



# 百威英博模式

文 / 夏敏

这样的课堂情景一定出乎你的意料——一位中欧国际工商学院的教授在为百威英博集团（AB InBev）一些最优秀的员工讲授关于当前所讨论主题的最新理论，同时还有一位该公司的高层管理人士在旁补充实践事例，说明教授所讲的东西如何才能运用到工作当中。这位高管，有时候就是百威英博亚太区总裁邓明潇（Michel Doukeris）本人。

这就是中欧国际工商学院的Business@ABInBev课程。它由中欧教学团队与百威英博公司管理层携手、共同为满足该公司在华发展的个性化需求而设计。3年来，从中受益的员工已近100人。

百威英博亚太区人力资源副总裁钱红孙女士是该课程的铁杆“粉丝”。作为公司高管，她也是决定哪些优秀员工能获

选参加这一课程的决策团队成员之一。她于6年前加入百威英博，早在公司目前的内部架构经过几次合并和战略收购而正式成形之前，便已在此供职。在公司经历的这些变化过程中，钱红孙和她所领导的团队一直致力于创造一个以“团结一致”为重点的整体环境——同一个公司，同一种文化。中欧与百威英博合作开设的公司特设课程便是钱红孙和她的团队为之努力的重要工作之一。它让百威英博的优秀员工从全国各地聚集到一起，聆听为期18天、包含6大模块的课程，内容包括高绩效领导力、绩效管理、市场管理、供应链管理、销售渠道及商务管理和竞争策略等。事实上，为了在更广泛的层面上培养员工，百威英博公司与哈佛、斯坦福、耶鲁等全球顶尖商学院都有合作，中欧自然也是其中之一。

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# The AB InBev Formula

By Charmaine N. Clarke

It's not your typical classroom scene. In addition to the CEIBS professor who's providing some of AB InBev's best employees with the latest theoretical knowledge on the topic being discussed, there is also a senior executive from the company – maybe even APAC President Michel Doukeris himself – providing practical examples of how this information can be applied on the job. This is the Business@ABInBev programme at CEIBS Shanghai Campus. Three years after the school's faculty and the company's management designed the class to meet AB InBev's very specific needs here in China, almost 100 employees have benefitted from the programme.

Linda Qian, People VP at AB InBev APAC, is an avid champion of the course. She's also among the team of company executives that decides which high-potential employees are selected to participate. She's been with the company for six years, long before its existing structure – formed from several mergers and strategic acquisitions – took shape. Throughout all the changes, Qian and her team have worked hard to create an environment that emphasizes unity: one company, one culture. The AB InBev programme at CEIBS is a vital part of their efforts. The 6-module class brings their staff together, from all across China, for 18 days of lectures on High Performance Leadership, Commercial Performance Management, Marketing Management, Supply Chain Management, Supply Channel Management, and Competitive Strategy. It's part of the company's wider employee development initiatives in which it partners with top business schools across the world such as Harvard, Stanford, and Yale.

## ***TheLINK: How vital is it to AB InBev to collaborate with CEIBS in training your employees in China?***

**Linda Qian (LQ):** CEIBS is a key partner for us, especially for APAC (the Asia Pacific zone). It's a top business school in Asia and it's among the top schools globally. So that's why we are very keen to have a positive relationship with CEIBS; the school has been a very good partner in terms of people development. Our collaboration can be traced back to 2009 when we worked together to develop a tailor-made programme that we call Business@ABInBev. This year



## *AB InBev China*

Anheuser-Busch InBev first entered China in 1984 by providing technology transfers to Zhujiang Brewery in Guangzhou. From 1998 onwards, the company either acquired or formed partnerships with a number of leading Chinese brewers including Jinling, KK, Double Deer, Shiliang, Baisha, and Jinlongquan. In May 2006, the company doubled its business in China by acquiring 100% of the Fujian Sedin Brewery. With the 2008 merger of Anheuser-Busch and InBev, the new entity's position was enhanced through both companies' complementary footprints.

## *Global Footprint*

- USD 39.8 billion in revenue in 2012
- The leading global brewer and one of the world's Top 5 consumer product companies
- #1 or #2 in many of the world's top beer markets
- 7 operational zones: North America, Latin America North, Latin America South, Western Europe, Central & Eastern Europe, and Asia Pacific
- 200+ beer brands, including three global brands: Budweiser®, Stella Artois® and Beck's®, multi-country brands and strong local brands
- Approximately 118,000 employees worldwide
- Recognised by *Fortune* magazine as the world's most admired company in 2013.



邓明潇（中）和获胜团队 Michel Doukeris (centre) and Business@ABInBev participants share a winning moment during class.

### 百威英博在中国

百威英博于1984年进入中国，当时它向广州珠江啤酒厂提供了多项技术转让。1998年以来，百威英博收购了多家国内领先的啤酒企业、或与它们合作经营，其中包括金陵、KK、双鹿、红石梁、白沙、金龙泉等。2006年5月，百威英博全资收购福建雪津啤酒厂，使其在华业务翻番。2008年，百威与英博达成并购，双方在业务上相得益彰，新公司的领军地位进一步巩固。

### 全球发展历程

- 2012年全年总收入398亿美元
- 全球领先的酿酒制造商，全球五大消费品公司之一
- 在全球许多国家和地区的啤酒市场上高踞冠军或亚军宝座
- 七大运营区域：北美、拉丁美洲北部、拉丁美洲南部、西欧、中东欧和亚太
- 旗下经营着超过200多个品牌，其中包括百威、时代、贝克等全球旗舰品牌，还有许多跨国畅销品牌及本土明星品牌
- 在全球拥有约11.8万名员工
- 2013年位列《财富》杂志评选出的“全球最受尊敬企业”排行榜饮料行业榜首

### TheLINK: 您如何看待与中欧合作培训在华员工一事对于百威英博的重要性?

**钱红孙（以下简称“钱”）：** 中欧是我们的重要合作伙伴——特别是在亚太区。作为亚洲的顶尖商学院，她在全球也名列前茅。就人才培养而言，中欧是一个优秀的合作伙伴。因此，我们热切希望与中欧保持一种积极的关系。我们之间的合作可以追溯到2009年，那时我们共同开发了一个度身定制的公司特设课程，我们称之为Business@ABInBev。该课程第三届学员将于今年毕业。这是一个非常重要的课程，我们公司可以通过它来对重点员工进行培养，提升他们的能力与管理技巧。正如我们常对员工说的那样：公司帮助你们为未来做好准备，以期你们将来与公司共同发展。

百威英博的梦想是成为全世界最好的啤酒公司，“酿造”更美好的世界。为了达到这一目标，我们一贯需要与公司拥有同一梦想的优秀人才。在公司朝着目标上下一心共同努力的过程中，这些未来的领导者无疑是确保公司实现长期可持续发展的关键，而中欧在对他们的培养工作中发挥着非常重要的作用。

人才以及建立有效的人才成长机制，是百威英博公司全球战略的关键因素。为了确保公司在全球、尤其是中国市场上达成业务扩张与发展的目标，我们必须吸引并招募到最合适的人才。而在他们加入公司之后，我们必须为他们提供个人发展的机会，帮助他们掌握足够的技能、并能将这些技能运用到工作中，从而帮助公司成长。这一切最终都要回归到“人才”本身。



钱红孙 Linda Qian

we are having our third class. This has become a very important programme through which the company can develop key talent. We need to build up our employees' capabilities, improve their management skills. As we always say to our employees: we are preparing you for your future, to develop together with the company.

Our dream is to be the best beer company in a better world. To achieve this goal, we always need great people who share this same dream. CEIBS is extremely important in helping us develop the company's future leaders, a vital part of ensuring the company's long-term development as we work towards our goal.

If you look at the entire AB InBev global strategy, people – and building up a strong people pipeline – are the key elements of company strategy. In order to make sure we can deliver results, especially for China, for business expansion and growth, we need to make sure we attract the right people. Once we have them on board, we have to ensure that we provide opportunities for our people to develop, to make sure they have the right skills so they can deliver great results for the company to grow. Everything comes back to people.

***TheLINK: AB InBev employees participate in a CEIBS Exec Ed Company Specific Programme, one that's tailor-made to meet the company's needs. What are the benefits of this approach?***

**LQ:** Whenever we have new hires or newly promoted employees, it is our responsibility to help them build up their capabilities for future growth. In terms of how this applies at the local level, here in China, when employees enrol in the Business@ABInBev programme they learn a great deal from the programme's 6 modules and they also benefit from interaction with the company's senior management who co-lecture with CEIBS professors. Our executives' lectures are more closely related to the company's strategy and operations. For example the APAC Zone President usually gives a lecture on leadership: how to be a leader within the company, what a leader looks like, the company's expectations of its leaders. Or if the topic is performance management, the professor will cover the theory of financial management and our Finance VP will talk about financial discipline and related business practices. With this approach, our employees not only learn the theory but also understand what's going on at AB InBev. After they have completed the programme, they can then apply both theory and practice while on the job. We believe this partnership with CEIBS plays a vital role in helping the company develop talent.

*“CEIBS is a key partner for us, especially for APAC. It's a top business school in Asia and it's among the top schools globally.”*



**TheLINK: 对于那些参与了中欧为百威英博量身打造的特设课程的员工而言，他们从中得到了怎样的收获？**

**钱：**每当我们聘用新员工或是提拔老员工时，我们都有责任帮助他们提升自己的能力、以谋求将来的更大发展。因地制宜，就中国而言，当我们的员工就读中欧Business@ABInBev课程时，他们从6大模块中学到了许多东西，同时由于公司的高层管理者与中欧教授一同授课，学员们在与高管的互动中也受益颇多。高管们的参与使得授课过程更加贴近本公司的战略与运营。例如我们的亚太区总裁经常从以下角度讲授领导艺术：如何在公司里成为一名领导者？领导者应当是什么样的？公司对于领导者抱有什么样的期待？又或者，如果当天的授课以绩效管理为主题，中欧教授会讲授一些财务管理方面的理论，而我们的财务副总裁则会补充一些财务原则以及相关的商业实践。这样，我们的员工不仅学到了理论，还明白了百威英博在相关方面的实际情况。我们认为，与中欧合作的这个课程在帮助我们公司培养人才这方面发挥了不可替代的作用。

**TheLINK: 在过去的几年里，一共有多少名百威英博的员工参加了Business@ABInBev课程？该课程对他们的职业发展产生了什么样的影响？**

**钱：**迄今为止已有96名员工读过这一课程，每年从中毕业的员工大约有30多名。他们确实喜欢这一课程。我们公司有一个重要的人才管理环节，名为“组织与人才回顾”。通过这一评估，我们从员工中择选出重点培养对象，成为中欧Business@ABInBev课程的候选者。这些员工通常都是我们公司里最杰出的人才，其中也有些人是由部门领导直接指定的。我们的亚太区总裁以及我本人会对这些员工逐一进行评估，优中选优，最后的入选者才能来参加这一课程。

我们投入的不仅仅是金钱，还包括公司最高管理层为此贡献的大量精力。除在课堂上授课外，他们还花了许多时间与学员们进行互动。

在已完成课程的前两个班级中，有近10名学员在培训结束后得到了擢升。就读这一课程的人都是经过层层选拔脱颖而出的，在他们身上，我们看到了极大的潜力，并认为有必要在他们身上投资。Business@ABInBev课程的确帮助我们公司培养了人才。

**TheLINK: 除此以外，中欧与百威英博还有哪些合作方式？**

**钱：**我们从去年开始聘用中欧的MBA毕业生，这一步走得很对。我们只做了一场校园演讲，就收到了90多份简历。从中，我们录用了两名最优秀的学生，其中一人去年曾在我们这里实习，另一位是来自美国加州大学洛杉矶分校的交换生，他们都是在校园演讲的现场向我们递交了简历。今年夏末，他们将正式加入百威英博。此外，我们还荣获了2012年中欧最佳校园招聘奖，这让我们非常自豪。这说明我们的招聘工作得到了中欧学院和学生层面的多方认可。

我们的目标之一是从全球顶尖学院招聘最优秀的MBA毕业生。事实上，之前中欧并不在我们的目标院校名单里。但我一直在努力争取，因为中欧的课程质量已经在全世界都得到了认可。最终，我们将中欧列入了与我们合作开展“全球MBA课程”的商学院名录。这一合作课程为期一年，包括一个创新的挑战性项目和两次对我们公司经营情况的深入分析。它有助于新进公司的MBA毕业生迅速上手，充分认识到自己的所有潜能。

我们的全球MBA课程及与中欧合作的Business@ABInBev课程，只是我们公司在人才上所做投资的部分事例。我们坚信，人才是公司最重要的资产。我认为，通过和中欧在学术上的有力合作，我们将能持续加强对优秀员工的培养，并让我们的人才招聘形式更加多样化，吸引最优秀的人才加入百威英博。





“One of our goals is to recruit the best MBA students from top universities around the world.”



**TheLINK: How many AB InBev staff have participated in the Business@ABInBev programme over the years? What impact has this had on their career development?**

**LQ:** So far, about 96. Around 30 employees graduate each year. They really like it. One of the company's key people processes is called Organisational People Review. We identify our high-potential employees through this process and those employees will be selected to attend the Business@ABInBev programme at CEIBS. Normally these are our high-talent people plus those nominated by department heads. Our Zone Presidents and myself will review these employees, name by name, to select the best of the best for the programme.

For us the investment is not only financial but it also includes the efforts of our top leaders. In addition to lecturing during the course, they also spend a lot of time interacting with students.

About 10 people from the first two classes have been promoted after completing the training programme. Those people who enrolled in the class were chosen because we thought they had huge potential and we felt the need to invest in them. So you can see that the programme really helps the company grow its talent.

**TheLINK: In what other ways do CEIBS and AB InBev collaborate?**

**LQ:** We began recruiting CEIBS MBA graduates last year and it was very successful. We only conducted one campus talk and we received more than 90 applications. We recruited two of the best students from CEIBS: one did an internship with us last year and the other is an exchange student from UCLA who applied during our campus talk. They will join us here in Shanghai later this summer. In addition, we were also voted best recruiter, so we're very proud. This was our first year and we managed to hire excellent CEIBS graduates and we were recognised for the quality of our recruitment efforts.

One of our goals is to recruit the best MBA students from top universities around the world. In previous years, CEIBS was not on the list of our target universities. But I kept fighting for this because CEIBS programmes are globally recognised. We finally managed to put CEIBS on our list of global business schools for our global MBA programme. This is a 1-year programme which includes 1 innovative challenge project and 2 deep dives into our operations. It helps MBA graduates who join our team make an immediate impact and realize their full potential.

Our global MBA programme and the Business@ABInBev programme that we do with CEIBS are just some examples of how we invest in our people. This is because we believe they are the company's most important asset. I believe that with this strong academic partnership with CEIBS, we will be able to continuously enhance employee development, diversify our talent recruitment methods and attract the very best talent to join us.