

盛大闯关 陈天桥织网

Cover Story

陈天桥终于搭建出梦想中互动娱乐王国的雏形；
游戏失意，他秘密建仓淘起创意产业；
不再使用强硬的收购，而是通过价值观选择合作伙伴。
2010年，盛大变得像一艘航母，但他们能顺利航行吗？



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编者的话 Editor's Note

10 2010，期望与现实之间

12 现场 On Site

李开复和创新工场

18 关键数字 Key Number

19 声音/人物 Voice/People

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21 双周调查 Investigation

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无法有效地阻止数以千计的豆浆机生产商的步步紧逼，九阳希望用国家标准来进行行业洗牌。

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“我是双星品牌的创始人、缔造者，我是最好的、最真实的双星品牌的代言人。”虽说国企没有终身制，但只要汪海在一天，他就要对他的员工负责，对双星品牌负责；更要对为之奋斗一生的事业负责到底。

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**SHANDA WEAVES THE NET**

At the end of 2009, Shanda became the focus of public attention in the Internet industry via a series of acquisition activities. For the longitudinal development, Shanda and its affiliates arranged their businesses alongside the industry chain. For the horizontal development, Shanda explored various aspects of China's creative industry. All Shanda affiliates worked well to implement its strategies for business allocation. Chen Tianqiao is endeavoring to tap a huge network to make Shanda the King in the interactive entertainment industry.

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**KAI-FU LEE UNDER THE CAMERA SHOT**

Kai-Fu Lee attracted the greatest public attention in 2009 as a businessman as he left Google to establish the Innovation Workshop. He is still busy now but enjoys more joy and freedom. In the past three months, 30 employees have started to work at the Innovation Workshop.

**BT ENDS, FEAST STARTS**

In early December, 2009, the State Administration of Radio, Film and Television launched an anti-privacy campaign to shut down a raft of BT download Websites. The daily life of people resorting to BT downloads for entertainment has been changed subsequently. Businesses that were also affected include high-definition products, broadband services, DVD, Blue-ray player, online TV and hard disk. The online video industry also faces a reshuffle.

**WANG HAI: I AM THE RIGHT IMAGE AMBASSADOR FOR DOUBLE STAR**

"I am the founder and initiator of the Double Star brand; I am the best and truest image ambassador for Double Star." Although he is in sixties, Wang said that as long as he serves as the Chairman of Double Star Group Co Ltd, he will shoulder the responsibilities for his employees, for the Double Star brand and for his life-long undertaking.

**P&G: A R&D LEGION OF 1,800,000**

The number of outside R&D staffs for P&G has reached 1.8 million globally. However, these people were not P&G's employees. Through open innovation, P&G outsourced about 55 percent of its innovative ideas, products and technology. The company's R&D capacities were boosted by about 60 percent and the successful rate of innovation more than tripled. However, P&G's innovation costs dropped by 20 percent.

**KEMPINSKI: A "STUBBORN" HOTEL OPERATOR**

Kempinski, the world's oldest operator of a luxury hotel brand, is ready to expand aggressively. Kempinski, which has a history of more than 110 years, now manages 60-plus hotels globally. It hopes the number of hotels under its management could match its age in the future. For the Chinese market, it wishes the amount of hotels under management will double in three years.