: China as factory, market, destination, system of production, and a new port of call for innovation. Then an authoritative voice of China's economic muscle: **Professor Lin Shuanglin**, the Dean of the Public Finance Department at Beijing University, gives us the macro-view of the ascent to number 2 world economy from the Great Leap Forward of the late '50s. Today's macro numbers are impressive: GDP growth is in the +9% range for the past two years, and services are 43% of that output. The professor's crystal ball has shadows however: 16 of the world's 20 most polluted cities are in China, where 18% of the GDP consists of treating pollution-related disorders.

The nuances start emerging faster as the morning progresses: Softbank's **William Bao Bean** argues that even today there is no need for disruption, and low-hanging fruit abounds for those who can execute faster than their competitor. Strong CEO's with lots of friends and family are driving entrepreneurship, mitigating the need for Western-style VC mechanisms, and usually out-pivoting over-thought, slower-moving Western business plans.

Myths crumble as we get more exposure to experts on the ground with empirical knowledge: "Don't believe the western narrative", admonishes **Shaun Rein** from CMR. He points to strong domestic consumption, especially among the younger demographic, as an antidote to the mistake of thinking China is dependent on exports. Much of this massive demand is from women, now generating more than 45% of household income; as well as second- and third-tier cities, which are also full of youth who have only even known prosperity in their lifetime: "They don't want Marks & Spencer, they go straight to Louis Vuitton".



# day 1

## luxury @ scale

Scale means a country with 2'000 new cars going on the road every day, it also means an enormous market for luxury goods. China is the number 2 market for luxury goods, with over \$9 billion in sales and 28% of global demand. Why study the luxury market in China? It turns out to be fascinating prism on demography—"little emperors" are the highly-empowered and brands-conscious result of a single-child policy. Luxury for Chinese consumers equates to product quality, an important consideration especially among women, as JLJ's **Mark Ray** takes us through the implications of luxury retailing. One is the ability of motivated luxury purchasers to sacrifice on basic staples so as to acquire status products; another is geography—"think locally and track globally" notes Ray, à propos of consumers shopping in China but purchasing in Hong Kong or overseas.

Shopping at scale also means online, which is where CIC's **Sam Flemming** and his company see deeply into the social media landscape of this massive 400+ million online user base. With over 1.5 billion comments collected to date, Flemming's analytics allow brands to see how online consumers are talking about their brand and products. And there is a lot of talk: it turns out the Chinese e-commerce market has always been highly social, and that it has anticipated today's hot trends in the West for social commerce by several years. The whole concept of group shopping is known as "twango" and has been going for years before Groupon. Likewise for Dianping, which preceded Yelp by several years as well. Given the discussion of face and status in luxury goods, it is no wonder that online is important as a way for users to display their purchases (on a type of bulletin board services known as Shai), as well as crowd-source their affinities. With an online phenomenon of Dai Gou being as way to publicise a wish list to online communities of travelers willing to make the purchase.



*"I was very impressed by this excellent program reflecting today's China. China's success story as well as its challenges are very useful for any leader wishing to work with China."*  
- a participant



# day 2 planning

## morning

### mashing up the web, for fun

Location: the Innovation Garden, Orange Labs Beijing

In 2010, China's Internet will count almost half a billion users and generate more than \$7bn in revenues from gaming, advertising, e-commerce and social applications. What explains such a fast growth? What are the characteristics of Internet users in China? In this session, we examine the achievements of the Chinese Internet sector, and how it contributes to a new generation of web services and applications that have the potential to influence the global Internet market.

Isaac MAO

Co-founder & Director to Social Brain Foundation  
"Cloud Intelligence from Sharism Philosophy"

Frank YU

Founder of CSO Kwewstr  
"Stealing Vegetables and Dancing Divas: China's Social Game Landscape"

Gang LU

Co-founder of OpenWeb.Asia Workgroup, Founder of Mobinode  
"The Dragon's Web - the Chinese Internet Landscape 2010"

Moderator: Nicolas DU CRAY, Orange Capital

## afternoon

### interactive session: tradition and innovation in Chinese art

Location: 798 Art District

What can we learn from an artistic process? How, based on tradition, can we be more creative? How can we create new style, new forms? How can we mix different media (pictures and painting, for example) to reveal new forms? How can simple idea become a success story such as Beijing's 798 Art District? This afternoon session discover the tradition and innovation in Chinese art.

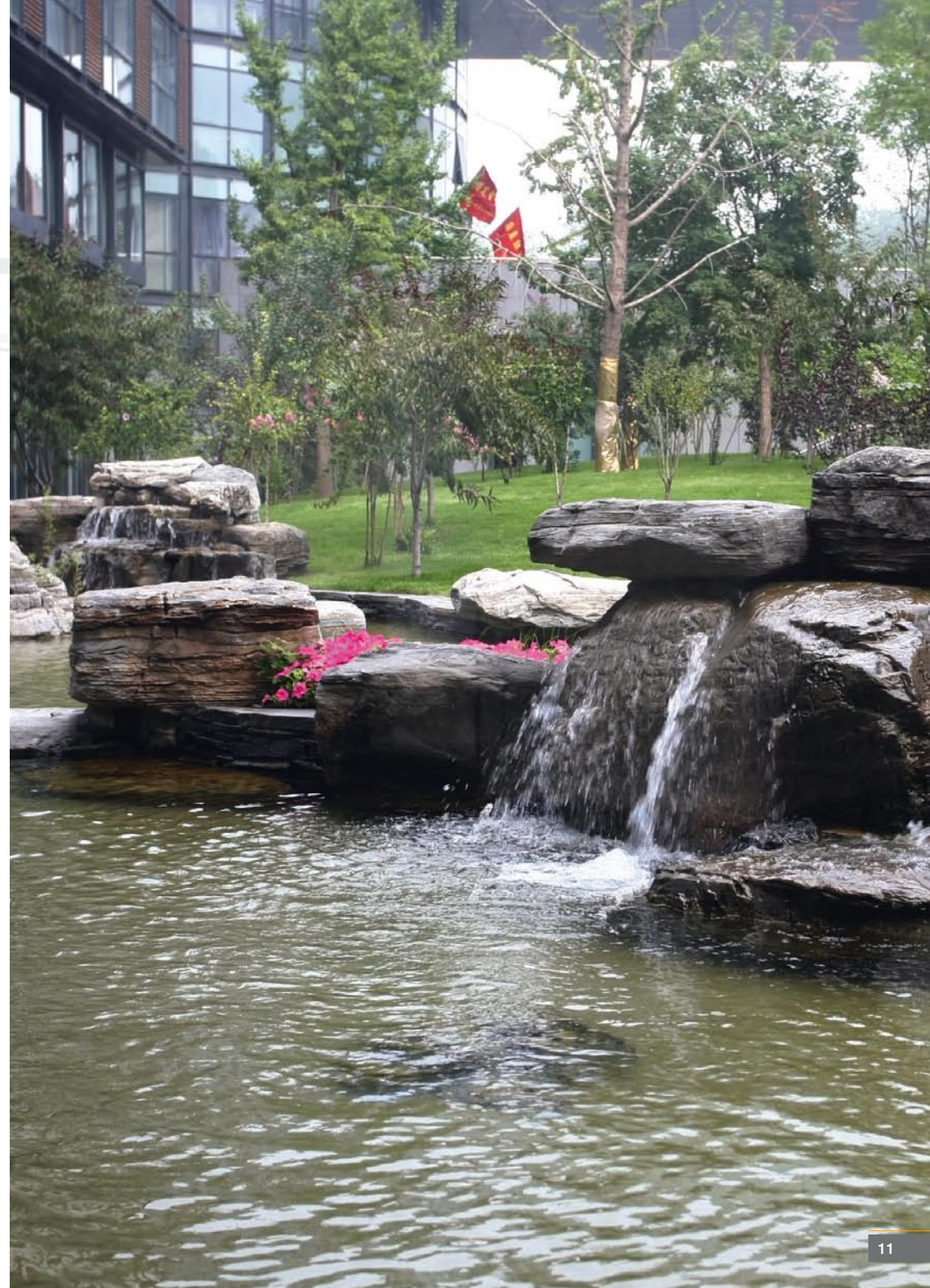
Christine CAYOL

Founder of Synthesis Consulting  
"Interactive Session: Tradition and Innovation in Chinese Art"

Discussion with a young Chinese artist

Discovery of the fast-paced 798 Art District

Moderator: Stéphane SIREAU, Orange Institute



# day 2

## mashing up the web, for fun

We start Day 2 at Orange Labs Beijing—an appropriate context for hearing from the digital intelligentsia grounded in the twinned cyberworlds of massive blogging, and massively multiplayer online role-playing games (MMORPGs). We begin with a vision of Sharism from pioneering Chinese blogger and Harvard Berkman Fellow **Isaac Mao**. Mao defines sharism as the ensemble of means people use to share information to move society to a higher level. It leads to a cloud intelligence and a more humanistic future, where the neurons inside our brain are connected over social networks with others’.

From Sharing to Adaptation, it’s a natural progression. To understand the context, ex-Microsoft Games exec **Frank Yu** unpacks a masterful ethnographic dissertation on four generations of Chinese youth, culminating in today’s ‘Jellies’—a generation born in the ‘90s to unparalleled growth and relative prosperity. Yet the China’s singularity is still visible in ways unexpected—who knew that game consoles are forbidden in China, pushing all games development to a browser and the Web? In Yu’s unified theory of game evolution, the need to translate console games to a browser-based experience drives a model of “Copy>Mutate>Expand”, which is a welcome and (for us) genuinely new contribution to the discussion of whether China can innovate. The flip side of the model, known as “Copy-to-China” is raised by **Gang Lu**, the former mobile platform vendor developer who has since become an important connector of digital cultures across the region through his OpenWeb.Asia initiative. Lu describes the localization of generic portal functions, citing among others QQ, the indigenous Chinese equivalent to the world-famous ICQ instant messaging platform.

In the discussion around these rich presentations we discuss, what does scale mean in the online world. Frank Yu notes that for online games the ability to handle big jumps in concurrent users has driven a generation of administrators to perfect load-balancing methodologies.

We leave for the afternoon uplifted and more optimistic about a future where these thoughtful young Chinese are building bridges in cyberspace.



*"Interesting knowledge and thought sharing between professionals with different backgrounds."*  
- a participant





# day 2

## interactive session: tradition and innovation in Chinese art

As is becoming the canon with Orange Institute, the afternoon of the second day takes us to a new place in a new way. This time it is the amazing **art complex around 798**. Born out of organic activity by artists at the site of a condemned '50s industrial complex, it has become a beehive of cutting-edge trends in contemporary art—one that some say has reached commercial maturity. We enter into a realm of sleek modern gallery spaces situated nearby the original 798 complex, called Caochangdi, and we enter the 3 Shadows Photography Art Centre.

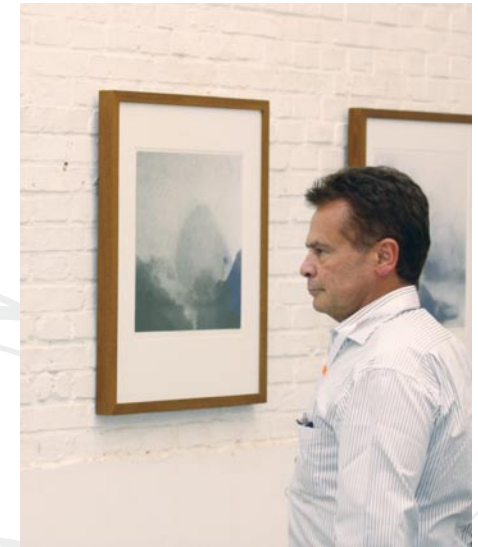
Awaiting us is the serene yet intense **Christine Cayol**, who quickly immerses us into the topic of innovation as seen through the lens of breakthrough western painting, starting with Van Eyck and culminating with Picasso.

We then move into Chinese calligraphy, with the reverse definition of innovation as working within the constraints of a 1000+ year old tradition. In an amazing echo of a theme earlier in the day, Cayol talks about the idea that in Chinese calligraphy, copying is a good thing—that fidelity in copying the masters is seen as a rediscovery of the original tradition.

The closing stretch is important, because it involves Intention. In the parable of the Duke of Yuan commissioning artists, she tells of how the successful artist was selected not because of what he prepared—which was nothing—but the fact he prepared himself for the work. This sets up another parallelism between East-as-Readiness versus West-as-Willingness. Her dictum that “intention precedes execution” links to the notion of Emptiness as a stage whereby Yin and Yang can “interact without merging.”

Illuminated, we take in contemporary Chinese photography that, just as Christine Cayol discussed, yields innovative perspectives while incorporating traditional formal conventions. We speak with the artist, thanks to an arrangement with the gallery. We have just connected with creativity from over a 1000 years ago to today's contemporary artist. ●

Now it's off to the party.



In Chinese calligraphy, copying is a good thing—fidelity in copying the masters is seen as a rediscovery of the original tradition.





The party at Capital M is on a roof overlooking Tiananmen Square and Mao's mausoleum. Candle light on a balmy September evening, amazing food, drinks, and the company of creative people. We talk to intense and engaged people in a variety of creative endeavors: trend-spotter, architect, digital content, graphic arts, education. We are reminded of Richard Florida's work connecting creative people to cities, and we leave Capital M persuaded that Beijing is on a fast track to becoming a world-class creative capital.

## social event at Capital M



# day 3 planning

## morning

### business shift—from original equipment manufacturer (OEM) to customer experience

Location: the Lakeview Hotel, Beijing University

**China is going beyond its role as factory of the world, and moving up the value chain to such activities as design and outsourcing. In this session we shall learn how China's industrial policy is developed in response to this changing environment. We shall also learn from enterprises operated in China, without losing track of the social dimension necessary for harmonious growth.**

**Dr. John CHIANG**  
President of the United States Information Technology Office in Beijing, China.  
Professor at Beijing University  
"China Innovation Drive—Background, Status, and Prospect"

**Aaron HUNG**  
Director of Technology Development, Technology Strategy and Development, Neusoft Corporation.  
"NeuSA and Innovea—a framework for solution effectiveness and open innovation"

**Ms. Carol CHYAU**  
CEO of Shokay, social entrepreneur  
"Social Enterprise - What the Original Socialist Market Economy Meant to Be"

**Liam LI**  
Senior Business Director, BYD America Corporation  
"Success Story of BYD"

Moderator: LI Kang, Orange Labs Beijing

## afternoon

### urban reform, urbanization in China

**China is experiencing one of the biggest urban reform and urbanization programs in history. What are the new challenges brought by such momentous social change? And how does sustainable development fit into this picture?**

**Dr. Qiang LI**  
Dean, School of Humanities and Sociology, Tsinghua University  
"Urban reform, urbanization in China"

**Neville MARS**  
Chief architect of MARS-1 Space Design  
"Flash urbanization / slow sustainability"

Moderator: Mark PLAKIAS, VP of Strategy at Orange Labs San Francisco



# day 3

## business shift-from original equipment manufacturer (OEM) to customer experience

This is the home stretch but it is packed with talks, so it is appropriate we are at Peking University—the jewel of China’s higher educational system, housing 5’000 PhD candidates. **Professor John Chiang** shares a unique perspective as both a research center head and a US trade association executive on what he calls a 30-year march from a failed Cultural Revolution to today’s position as #2 economy in the world, and a future where China and India share the #1 and #2 spot for GDP leadership. Chiang prepares us for this future, one where the Party is calling for “harmonious society” and “indigenous innovation”, lofty goals indeed, but with roots in difficult contradictions. Demographic challenges abound: illiteracy is soaring, fewer college entrants, and a shrinking labor pool to support a growing number of social security needs. As for innovation, Prof. Chiang unveils the darker aspects of a “control mentality in a market economy,” and the nuances of stipulations that pertain to foreign companies selling IT into the country.

The third day of Orange Institute always yields an unexpected gift, and in this case it comes in the form of social entrepreneur **Carolyn Chyau**. Harvard-educated (Kennedy School of Government) and super-articulate, Chyau takes us on a narrative journey that starts with the work of Shokay in Tibet working with yak farmers to produce socially responsible lifestyle products, then steps it up to explore the meaning of Social Enterprise as a profit-making form of private philanthropy against a backdrop of an economy that never had a private sector until recently. A virtuoso performance.

Building dreams can also be massively profitable as shown by **BYD**, fast on the way to becoming the most important energy company in the world for its leadership in battery technology, fueled by its early connection to the mobile phone opportunity.



*“Una magnífica oportunidad para aparcarse el presente, y compartir, debatir y especular sobre el futuro.”*  
- a participant



# day 3

## urban reform, urbanization in China

The afternoon starts with a deep vision of how China has evolved from Mao's upheavals to today's hyper-leveraged real estate market. A sociologist by training, **Professor Li** from Tsinghua University closes by giving us a sneak preview of a new study predicting that on the centennial of the birth of the People's Republic (2049) the population of Beijing could reach up to 60 million people.

Orange Institute day 3 has also evolved into the point in the program where we close with the topic of urbanism. Professor Li's dramatic prediction creates the perfect introduction to **Neville Mars** from Mars-1 Space Design. A Dutch architect working in China, Mars' thesis is that we are in the collective grip of market forces that push our ability to plan development and urban growth to the brink of extinction: MUD (Market-driven Unintentional Development), which is leading to the evolution of 'slick cities' that look good up close but are contributing to a messy, unsustainable, congestion-breeding situation characterized by 'infra-sprawl' and 'speed-sprawl'.

Mars' emphasis on spatial design yields another gift: a vision of a Mag-Lev like public transport system that would soar over existing urban thoroughways with a "64 km tail-biting beast" of a circular rail transport called the D-Rail.

His final presentation is a collaborative model that we need to pay attention to. In something akin to the game of Exquisite Corpse, an initial city plan is forwarded to a cascade of 10 different architectural firms, each building on top of what the previous firm had designed, within certain general constraints. The result mimics the organic processes of development over time, but in a more compressed fashion.

We leave convinced that we have seen the ability to adapt and extend existing civilization at a scale unimaginable, not only in size but speed as well.



# Orange Institute participants



Pierre AUSSURE  
Founder  
IVY



Ludovic BODIN  
CEO  
CMUNE Ltd.



Yann BOQUILLOT  
Vice President  
Theta networks



Harry MAN  
Partner  
Matrix Partners China



Jean-Pierre MASCARELLI  
President  
Team Côte-d'Azur



Yukou MOCHIDA  
Vice President  
Orange Labs Tokyo/Seoul



Michiel BOREEL  
CTO  
Sogeti



Alberto CALERO  
Director of the CEO office  
Orange España



Chris EVDEMON  
Investment Manager  
Innovation Works



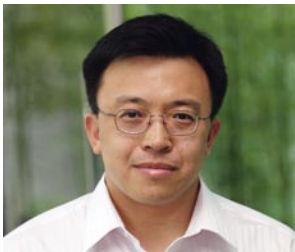
Francesc NOGUERA  
CIO  
Universitat Oberta de Catalunya  
(UOC)



Jean PASTERNAK  
Carbon Strategy & Alliance  
Director  
Schneider Electric



François Xavier  
TESTARD- VAILLANT  
Vice President Asia  
EDF Innovation Sourcing &  
Transfer



Liam LI  
Senior Business Director, BYD  
America Corporation



Sen LIN  
Chief Technology Officer  
Windmaker Co. Ltd.



Zhiqiang LIU  
Director of International Business  
Department  
Aspire



Vivian ZHANG  
Director  
Alibaba Wireless



Haibo ZHU  
Director  
Sierra Wireless

# Orange Institute faculty



## “Venture capital in the east”

**William BAO BEAN**  
Partner, Softbank China & India Holdings

William Bao Bean has been a partner at Softbank China & India Holdings, an early stage venture capital firm that is backed by Softbank of Japan and Cisco, and focused on the technology, media and telecom sectors, since March 2007. Most recently at Deutsche Bank, he was responsible for internet & telecom equipment across Asia, as well as China technology. Prior to this, he covered telecom equipment and digital media companies with Bank of America Securities in San Francisco.

William also worked as an associate analyst at Bear Stearns in New York. In 2006 he was ranked #3 all-Asia analyst for technology/software and IT services by Institutional Investor Magazine Asia. In 2005, he was ranked #1 stock picker in technology, media and telecom, and #3 overall for Hong Kong/China by Forbes/SCMP/Stamine as well as was a ranked analyst by Institutional Investor Magazine Asia. William is a regular presenter at industry conferences and has

authored a number of white papers including: the Digital Home Handbook-Intelligence at the Edge and China Internet WWAS—the Second Coming. William Bao Bean currently sits on the boards of advisors/directors for companies including Punch Entertainment, SRT, Radiance, Massive Impact, Naiscorp—Socbay, Peacesoft—Chodientu, IVI, iTalki, Niurenku, Angelvest Shanghai and the Music Matters and ad:tech China conferences. William holds a BA from Bowdoin College.

## “Interactive session: tradition and innovation in Chinese Art”

**Christine CAYOL**  
Founder, Synthesis Consulting



Christine Cayol is a french philosopher and the founder of Synthesis agency. In 1994, while she was still teaching philosophy, she created Synthesis, an agency providing professional development workshops for corporate managers. Her innovative approach encourages reflection on art and culture. The idea is to explore one's sensitivity and focus on experimenting with

perceptions and emotions to add a human element to managing decisions. Christine is the author of books on art, such as “Art in Spain from 1936 to 1996” (Nouvelles Editions françaises, 1996). Two essays were published by Village Mondial: “The sensitive intelligence: lessons from Picasso, Shakespeare & Hitchcock art for the economy” (2003) and “The art of seeing”

(2004). In the latter, several themes such as art, innovation and creativity are developed and thoroughly studied. “The art of seeing” has been published in China in March 2008 (Commercial Press Beijing). In 2009, she founded the Yishu8 culture center in Beijing. Christine studied philosophy and literature in French literary institutions (literary preparatory classes Khâgne and Hypokhâgne).



## “China’s industrial policy”

**John CHIANG**, Ph. D.  
President, USITO (United States Information Technology Office) - in Beijing  
Professor, Peking University

John Chiang is the President and Managing Director of the United States Information Technology Office (USITO) in Beijing. Founded in 1994, USITO was established with the primary goal of assisting innovative U.S. high-tech companies to access and further open the world's largest single emerging market for information and communications technology (ICT)-related products and services. Dr. Chiang has been Professor of Department of Management of Technology, Peking University, School of Software and Microelectronics, since February 2006. In June 2008, he was appointed to be the founding Director of Peking University Global Innovation Research Center. Dr. Chiang is also a Partner of DragonBridge Capital, a US based merchant bank with China as the prime serving market. John Chiang retired from the role of the founding president of Motorola Technologies (China) Limited in 2005. He joined Motorola China in 2000 as deputy general manager of the Infrastructure Business Unit, spearheaded the post-WTO strategy,

and led its Applied Research Center receiving CMM 5 certification, the first in China. He then moved to Motorola China headquarters, serving as vice president of Motorola Asia Pacific, Inc., and senior director of Strategy and Business Development. Since 2003, he assumed the role of director of Motorola China R&D Institute. In 2004, he was appointed to lead the effort of establishing of Motorola Technologies (China), Limited. Dr. Chiang has decades of experience in management in high tech industries in US and in Greater China. Since 1995 he had led several corporate wide efforts in international technical standards, regulatory and trade policies. Dr. Chiang is a frequent speaker on research and development management, technology policies, venture investment, international business management, high performance enterprises, effective leaderships at universities and industry forums. He serves as vice chair of the China Association of Standards and is on the China Advisory Board of Institute of Electrical and Electronics Engineers.

Dr. Chiang was born in Beijing, raised in Taiwan, received his Ph.D. from the Johns Hopkins University in USA, in 1975. He received his EMBA from Georgia State University in USA, in 1989. After his academic career at universities in the US and Taiwan, Dr. Chiang joined Bell Laboratories in 1979, and later held progressive technical and managerial positions at Racal-Milgo, Hayes, and GTE, all in the US. Dr. Chiang was Senior Vice President of Operations at KG Telecom and led the launch of the first private mobile services in Taiwan, during 1997-2000.



### “Social enterprise - what the original socialist market economy meant to be”

**Carol CHYAU**  
CEO, social entrepreneur, Shokay

Carol Chyau is the co-founder of Shokay (shokay.com), a socially responsible lifestyle brand based in China that promotes yak down. Shokay has won numerous distinctions, and through this work, Carol is also an echoing green fellow and an Asian Finalist for the 2009 Cartier Women's Initiative Award. Carol graduated from Harvard Kennedy School's Masters in

Public Administration / International Development (MPA / ID) program and the University of Pennsylvania's joint-degree Huntsman Program in International Studies & Business (BS / BA). During the course of her studies at Harvard, Carol worked with the United Nations Development Programme in New York City and Thailand. She completed projects studying informa-

tion communication technologies in Thailand and growing sustainable business projects in New York. She also studied Internet connectivity in rural areas in Cambodia as a World Resources Institute case writer and worked in microfinance with EDPYME Edyficar in Lima, Peru. Carol loves to travel and is fluent in Chinese, Spanish, and English.



### “NeuSA—a Neusoft framework for solution effectiveness”

**Aaron HUNG**  
Director of Technology Development, Technology Strategy and Development, Neusoft Corporation

As the director of technology development of Technology Strategy and Development of Neusoft Corporation, Aaron Hung is responsible for developing and managing organizational technical capability model to drive technology excellence through technical community of excellence promotion and to enable systematic reusable assets, knowledge sharing and committed to driving technical capability growth from each business unit. Aaron also leads an SME team to support all business units in SOA, EA, MDM, BI areas. He continuously develops operational delivery methodology and technical architecture to reinforce all business units' technical process compliance. Aaron is specialized in supporting company critical international consulting activities and in implementing global delivery center methodology, including

service management, resource mobilization, IT due diligence methodology, service realization, etc. Aaron has 22 years of technical and management experience in IT industry. Prior to his current assignment in Neusoft, Aaron's career experiences includes a senior manager in Accenture, a vice president of Japan branch office of Excel corporation, a Hong Kong listed company, and a managing director of Wistron IT Services company, Taiwan. Aaron started his career in EVA Airline, Taiwan, as a system programmer and a DBA in Shanghai Commercial Savings Bank, Taiwan. Aaron's educational background includes master program's staff fellowship from CSE, University of Notre Dame, IN, USA and bachelor CSE program of Tatung University in Taiwan.

### “Social media in China: how is it impacting communications and business for advertisers”

**Sam FLEMMING**  
Co-founder and CEO, CIC



Sam Flemming is founder and Chairman of CIC, the first and leading “Internet word-of-mouth” research and consulting firm in China. Sam has been a participant of China's digital evolution for over 10 years starting with Chinapay.com, the first online payment platform in China. CIC is at the forefront of exploring Chinese digital culture, helping leading brands in China such as L'Oreal, Pepsi and Nike

understand how Internet word-of-mouth is impacting and can be used for marketing communications, product research and development, reputation and public relations. Sam has been interviewed and quoted extensively on topics related to Chinese digital culture, social media and the Internet by media sources worldwide including Businessweek, The Wall Street Journal, NPR and

Bloomberg TV. He is also a frequent speaker at well-renowned branding and marketing events throughout the world, such as such as Open Web Asia, The Economist's Branding Roundtable and Ad Tech. Sam was also invited to host an Interactive China series on iTV Asia and is a frequent contributor to industry publications such as Ad Age China.





### “Urban reform, urbanization in China”

#### Dr. LI Qiang

Dean, School of Humanities and Sociology,  
Tsinghua University

Li Qiang is Dean of the School of Humanities and Social Sciences and Chair of the Department of Sociology. Professor Li is Vice President of Chinese Sociological Association and Advisor to the Committee on Social Sciences of the Ministry of Education, the National Committee on Information, the Ministry of Civil Affairs, the Ministry of Health, and the Beijing Municipal Government. Professor Li has published Ten Lectures on Social Stratification (2008), Migrant Workers and So-

cial Stratification (2004), China's Social Stratification and Mobility in Transition Period (2002), Social Stratification and Wealth Gap (2000), Social Stratification and Mobility in Contemporary China (1993), Wealth Gap in Mainland China (1989) among more than 10 books. He has also written more than 150 academic articles. He has been awarded various research medals Before coming to Tsinghua and becoming the founding chair of the new Tsinghua Sociology Department,

Professor Li had worked from 1985 to 1999 as professor and Ph.D. advisor, and later the chair in the Department of Sociology at China Renmin University. Professor Li also taught as visiting professor at University of Chicago and Stanford University. Li Qiang's main research interests include social stratification and mobility, urban sociology, applied sociology, and social structure and social issues.



### “Macroeconomics development and China's public finance”

#### Prof. LIN Shuanglin

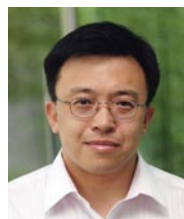
Dean of Public Finance Department,  
Beijing University

Lin Shuanglin is Professor and Chair of the Department of Public Finance at Peking University. He is also Noddle Distinguished Professor of economics at the University of Nebraska Omaha and Research Associate of the East Asian Institute at National University of Singapore. He obtained his B.A. from Peking University, M.A. from Northwestern University (USA) and Ph.D. from Purdue University. Lin Shuanglin's research concentrates on public finance, economic growth and the Chinese

economy. He has published numerous articles in academic journals, including the Journal of Public Economics, the Journal of International Money and Finance, the Journal of Comparative Economics, International Tax and Public Finance, the Journal of Population Economics, Economic Inquiry, and Economics Letters. He has authored, co-authored, and co-edited many books, the latest of which is “Private enterprises and China's economic development”, published by Rout-

ledge. He serves on the editorial board of China: An International Journal and China Economic Review. He was president of the Chinese Economists Society (CES) in 2002-2003.

### “Success story of BYD”



#### Liam LI

Senior Business Director, BYD America Corporation

Li Liam has over 16 years of various industry experiences in the US and China. Having started as a financial analyst in the health care industry in US, Liam expanded his responsibility gradually from finance, analytics to operations, regulation and then to general management. In BYD, an \$8 billion green energy and auto manufacturer, Liam is responsible for the new energy business in the northern California region, including all North

West states and Canada. He also supports BYD's overall strategic expansion in the US market. The products that BYD offers in the US include PV solar panels, complete energy storage solution (utility and commercial grades), LED lighting system (indoor and outdoor street lighting), and full electric cars, dual mode cars and full electric buses (beta testing versions by the end of 2010 and consumer version by the end of 2011).

Liam obtained his MBA from the University Of Chicago Booth School Of Business and is an active CPA in the US.

### “The dragon's web—the Chinese Internet landscape 2010”



#### LU Gang, Ph. D.

Co-founder, OpenWeb.Asia Workgroup  
Founder, Mobinode

Lu Gang is an independent Asia/China Internet business observer and adviser, a renowned speaker, and an evangelist of open concepts & technology. He is the co-founder of OpenWeb.Asia Workgroup, the founder of Mobinode and the co-founder of kuukie.com. OpenWeb.Asia is the first independent workgroup focusing on Asia Internet industry, and is also the organizer of OpenWebAsia,

a pan-Asia web technology event bringing together executives, entrepreneurs and venture capitalists from throughout Asia. Lu Gang was the Asia Business Development Director of Netvibes.com, as well as in charge of research and development of multimedia messaging service platform and 3G applications in Dialogue Communications Ltd. His blog Mobinode.com covers the Internet market news in Asia,

especially in China, and was also voted as the best China Tech Blog in 2007 and 2008. Lu Gang has been invited to deliver keynote speeches and panel discussion at diverse international events/conference ranging from the China Internet Annual Summit to Tencent MIND Summit to Google China Developer Day, Milan Digital Entertainment Jam, NetExplorateur Forum, Paris.



### “Cloud intelligence from sharism philosophy”

**Isaac MAO**

Co-founder & Director, Social Brain Foundation

Isaac Mao is a software architect, entrepreneur, investor and learning/social technology researcher. Isaac divides his time between research, social works, business and technology. He is now directing/advising some non-profit programs and several for-profit businesses in China. Isaac has a long history developing both business and consumer software. He worked as a Chief Architect in Intel HomeCD project and Tangram BackSchool suite. He applied many HCI methodologies into software design process and improved the usability of software so much. He turns to Social

Computing research and organized the first Social Software Forum in China. Isaac is now in the advisory board of the Global Voices Online project initiated by the Berkman Center of Harvard University. He co-founded CNBlog.org to “evangelize” grassroots publishing in China; the team then transformed in to Social Brain Foundation later on. As one of the earliest and so called “blog father” in China, he writes a lot on his own web site as well other columns to popularise blogs as an enabling tool for grassroots’ learning, expression and emergent democracy.

Isaac also leads the Creative Commons China team. Creative Commons is an organization dedicated to building a body of creative works free for copy and re-use. Isaac Mao earned his BS degree in Computer Science and got MBA training program at Shanghai Jiaotong University. He acts as advisors for some local hi-tech firms on their business strategy. Isaac Mao was listed as the people of “2006-2016, Map of the Decade”, by the Institute for the Future. He is also as director of Shanghai Youth Development Foundation.



### “China luxury market overview”

**Mark RAY**

Project Leader, JLL Group

Mark Ray has lived in China for nearly four years. As project leader at the JLL Group, he has managed over 30 market entry and strategy consulting projects for various international clients in a range of industries—including luxury goods, premium consumer durables, food & beverage, environmental, industrial BTB, and mobile communications.

Prior to his tenure at JLL, Mark has worked for Freddie Mac, Countrywide Financial and the U.S. Department of Commerce–International Trade Administration. Mark holds a degree in history (with a focus on Asia) from the University of Tennessee and an MBA in Finance from the Kogod School of Business at American University (Washington, DC).

### “Flash urbanization / slow sustainability”



**Neville MARS**

Chief architect, MARS-1 Space Design

Neville Mars is the chief architect of MARS-1 Space Design, a Beijing based office engaged with sustainable design on all scales, from green furniture to buildings and cities. Neville is also a prolific urban researcher with a special interest in the relationship between designed space and society. His research becomes the bases of his writings, lectures and

numerous large-scale art installations. To research this relationship within the unique conditions of China Mars founded the Dynamic City Foundation in 2003, an international platform that maps the effects of hyper speed urbanization. The conceptual underpinning of his work is based on the notion of urban growth as essentially evolutionary. This concept

is described in his book on Chinese urbanization titled “The Chinese Dream—a society under construction” (010 Publishers, Mars and Hornsby, Rotterdam 2008). Since its publication Neville has developed a number of sustainable urban plans for cities in China, most recently Caofeidian Genetic City, a master plan developed entirely with this model for evolutionary planning.

### “Three myths on China’s economy and Impact on world”



**Shaun REIN**

Managing Director, China Market Research Group (CMR)

Shaun Rein is the Managing Director of CMR, a strategic market intelligence firm. He is a thought leader on strategy consulting. He is a columnist for Forbes on leadership, marketing, and China and for BusinessWeek’s Asia Insight section. Shaun is often featured in the Wall Street Journal, the Harvard Business Review,

The Economist, The Financial Times, Newsweek International, Bloomberg, Time, and the New York Times. He is regularly interviewed by American Public Radio’s Marketplace and NPR. He frequently appears to deliver commentary on CNBC’s Squawk Box, Bloomberg TV, CBS News, and CNN International TV.

He earned his Master’s degree from Harvard University focused on China’s economy and received a BA Honours from McGill University.



**“Stealing vegetables and dancing divas:  
China’s social game landscape”**

**Frank YU**  
Founder, CSO Kweustr

Frank Yu serves as the Chief of Portal for FBMMO and drives the development of an integrated social, news and game portal. Frank Yu began his career in China’s gaming and internet industry when he came to Hong Kong in 2000 to serve as the Principal Researcher in Chinadotcom’s strategy and research group where he focused on wireless, games and entertainment sites in the Asia region.

In 2003, he was recruited by Microsoft to be the first Asian regional business manager for the Home Entertainment Division for the launch of Xbox 1. In 2004 Franck transferred to Microsoft Research in Beijing where he helped to ship Internet Explorer 7, Media Center and establish the first Microsoft game development team in China. In 2007, Franck has

worked as an advisor to several China based game and virtual world start-ups. In 2008 he served as a CSO/COO for Shouji Mobile, a mobile game development company in Beijing that builds games for clients like EA and Oberon Media. Recently, Franck has worked as a Chief Product Officer for social games and an adviser on Analytics and Metrics at Bokan Tech and released several iPad games that ranked in the top ten in various markets.

Franck Yu has in the past been a columnist on Asia technology for China Tech News, South China Morning Post and Gamasutra, the website for the Game Developer’s Conference.

Mr Yu holds a Masters of Public Policy from Harvard University and a Bachelors in Philosophy from Rutgers University.

# Orange Institute moderators



**Moderator of  
“Luxury @ scale—China as the new  
playground for brands and creators”**

**CHONG Khai Chyuan**  
Executive Director, Client Services Greater China,  
George P. Johnson

Khai Chyuan Chong is currently the Executive Director of Client Services in George P. Johnson Greater China. He has been an active participant in the evolution of the event marketing industry in China since 2005.

With his extensive background in statistical analysis and marketing communications, Khai Chyuan and his team have developed progressive and innovative event marketing programs that combine quantitative and qualitative research for brands across many industries (IT, communications, auto, fashion). He has also led the integration of online and offline tactics into a singular engage-

ment experience for clients that has shown tangible and sustainable results.

Prior to coming to China, Khai Chyuan ran a concert promotion company, specializing in Jazz, Bossa Nova, Flamenco and World Music. He successfully promoted acts like Lisa Ono, Ana Caram, John Pizzarelli, Martin Taylor and Klazz Brothers in Singapore.

Khai Chyuan earned his degree in Nanyang Technological University (Singapore), specializing in Actuarial Science and spent the first 3 years of his career doing statistical analysis, projections and financial modelling.



### Moderator of “Mashing up the web, for fun”

**Nicolas DU CRAY**  
Investment Director, Orange Capital, China

Nicolas Du Cray is an Investment Director at Orange Capital, France Telecom-Orange’s corporate venture arm in China, which he joined on its inception in 2008. For the last two years, Nicolas has successfully originated and executed investment transactions leading to Orange acquiring a minority stake in several early-stage innovative start-ups of the Chinese Internet, mobile, IPTV and digital advertising sectors. Nicolas has been closely working with venture capital firms since 2005, specializing in business development and start-up innovation. Before joining Orange Capital,

Nicolas was a Senior Project Manager at Orange Labs Beijing, France Telecom-Orange’s wholly-owned research and development center, which he joined in 2004 as a one of its first members member. A renowned expert in the Chinese mobile and Internet markets, Nicolas successfully identified investment opportunities amongst promising Chinese start-ups, facilitated cooperation projects between them and Orange, so as to contribute to the funding and globalization of Chinese innovations. Earlier in his career, Nicolas worked as Strategic Marketing

Analyst at France Telecom Group’s Representative Office in Beijing. Prior to that, he worked as Marketing Analyst in Mobile Value-Added Services at Gemalto, a worldwide leader in digital security, and he held an engineering position at the Arjo Wiggins Group, a world-class manufacturer of technical and creation papers. Nicolas holds a Master of Science in Engineering from Grenoble Institute of Technology (INPG) and a Master of Science in ICT Management from EMLYON Business School and Centrale Lyon in France.



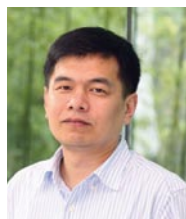
### “Inaugural address”

**Georges NAHON**  
President of Orange Institute  
CEO of Orange Labs San Francisco

Georges Nahon is driving a Silicon Valley based multi-disciplinary team of experts consisting of computer scientists, engineers, sociologists, economists and designers who are developing innovative convergent products services in the areas of wireless, internet, and new television. He is also the President of the Orange Institute founded in September 2009. For 3 years prior to that, he worked at defining and implementing France Telecom’s e-transformation of its intranet, directory, collaboration tools, nomadism and e-processes.

Previous to that he was the Senior Director of Microsoft’s Network Service Providers Department (NSP) in the EMEA region (Europe, Middle-East, and Africa) from 1994 to 2001. Before 1994, he was as a consultant for France Telecom, the New York Times, QWEST, and the European Commission in the areas of online services and interactive TV. He also has an extensive experience in On Line Information Services, having been Chairman of the French Association of “Online services et Ecommerce” (ACSEL) and a Director of online information services for “Le Nouvel Observa-

teur”, a French magazine publisher in Paris and New York between 1988 and 1992. Prior to this period, Georges worked in the “Minitel” online project -an ancestor for the world wide web- at the French Telecom operator. Mr. Nahon holds a Master in Computer Science & Engineering from the Polytechnic Institute in Nancy (France) and attended a Ph.D. program in Fundamental Electronics at the University of Orsay (France). He is a Director at the board of Directors of the French American Chamber of Commerce, San Francisco Chapter. He holds several patents.



### Moderator of “Business shift-from original equipment manufacturer (OEM) to customer experience”

**LI Kang**  
Operations Director, Orange Labs Beijing

Li Kang has been the Operations Director of Orange Labs Beijing since December 2009, where he is in charge of Public Affairs, Legal, IT and new IT service opportunities development in China. Prior to France Telecom, Li Kang has taken the management roles with top tier global companies in different industry sectors, including BP in energy & petrochemical, Intel in semi-conductors, and Siemens in information, communications & technology industry.

From 2002 to 2007, Li Kang was seconded by BP to SECCO Joint Venture project, one of the biggest joint venture projects in China. This JV project is to build and operate a world scale ethylene cracker and derivatives complex in Shanghai in China known as the Shanghai Ethylene Cracker Complex (Secco). In 2005, Li Kang received the “China Top CIO” Award by “CEO & CIO China” magazine and IDC China.

In 2008, as a core management team member, he developed the business strategy for BP Emerging Consumer Market business in China. Li Kang holds a BA in Radio Engineering and MA in Automation Engineering from South-East University (China), a Ph.D. in Computer Integrated Manufacturing System from Shanghai Jiaotong University (China), and a MBA from Thunderbird School of Global Management (US).

### Moderator of “Urban reform, urbanization in China”

**Mark PLAKIAS**  
Vice-President of Strategy at Orange Labs, San Francisco



In his previous positions as an industry analyst, Mark has worked with most of the Tier 1 US carriers as a consultant, with a focus on new media, directory, and enhanced messaging service development. He has served as a strategic advisor to major newspaper and magazine publishers in the US on new media. At Kelsey Group, he worked with a portfolio of venture-backed start-ups focused on enhancing search with location and presen-

ce, and extending it to mobile and speech-based platforms. At Orange Labs San Francisco, Mark manages the knowledge transfer function, which includes initiatives on innovation best practices and creative services, manages the Labs’ market intelligence operations, oversees its community outreach efforts, as well as topics relating to communications industry evolution. Recent research projects have focused on the use of social media in customer care as well as in

local search, the changing role of women in tech, and the end of the enterprise as we know it. His previous work experience includes a management role at Atari/Littletext from 1983-1985, where he was involved with the development of the industry’s first (wired) smartphone. Mark has served as a guest lecturer at New York University Stern School of Business and the Yale School of Organization and Management, and is a BA graduate of Yale, 1975.



### Moderator of “Tradition and innovation in Chinese art”

**Stéphane SIREAU**  
Orange Institute

Stéphane Sireau is currently in charge of setting up the Orange Institute, a global think tank operating in Europe, Asia and the United States. Over the past ten years working at Orange / France Telecom, Stéphane has acquired extensive experience leading business development initiatives in the Internet and telecoms industry. Based in Beijing (China) from 2005 to 2009, he was instrumental in building Orange / France Telecom

Group’s sourcing and supply chain capabilities in Asia. Previously, he was head of marketing for Wanadoo’s e-mail service, France’s leading e-mail / webmail provider, with over 12 million active mailboxes. During this time, he developed and implemented Wanadoo’s strategy to build a unified address book service. A British-French dual national, Stéphane has lived and studied in Britain, France, Spain and

China. He holds a bachelors degree from the London School of Economics (LSE) and is a graduate of ICADE-ICAI (Spain) and Tsinghua University (China). He received an Executive MBA with distinction from INSEAD.



### “Introduction address”

**WANG Haila**, Ph. D.  
CEO, Orange Labs Beijing

Wang Haila is CEO of Orange Labs Beijing, and chief representative of France Telecom in China, board member of Orange Capital Management Ltd. Prior to that, he was CTO in France Telecom R&D Beijing since its creation in 2004. He was co-founder of LIPS (Linux Phone Standard Consortium), and co-founder of Mobile Monday Beijing. In Orange Labs Beijing, he leads

the team toward open innovation, and leverage Chinese and European ecosystem and expertise. He created the joint lab Orange-BUPT and sponsored Orange Partner program in China. Before joining Orange Labs Beijing, Haila was Vice President of Equant, which provides seamless data transmission services for multinational enterprises, managed over 120 experts to ensure

smooth operations of full range of Equant’s network services. Wang Haila graduated from the Ecole Polytechnique Paris in 1983, and received his PhD degree from University of Paris in 1986. From 1986-1987 he spent one-year as a researcher at the California Institute of Technology in the United States.

## key organisers

### Europe

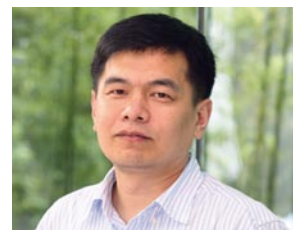


Stéphane SIREAU  
Orange Institute



Romeo MACHADO  
Orange Institute

### China



LI Kang  
Operations Director  
Orange Labs Beijing



YANG Jiangtao  
Communications Manager  
Orange Labs Beijing



Nicolas DU CRAY  
Investment Director  
Orange Capital, China

### Moderator of “Innovation and economic development in China”

**Alex WANG**  
Sourcing Vice President Asia of Orange / France  
Telecom Group



Alex Wang is currently Sourcing Director Asia of Orange France Telecom Group. In this position he is in charge of managing the Group’s relationship with Asian suppliers. Over the past two decades of his career at France Telecom Group, he has held a number of key sales and business development responsibilities. In particular, from 2001 to 2006 he was Chief Sales Officer of Wholesales

France and from 1997 to 2001 he was strategic account director. Prior to that, he was the business development director in charge of the Greater China from 1994 to 1997. He began his career in the HR function as manager in charge of work organization HQ (1992-1994) and project manager in personnel department (1990-1992). Alex is a keen observer of technology and societal trends

and he is now associated professor of Computer Science Institute of Beijing University of Posts and Telecommunications (BUPT). Alex Wang is also board member of Orange Capital Consulting. Alex Wang has received a Ph.D of philosophy and a PhD of engineering (cognitive ergonomics) both from the University of Paris.

# next steps

## Silicon Valley, Spain

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Over the past year, the Orange Institute has held sessions in Silicon Valley and Tokyo, bringing together influential researchers, senior policy makers and decision-makers from around the world.

This was the first step in building the Orange Institute's vision "to further understand how society, the economy and enterprises are being transformed in this new Age of Networks".

Our last immersion in China showed a country rapidly shifting from a copycat-based economy to an innovation powerhouse to reach today's position as the n°2 economy in the world.

Over the next months, the Orange Institute will give you more opportunities for sharing, networking and learning from the most innovative ecosystems. Silicon Valley will be the next stage on 15-17 November, followed by Spain on 31 January-2 February 2011.

We offer a limited number of spaces to qualified candidates for 12-month terms. This is a unique opportunity to introduce business decision-makers and influencers to the new possibilities and mindsets offered by the networked economy and society.

To inquire about how you and your organisation can become involved, please contact the Orange Institute:

by e-mail: [stephane.sireau@orange-institute.com](mailto:stephane.sireau@orange-institute.com)

by phone: +33 1 44 44 36 40.



# save the date!

**"a new 'new age'"**  
**Silicon Valley,**  
**15-17 November 2010**

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30 years ago, much of the technology we use every day was invented amidst a countercultural backdrop fueled by various altered states of consciousness. So what has changed?

After the crisis, a new wave of creative ferment:  
a New Edge.