



普罗迪教授（左三）、詹纯新先生（中）、许定波副教授（右三）、高臻女士（左二）、韩践副教授（右二）、肖斌女士（右一）、陈玲珍女士（左一）
Prof Romano Prod (3rd left), Zoomlion Chairman and CEO Mr Zhan Chuxin (centre), CEIBS Associate Dean Prof Xu Dingbo (3rd right), Managing Partner at Mandarin Capital Partners Ms Zhen Gao (2nd left), Prof Han Jian (2nd right), Beijing Campus Operations Director Catherine Hsiao (right) and Director of Exec Ed CSP Ruby Chen (left) during the signing ceremony.

中联重科分享国际化并购经验 并赞助罗马诺·普罗迪教授中 欧国际工商学院欧盟教席

7月18日，中欧高层论坛“走出去的中国企业——对话中联重科”在北京校园隆重举行。意大利前总理、欧盟委员会前主席罗马诺·普罗迪教授任中欧国际工商学院欧盟教席教授签约仪式也于同期举行。中欧副教授许定波教授致欢迎辞，盛赞了中联重科在推动中国企业全球化进程中的典范作用，也代表学院感谢其资助中欧欧盟教席、促进中欧教育事业发展的慷慨之举。

在本次论坛上，中联重科董事长兼CEO詹纯新先生、普罗迪教授、中欧管理学副教授韩践博士、曼达林基金执行高级合伙人高臻女士等各界嘉宾针对中国企业“走出去”和欧洲经济形势展开了深入讨论。

演讲伊始，詹纯新先生首先向普罗迪教授表示祝贺，随后与大家分享了2008年中联重科收购意大利领先混凝土设备制造商CIFA公司的成功经验。这是当时中国企业在欧洲工业领域最大的并购案，也是中国企业跨国并购可贵的成功案例。中联重科由此

跃居全球最大的混凝土设备制造商。

詹纯新先生指出，“国际化意味着‘去中国化’。”中国企业的全球化发展需要长远的全球战略、全球管理和全球责任，从而实现跨越式的国际化发展。“走出去，关键还要‘走进来’。对中国企业而言，国际化之难，难在中外企业文化的差异，难在对国外人文环境的理解，难在对各国贸易壁垒的突破，难在国际化人才的缺乏，难在相当多的企业还在用中国式惯性思维去做国际化的事。”中联重科基于自身的思考和实践，建立了跨国并购的五项基本原则，即包容、共享、责任、规则和共舞，这是促成中联重科并购整合成功的关键所在。

普罗迪教授随后发表演讲，分析了当前欧洲的经济形势。他表示，只有在银行系统实现改革，出现统一的经济政策之后，欧洲经济才会好转。“我们需要制定一个新的经济政策，否则复苏无望。”

普罗迪教授认为，对于寻求海外发展的中国企业来说，欧洲依然有着很多机会。“纵然经济环境不佳，你还是能通过全球化协作获得良好的结果。”他还提及，在中国企业寻求海

外拓展之时，新一代的中国商业领袖需要招募更多了解其他国家文化和语言的专业人才。欧洲，是一个很好的助人开阔视野的市场，因为在那里的公司必须体验多种文化，适应不同的风土人情。他同时建议，考虑并购欧洲公司的中国企业，在选择之前先主动进行比较。

韩践副教授强调了人力资源管理的重要性，指出许多并购案，尤其是一些跨国并购案失败的原因，要归咎于文化和理解的差异，以及沟通的缺乏。她从人力资源管理角度对企业跨国并购提出三点建议：一是存同求异，求异才能突破和创新；二是终点即起点，完成收购只是更大战略转型的开始；三是达成良好的心理契约。

高臻女士指出，在中联重科收购CIFA项目过程中，曼达林基金发挥了非常重要的作用，他们帮助中联重科在短时间内拿到了意大利的融资租赁牌照，并在中联入主CIFA之后的几年中，积极协助其进行业务整合，拓展欧洲市场。

在精彩的圆桌论坛讨论后，现场举行了普罗迪教授任中欧国际工商学院欧盟教席教授签约仪式。

CEIBS Hosts Sino-European Forum & Signing Ceremony with Zoomlion

The challenges faced by Chinese companies going global was the theme of the Sino-European Forum held at CEIBS Beijing Campus on July 18, which featured a keynote speech by Zoomlion Chairman and CEO Zhan Chunxin as well as a signing ceremony for Zoomlion's sponsorship of the CEIBS Sino-Europe Dialogue Chair held by Professor Romano Prodi.

Prof Prodi is former Prime Minister of Italy and former President of the European Commission. The event also included a panel discussion with Mr Zhan, Prof Prodi, Co-Director of the CEIBS Centre on Innovation and Associate Professor of Management Han Jian, and Managing Partner of Mandarin Capital Partners Ms Zhen Gao.

In his opening remarks, Mr Zhan shared some of the experiences that Zoomlion has had in its 2008 acquisition of the world's third largest concrete machinery manufacturer, CIFA S.p.A. (Compagnia Italiana Forme Acciaio S.p.A.), which is based in Italy.

Zoomlion has never yet dispatched a single Chinese employee to work at CIFA, he said. He explained that the company has been able to make the acquisition a success by following five fundamental rules, which he believes are essential for Chinese companies who want to go global: Tolerance and inclusiveness; Sharing: including both risks and results; Taking responsibility for employees and the future of the company; Following the rules of both universally accepted best business

and corporate governance practices; and what he termed 'Dancing in the Circle Together', which refers to a collaborative work environment. He also explained that every year, Zoomlion sends a team to conduct a comprehensive audit of CIFA and make recommendations for improvements.

During the panel discussion that followed Mr Zhan's speech, Prof Prodi spoke about Europe's current economic climate and gave suggestions for Chinese companies who want to go global. He said that the European economy will not be able to improve until the banking system is reformed and there is a unified economic policy in place. "We need to define a new economic policy, otherwise it will be impossible to see growth," he said.

Prof Prodi said Europe still has many opportunities to offer Chinese companies looking abroad. "With the synergy of globalization you can still get good results in a bad economic environment," he said. He added however that as Chinese companies look abroad, the next generation of Chinese business leaders will need many specialists who understand other cultures and languages. Europe, he noted, is a good market for honing a broader vision, because companies there must operate across multiple countries and therefore be able to adapt to different behaviours and cultures. He also advised Chinese companies who may be considering M&As with European companies to take the initiative to compare the

choices they have.

Prof Han Jian highlighted the importance of people management, and said that often the reasons that mergers and acquisitions fail – particularly those conducted across borders – can be attributed to differences in culture and understanding, in executive qualifications, and lack of communication. She said that in a merger or acquisition companies must understand each other's differences while also seeking common ground. She also mentioned that the CEIBS Centre on Innovation is conducting research on Chinese enterprises going global to help facilitate their knowledge sharing and development of best practices.

Ms Zhen Gao then spoke about how Mandarin Capital partners assisted Zoomlion with its acquisition of CIFA S.p.A. and emphasized how overcoming cultural differences is one of the keys to a successful merger or acquisition. She also spoke about why Mandarin Capital, which has offices and partners in both Italy and China, is well positioned to assist Chinese companies to both select potential M&A targets, and successfully integrate them.

A lively Q&A session with the audience was then held, followed by closing remarks by the day's moderator CEIBS Associate Dean Prof Xu Dingbo. The event closed with a signing ceremony for Zoomlion's sponsorship of the CEIBS Sino-Europe Dialogue Chair held by Prof Prodi.