

1、 Lu Feicheng

My honorable original chairman Matthew and the next chairman David of Global Entrepreneurship Association, Director Ayman, guests, Mr. Chen Weihong and all the reporters:

Congratulations on grand opening of global forum “For Entrepreneurship · Learn Entrepreneurship” and preparatory working meeting of ICSB-Chinese Association today. Many experts, enterpriser, officials and founders have shared their original opinion on business establishment jut now. I have learned a lot from everyone. In my opinion, business establishment is just like a seed. Someone has put forward that ethics are the key or basis of successful business establishment. For better growth of the “seed”, it depends on not only the genetic factors but also the ambient environment. It is just like the hybrid rice cultivated by Yuan Longping. The hybrid rice has distributed greatly to grain output of China and the world, and has played an important role of solving the subsistence and life problems of people. Next, we will research how to study, create, select and cultivate good business establishment seed and how to make a good harvest in the future. Obviously, it needs air, sunshine, rain and dew, water, soil and fertilizer. Mr Wu has put forward that “Innovation is the soul of business establishment”. In order to realize successful business establishment and have a good harvest, it requires good business establishment environment, policies, research, education, funds, and even sharing of successful experiences as well as many other issues. All of those aspects will together promote fruitful achievement of the "seed".

This forum has realized great achievements. I express my sincere gratitude to Chairman Matthew, Chairman David, Director Ayman and all the gusts, leaders and colleagues from all over China. Thanks!

1、卢飞成

尊敬的全球创业联合会原马修主席和下一届的大卫主席，以及我们艾曼主任，尊敬的各位嘉宾，尊敬的中央著名的节目主持人陈伟鸿先生，以及我们这次来自全国近百家新闻媒体的朋友们：

今天，在这里我们隆重召开“创业中·学创业”全球论坛暨 ICSB-中国促进会筹备大会。刚才我们听到了多位专家、企业家、政府官员和创业者对创业各个层面与领域独到见解，我体会颇深。我感觉可以把我们的创业比作成一颗种子，有的提出来说道德是创业的关键或者是根本，创业这个种子要想更优良，有我们的遗传因素，也有我们外部环境的成长因素。就像袁隆平院士研究的杂交水稻，对中国和对世界的粮食产量，和解决我们的温饱问题以及我们的生活问题起了巨大的贡献。下一步，我们要通过这个会议，研究了以后如何去研究、营造、筛选以及培育优良的创业种子，除了这个优良品种选好了以后，后面的又提出了，这颗种子如果将来要发展成累累硕果，就需要空气、阳光、雨露、水分、土壤，还需要肥料等等跟创业相关的。就像吴院长这次提出来“创新是创业的灵魂”，我们很多创业要想成功，这个种子未来要想成为很好的硕果，需要很多创业的环境、创业的政策、创业的研究、创业的教育、创业的资金，甚至创业成功的分享以及各个层面的多个问题，这些问题都可以归纳为我们刚才讲的怎么样促进这良种变成硕果累累。

这个论坛取得了巨大的成功，我在这里向远道而来的马修主席、大卫主席、艾曼主任，以及从全国各地到青岛来参与这次论坛和对我们这次论坛作出支持的各位嘉宾、各位领导、各位同仁表示深深的感谢，谢谢大家！

2、Zhou Jianhui

Hello, everyone! firstly, I appreciate Chairman Lu that just his enterprising enthusiasm and target value calls so many leaders who have enterprising spirits together here to talk about establishing a business.

I am from the Low Carbon Center of Peking University and the height and depth of my speech is not as good as the several deans and senior specialists who spoke before me, today, I will talk about the past 6 years' hard experience of mine and of our comrades as well as my superficial experience while carrying out research as a doctor since 2000 to communicate with everyone.

The Registration and Investment was established in 2000, and we only established one concept, our purpose is to be an active investor and to establish more excellent enterprises for China with our management and output. In the past 10 years, we invested 85 projects under the guide of this concept, which scale was from \$35 million to \$0.7 billion at present. Of the 85 projects, only 5 projects were settled, more than 20 projects came into the market, which fished out a road with investment value for Domestic investment. I think the core view point is that this kind of concept doesn't change at the beginning of starting a business. Today, I want to talk about us investors how to select entrepreneurs and start-ups with everyone, that is to say, how the entrepreneurs can enter the sight of the investors.

First of all, is the mode of your business sustainable benefit? For example, whether you can earn some in your selected field? Take mobile phone as an example, everyone has a mobile, and from this point, we carry out innovation. The polyphonic ring tones and multimedia messages that we invested in the beginning have been sold, and then, there are hand-map, mobile TV, mobile-malls, etc. for which, there are software and hardware, and financial service, and the express delivery below the line, and then go on thinking to track down by following clues. In the future, the enterprises must have their own core competitive force, don't copy others easily, and you will be easily copied by others, don't invest on those that you haven't fully understood.

Secondly, how the investors treat others? We mainly see three aspects of this enterprise, and the first is the CEO, the second is the core team, and the most important is the investor. The entrepreneurs mainly see two aspects, first is virtue, that is to see whether you have great virtue or not, whether you put your benefit together with the enterprise's benefit, whether you put the enterprise's benefit first and whether you can persist on doing a matter or not. Establishing a business is a hardworking, when you are going to pay salaries for your employees, if you don't pursue and responsible for your business, you will neither have the concept to undertake

everything nor to be responsible for the uncertain risks, but you shall perform the contract that you signed. Don't do this, if you don't have great virtue and great persevering will.

When you select a field to start a business, you must cultivate yourself to have the ability of jumping out a picture while viewing a picture. As a specialist, maybe you have a keen insight into matters. Another key point is, as to this, I think entrepreneurs' learning ability is also important, once they are facing questions, they can solve them. The third is you must have your own ability to conclude but not praise. This "conclude" means that you should conclude the enterprise's methodology, conclude method and theory with your experience in the past many years, like GE and HP, they have concluded their own theories. Such as Lenovo, I think, President Liu has concluded three essential factors of Lenovo, i.e.: establish a Strategy, lead a leadership and developing a team. The structural chart of Lenovo strategy shows that: culture, mechanism and team are at the top, business layer is in the middle layer, such as your business flow and financial flow and the business mode selection is at the bottom.

This is the aspect of investors. Because Teacher Wang is not here, I want to talk about Teacher Wang's idea. Because the previous management is western management theory, Teacher Wang concluded his own theory with his experience and theory, which fuses the common characteristics of western management and meanwhile deals with the individual "6-dimensional Management" for Chinese and Western management and takes the cultural management as the core. What is "6-dimensional Management"? Cultural management means the enterprise's value and people's value, which enables us to do things correctly; Information management enables us do things correctly; knowledge management is strategic management etc., which enables the efficiency for us to do things; art management is to manage according to the personality; general management means we decide the strategy according to the environment and by judging and weighing; the last one is integration management, that is to integrate the above mentioned culture, knowledge, information, art and general management together. Neither the western is not always good nor is our eastern not always bad. It belongs to the whole word as long as it is a good thing. No culture, the strategy is harmful; no art the strategy is ugly; it is in idle theorizing if it is not implemented. Here, Together with each business college, including medium-sized and small sized enterprise associations all over the world, I hope we can really conclude the management concept and management theory for Chinese entrepreneurs, we can help more entrepreneurs to succeed, at the same time we hope the set of management theory that we concluded also help other developing countries, thank you.

2、周建慧

各位来宾，大家好。首先感谢卢董事长，正是因为他的创业热情和目标价值才把这么多有创业情节的领导聚集在一起，大家来谈创业这件事。

我是北大低碳中心的，我发言的高度和深度也远不及前面几位院长和资深的专家，我今天要谈的是从 2000 年开始，我和我的战友摸爬滚打走过六年的经验和后来做博士研究的肤浅的体会给大家做交流。

立案投资是从 2000 年开始创立的，我们就制定了一个理念，我们的宗旨就是要做一个积极主动的投资者，要用我们的管理和输出为中国创造更多的优秀企业，十年来我们在这种理念指导下，从规模上的 3500 万到现在的 7 亿美金，这十年我们投了 85 个项目，只有 5 个是清算的，上市的有 20 多家，为中国的本土投资摸索出了一种价值投资的路。我觉得最核心的观点是，创业之初的这种理念没有变过。今天我给大家来谈的是我们投资者怎么来选创业者和创业企业的，也就是说创业投资者怎么做能入投资人的眼。

第一是你的商业模式是否是可持续盈利的，比如说你所选取的领域，是否能在油库里捞上一桶油。比如说手机这个领域，手机现在大家人人都有，在这上面如果去做创新。我们最开始投的彩铃彩信都已经卖出去了，之后还有手机地图、手机电视、手机商城，配合这样的会有软件和硬件，还有做金融服务这一块，之后还有线下的快递业务等等，顺藤摸瓜地往下想。之后企业一定要有自己的核心竞争力，不要去轻易模仿别人，你很容易被别人去模仿，自己没想明白的事儿不要去找投资者。

第二看投资者怎么来看人。这个企业我们主要看三方面，第一个是 CEO 本人，第二个是这个核心团队，最重要的看的也就是这个投资者本人。创业者主要看两方面，第一方面是德的方面，就是看你有没有大德，你的利益是不是跟企业的利益放在一起，把企业的利益放在第一位，你能够很坚忍地来做事。创业是一个苦差事，你面对的可能要给员工发工资，如

果你没有对事业的追求和责任心，你就没有这种承担一切的理念，去承担一切不确定性的风险，而要履行的是你要签出的合同。你没有大德没有大的坚忍的意志就不要做这件事。

你在创业选事的时候，一定要培养出自己一个跳出画面看画的本事。你做专家可能会培养出一眼看到底的能力。再一个很关键的一点，说到这儿，我想创业者的学习能力也是很重要的，一旦扭起来的时候一定会拽下来。第三一定要有自己总结的能力，不是在表扬。这个总结就是说你要能总结出企业的方法论，把你自己多年的经验总结出方法和理论，像 GE 和惠普都总结出了自己的理念。比如说联想，我觉得刘总总结出联想管理的三要素，就是定战略、带班子、带队伍，联想战略的屋顶图最顶上的就是文化、机制、团队，中间的是业务层，你的业务流和财务流，最下面的就是业务模式选择。

这是投资者这一块。因为王老师没来，我是想谈谈王老师的想法，因为过去的管理都是西方的管理理论，王老师是用他的经验和理论研究总结出自己的一套，融合了西方管理的共性，同时也处理了中西方个性的“六维管理”，以文化管理为核心的一套理论。“六维管理”是什么呢？文化管理就是指企业的价值观，人的价值观，能保证我们做正确的事儿。信息管理是保证我们做事的准确性，知识管理就是战略管理等，能保证我们做事的效率，艺术管理就是按照个性去管理，全面管理就是我们要根据环境不断权衡利弊来做战略选择，最后是整合管理，把前面的文化、知识、信息、艺术、全面整合起来。西方不一定都好，我们东方也不一定不好，只要是好的东西就应该是全世界的，没有文化战略是有害的，没有艺术战略是丑陋的，没有执行是纸上谈兵。在此，我们希望和各位商学院一起，包括全球中小企业协会一起，能够真正总结出中国创业者的管理理念和管理理论，我们能够帮助更多的创业家成功，同时我们希望总结出来的这一套管理理论，也能为其它发展中国家提供一点帮助，谢谢各位。

3、 Wu Xiaobo

Dear guests, I am very glad to have exchanges with you all here.

This epoch has rapid changes when China rapidly rises to greatness. We are all clear that entrepreneurship is a very important mode in this period, which can give full display to the potential of our country and our people. I only have five minutes, so I want to tell three little stories, one minute for one story.

The first story is my own experience. During my visit to Sweden in 2006, I got to know that there was a small city in Sweden where headquarter of IKEA locates. I went to the store and saw a old grandma at the door, she asked me whether I was a Chinese. I said yes. She said that they had a hard time after Chinese came, Chinese people open the store when it's dawn and don't close when it's dark, besides they don't spend the money they earn here; I thought my life was ruined. I think this is diligence. Two years later I went to the store again, the grandma was still there. I asked her how things were going on, she answered pretty fine. I asked about the competitors, she said they all opened restaurants and they were not related. I asked why. She said we could get relevant legal support here; you can't just do whatever you like. So Chinese people were not used to this, but probably they are good at running restaurants.

This story tells us that opportunities are always available, which can be grasped by diligence. But it is far from enough to grasp opportunities only by diligence, we shall have something we are good at, and do what we are good at. What are we good at? This is worth consideration.

The second story was told to me by my old friend who is an entrepreneur. 20 years ago, he rode a bicycle after the tractor to sell buttons from house to house. He said that was his first treasure, although it wasn't much. Later he did garment business; the wind coats were very popular in China at the end of the 80s. But soon he failed, because everyone was doing the same. He said I made a wind coat as high as two-storey building, which was a sensation with great influence. But it also had many imitators. In the 80s, he found an opportunity: there were many companies making garments, it was really hard to do this again. But could I integrate them? If I do my own brands, open my own store, and operate my business through chain stores and integrate the resources, and that will be different. The enterprise was listed in 2008, and the boss became the first richest man in Zhejiang Province after the listing, and the company is Metersbonwe.

What can we learn from this story ? Entrepreneurship can't sustain only by imitation, we shall make innovations, which is rather important.

The third story was probably known by us all. It is known to us that the Apple Corporation just released a new product "i Phone" last week with so rapid innovation development. But can you find any application software of "i Phone" developed by the company? No, they are resources from the world. Therefore we can see the enterprise has entered a new phase. The market value of the Apple Corporation keeps abreast of Microsoft, and it wins the new opportunities through continuous innovation. So we can conclude that innovation and entrepreneurship are inseparable, and innovation is the soul of entrepreneurship. If you have a soul, you can live well, and so does the enterprise. If you grasp an opportunity for development, your development depends on your soul- the innovation.

Based on this point, we can see that our schools assume very important responsibilities, therefore innovation capability can be fostered, and the entrepreneurship spirits can also be inherited and carried forward by our schools, this is the our responsibility as well as our function. Based on this point, Zhejiang University established intensive training class of high-tech innovation entrepreneurship as early as 1999 to provide innovation and entrepreneurship education for our college students, and the enterprises established by several students are already outstanding. We also established the Entrepreneurship Management Major, and our Management College is the first and only one in China, which will further promote our relevant research.

The present entrepreneurship is one within the global vision; it doesn't mean that we only do small business in one regional market. Our university students have stronger capability to do greater careers. Therefore based on this point, we established a Global Entrepreneurship Project in cooperation with American Business College and France Emlyon Business School, which was initiated from last year. The project includes three months' study in France, four months' study here and four months' study in America. We have 64 students from different countries in our class with potential of new entrepreneurship and innovation concepts and thoughts. Back to our subject, the innovation is the soul of entrepreneurship. The entrepreneurship of university students will be greatly different from the entrepreneurship of the grassroots in the past.

3、吴晓波

各位来宾，非常高兴在这里给大家做这个交流。

这个时代是一个迅速变化的时代，也是我们中国迅速崛起的时代。在这个时代当中大家都很清楚，创业是一个非常重要的模式，让我们的国家，让我们的人民潜力得到充分的发挥。时间有限只有五分钟，我想讲三个小故事，一分钟一个。

第一个小故事是我自己亲身的经历。我在 06 年去瑞典访问，瑞典有一个小城市，那个小城市宜家的总部在那里。我去一家店门口看见一个老太太，她问我你是中国人吗？我说是。她说你们中国人来了我们日子就不好过了，天亮了中国人的店就开业了，天黑了店还没关，赚了钱还不在这里花，我觉得我的生活都被破坏掉了。我想，这就是勤奋。过了两年我又去了那个小店，那个老太太还在，我问她怎么样，她说现在挺好。我说那些竞争对手呢？她说都去开饭馆了，跟我这里的竞争关系不大。我说为什么？她说，我们这里有我们相关的法律资助，不是想开店就开店，可能中国人不习惯，但是开饭馆可能很擅长。

这个故事告诉我们，机会总是有的，靠勤奋可以获取机会，但是只靠勤奋去抓这样的机会恐怕还不够，要有一个擅长的东西，要做你所擅长的东西。这个擅长在哪里？这个很值得我们考虑。

第二个小故事，我的一个企业家老朋友，他给我讲了一个小故事。20 年前他挨家挨户骑着个自行车跟着拖拉机走，走家串户卖钮扣，他说这是我的第一桶金，钱赚的不多。后来他就做服装，在 80 年代末风衣在中国很流行。但很快不久生意都没了，因为大家都在做。他说我做了一个两层楼高的风衣，做了一个很轰动的一件事情，影响很大，但是同样模仿者也很多。到了 80 年代，他说我看到了一个机会，做服装的公司很多，那我去跟他们一样去做的话这个实在是很累。但是我能不能把它整合起来呢？我专做我的品牌，做我的店，把我的店连锁的经营方式做起来，去整合那些制造的资源，这就不一样了。这个企业在 08 年上市

了，上市以后那个老板也成为我们浙江省的首富了，是美特斯邦威这个公司。

这个告诉我们什么东西？创业只靠我们模仿的话不够，我们一定要有创新，这个是非常重要的。

第三个小故事，可能大家都知道。大家知道苹果公司上个星期又发布了一个新产品“i Phone”，它的创新发展如此之迅速，但是你看“i Phone”有一个什么样的应用软件，都是他自己开发的吗？不是，都是全世界的资源。所以我们可以看到企业进入到一个新的阶段，苹果公司的市场价值目前来说跟微软是并驾齐驱，它不断通过创新赢得它新的机会。所以这一切告诉我们创新创业是联系在一起的，而且创新是创业的灵魂。如果你有灵魂，你可以活得很好，对企业也是一样，你抓住一个机会可以发展，但是是否能够发展得好，有没有灵魂，这个灵魂就来自于创新。

基于这一点我们可以看到我们学校承担着非常重要的责任，所以创新这个能力是可以培养的，创业的精神同样也通过我们的学校可以传承，可以发扬光大，所以这是我们的责任，也是我们的作用。基于这一点，我们浙江大学比较早，在1999年就创办了高科技创新创业强化班，我们对我们的大学生进行创新创业的教育，其中有几个同学创办的企业已经非常出色了。我们也创办了我们创业管理的专业，我们管理学院目前在全国是第一个也是唯一的，把我们相关的研究进一步的推进。

现在的创业是一个全球视野下的创业，别不是说只在我们一个区域市场做一点小买卖。我们大学生有更强的能力做更伟大的事业。所以基于这一点，我们也在跟美国的商学院、法国里昂商学院联合起来创办了一个叫全球创业项目，这个项目我们从去年已经开始了。在法国学习三个月，现在在我们这里学习四个月，然后再去美国学习四个月。我们现在这个班64个同学来自不同的国家，他们有一些创新创业新的理念和思想所迸发的潜力。回到我们的主题，创新是创业的灵魂。我们大学生的创业跟过去草根的创业恐怕会有很大的不同。

4、Zhang Zhuxiu

My topic is entrepreneurial environment discussion. I have three points, the first point that environment is better than seed. The most positive and proactive entrepreneurship is employment, and entrepreneurs not only create jobs for themselves, but also bring more employment to generate a multiplier effect. For China, a country with large population base and large number employment difficulties, it has particularly important significance to carry out the strategy of driving employment with setting out business. China's sustained economic growth hides great opportunity, the problem is how to improve the venture wishes, and how to enhance the venture success rate. The quality of entrepreneurs is very important, but the business environment is indispensable, the environment is competitiveness and also is the vitality, the environment is like the seed which can not be separated from sunshine, water, soil and air. Creation of a good environment is essential to improve the business wishes.

The second point is how to view China's current business environment. It can be said that due to China's economic reform and opening up for more than 30 years, business environment has been greatly improved, however compared with the developed countries, our current business environment still lags behind. In 2005, Harvard University, Yale University and the World Bank carried out systematic business environment survey on 84 countries, the conclusion is that all demanded examination and approval procedures of a company from the register to opening cost the shortest time in Canada for only two days, Mainland of China needed seven steps for 110 days, demanded register cost was 1% of per capita annual income in Britain, the United States and Canada, but accounted for 11% of per capita annual income in China. From the point of view of our Shandong, graduates student in 2009, last year, in Shandong Province were 468 thousand, but those who chose to set up business were less.

Entrepreneur faces the biggest problem of difficulties in financing. Since 1996, our country and the regions decreased 64 million jobs, but its short-term loan balance was still increased by one trillion, our individual and private economy provided 70% of new urban jobs and 70% of urban re-employment, 80% of migrant farmer workers jobs were available, but the loan from the bank is only equivalent to 2.3% of state-owned enterprises, which indicates that our business environment for small and medium-sized enterprises needs improving further.

The third point is how to create a healthy environment, I think common efforts of government, enterprises and universities are needed. From the government perspective, the first step is to relax the policy as soon as possible, to clean up all non-business-management systems, and to carry out filling systems to micro, individual, and small and medium enterprises. The second step is to reform the system to clean up and abolish all kinds of unreasonable fees and fines as soon as possible, to abolish the systems of financial and law enforcement departments about surplus, incentives and penalties, and to create a favorable and clean government environment which is beneficial for people venture.

The third step is to implement low tax system to individual and micro small and medium enterprises, to lower the income tax rates, to speed up financial system reform, and to implement rationalized loose management to private financing. At the same time, we also should develop financing secure, small and medium banks, venture capital investment, etc., and encourage banks to grant business loan. The fourth step is to strengthen the business services, and the Government should provide the conditions for entrepreneurs in incubation bases, business places and the like. Colleges and universities should strengthen entrepreneurship education and training and also should create an atmosphere of advocating business undertaking, competing business undertaking, encouraging business undertaking, supporting business undertaking and tolerating failures.

In 2009, our country has launched a venture segment in capital market, and also developed the activities of creating new cities in 84 cities of Human Resource and Social Security Department. On Apr. 1, 2010, Human Resource and Social Security Department also held National Entrepreneurial City Performance Evaluation Forum in Jinan, and recently the entrepreneurial opinion of college student leading plans was discussed in the meeting. We can say that our business environment will continue to be optimized. Business atmosphere will become increasingly strong, there will be more and more people who want to venture and dare to venture for creating greater contribution to creating novel society and prompting employment, thank you.

4、张祝秀

我发言的题目是创业环境探讨。我讲三个观点，第一个是环境胜于种子。创业是最最积极的就业，创业者不仅为自己创造岗位，而且还可以带动更多的就业，产生倍增的效应。对于中国这样一个人口基数大、就业困难数量大的国家，实施创业带动就业具有特别重要的意义。中国持续稳定的经济增长，可以说孕育着巨大的机会，问题就在于如何提高创业的意愿，如何提高创业成功率。创业者的素质固然十分重要，但是创业的环境更是不可或缺，环境就是竞争力，也是生命力，环境就好比种子离不开阳光、水分、土壤和空气一样。营造好的环境，对提高创业的意愿至关重要。

第二个观点，是如何看待中国目前的创业环境。可以说，中国经济 30 多年的改革开放，创业环境得到了很大的改善，但是与发达国家比较来说，我们目前的创业环境还有很大的差距。2005 年哈佛大学、耶鲁大学和世界银行对 84 个国家创业环境进行了系统的调查，得出的结论是，一个公司从注册一直到开业，所需要的审批步骤加拿大需要的时间最短，只有两天，中国内地需要 7 个步骤 110 天，需要注册的费用在英、美、加拿大国家是人均年薪的 1%，而占到中国人均年薪的 11%。从我们山东的情况来看，大学生去年 2009 年山东省应届毕业生是 46.8 万人，但是真正选择创业的人却不多。

创业者面临最大的困难就是融资难。从 1996 年以来，我们国家和地区尽管减少了 6400 万个岗位，但是它的短期贷款余额仍然增加了一万亿，我们个体和私营经济尽管提供了城镇新增就业的 70% 以及城镇再就业的 70%，还有进城务工农民的 80% 的就业岗位，但是它从银行得到贷款只相当于国企的 2.3%，说明我们的中小企业的创业环境还需要进一步改善。

第三个观点就是如何营造健康的环境，我认为需要政府、企业和高校多方面做共同的努力。从政府层面来说第一步要尽快放宽政策，清理一切不利于创业的管理体制，对微型、个体和中小企业实行备案制。第二条就是要改革体制，要尽快清理和废除各种不合理的收费和罚款，废除财政和执法部门与超收、奖励和罚款分成这样的制度，营造一个有利于人民创业健康廉洁的政府环境。

第三是要对个体、微型中小企业实行低税制度，降低所得税税率，加快金融体制的改革，对民间的融资实行合理化的宽松管理。同时，还要发展融资担保、中小银行、风险投资等，鼓励银行发放创业贷款。第四条是要强化创业服务，政府要在孵化基地、经营场所等方面为创业者提供条件。高校要加强创业教育和培训，同时还要在全社会努力营造一种崇尚创业、竞相创业、鼓励创业和支持创业、宽容失败的氛围。

09 年我们国家在资本市场推出了创业板块，同时也在人力资源部 84 个城市开展了创建型城市的活动。今年 4 月 1 号人力资源部又在济南召开了一个全国创业性城市绩效评估座谈会，最近会上还谈论了关于大学生引领计划的创业意见。可以说，我们的创业化境一定会不断的优化，创业的气氛也会越来越浓厚，会有越来越多的人想创业，敢创业，为建设创新型社会，为促进就业作出更大的贡献，谢谢各位。