

Competitive Strategy 竞争战略

2007

CEIBS Executive Education: Top 50 for Five Consecutive Years---*Financial Times*
中欧高层经理培训：连续五年《金融时报》世界50强



CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

中欧国际工商学院

Competitive Strategy

This course examines how firms achieve and sustain superior performance through the development and implementation of competitive business strategy. To accomplish this objective, participants are provided with the tools to conduct a structural industry analysis, assess change drivers, and possible strategic options. Participants will also learn how to conduct a company assessment and develop well thought-out recommendations for implementation. The programme emphasises modern concepts and how they are practically applied to business.

Objective

The objective of this programme is to explore how firms achieve superior performance through the development of sound competitive strategy, and provide strategic tools to open the doors to new, profitable directions for the participant's organisation.

Who Should Attend

- >> Executives who manage business units with a profit or loss responsibility, and wish to improve short and long-term business performance
- >> Business and public sector leaders currently on strategy assignments, who need a thorough immersion in strategic thinking and practice
- >> Senior functional leaders and planners from marketing, finance and investment, sales development, product management and technology, who are involved in strategy formulation

Programme Benefits

Participants in this programme will be able to:

- >> Gain an understanding of competitive strategy and industry dynamics
- >> Think forward — identify new ways to create value for the organisation
- >> Use Structural Industry Analysis to evaluate entire markets
- >> Incorporate practical tools to improve your strategic decision-making
- >> Correctly reposition products and services to kick start profitability
- >> Extract maximum value from every strategic situation

Programme Coverage

- >> Development of industry analysis tools
- >> Understand sources of profitability
- >> Examine possible strategic directions in your industry
- >> Assess your own firm's possibilities in the competitive landscape
- >> Discuss possible growth strategies
- >> See the weak signals which may endanger your business
- >> Understand challenges in strategy implementation

竞争战略

本课程旨在探讨如何通过开发与实施竞争战略使企业获得并保持最佳业绩。为实现这一目标，本课程将为学员提供一系列工具，用于进行结构化行业分析以及评估变革驱动要素和各种战略方案。同时，学员还将学习如何进行公司评估并提出成熟可行的战略实施方案。本课程注重前沿概念在企业经营中的实际应用。

目标

本课程旨在传授通过开发最优竞争战略赢得最佳经营业绩的企业成功之道，它将为学员所在企业指明一条崭新的赢利之路。

对象

- >> 管理业务单元、负有盈亏责任、并希望提高其短期和长期经营业绩的企业高层管理人员
- >> 负责战略规划、需要全身心投入战略思考与实践的企事业单位领导人
- >> 参与制定战略的营销、财务、投资、销售、产品管理与技术等职能领域的高级经理人或规划者

受益

通过本课程的学习，学员将：

- >> 了解竞争战略与行业动态
- >> 进行前瞻性思考——找出为所在组织创造价值的新路
- >> 利用结构化行业分析评价整个市场
- >> 采用实用工具改进战略决策
- >> 以提高企业获利能力为目的对产品与服务正确地进行重新定位
- >> 从每种战略情境中获取最大价值

课程内容

- >> 行业分析工具的开发
- >> 了解获利能力的来源
- >> 探讨学员所在行业中各种可能的战略方向
- >> 评估学员所在企业的竞争前景
- >> 探讨可能的增长战略
- >> 发现学员所在企业中具有危害性的薄弱环节
- >> 理解战略实施中所面临的挑战

Programme Schedule 课程安排

Day 1

- morning >> What is strategy
>> Strategic planning processes and design
- afternoon >> Understanding the strategic context: industry analysis
>> Business system analysis

第一天

- 上午 >> 什么是战略
>> 战略规划流程与设计
- 下午 >> 了解战略环境：行业分析
>> 业务系统分析

Day 2

- morning >> Design of competitive strategy
>> Competitive dynamics
- afternoon >> Competitive strategies
>> Sources of profitability

第二天

- 上午 >> 设计竞争战略
>> 竞争动态
- 下午 >> 竞争战略
>> 获利能力的来源

Day 3

- morning >> Growth and acquisition strategies
>> Internationalising the firm
- afternoon >> Strategies in new markets
>> Corporate strategy: managing the portfolio

第三天

- 上午 >> 增长和收购战略
>> 企业国际化
- 下午 >> 新市场中的战略
>> 公司战略：管理业务组合

Day 4

- morning >> Strategy implementation
>> Managing strategic change
- afternoon >> Strategic networks
>> Pulling it all together

第四天

- 上午 >> 战略实施
>> 战略变革管理
- 下午 >> 战略网络
>> 融会贯通

Competitive Strategy is the most inspiring programme I have ever attended. Studying these carefully chosen cases, I felt that I was watching classical movies or sports games, in which rises and falls happened when winners showed their wisdom and losers made their mistakes. As a marketer, I have greatly benefited from the enlightening insights that address real competition. The foreign professor not only carefully analysed cases, but also put in his own opinions from years of experience, which made the programme even better. In the current environment of unprecedentedly fierce competition, the Competitive Strategy programme is a must for entrepreneurs and executives aspiring after great success.

Michael Zhang
Marketing Manager
BP China

Date/Language/Venue

September 11 - 14, 2007 / English with sequential Chinese interpretation / Shenzhen (Novotel Bauhinia Shenzhen at Qiaocheng Dong Road, Overseas Chinese Town, Shenzhen).

Admissions Procedures

Applications are reviewed as they arrive. Completed applications must be received 20 working days before the start of the programme. Any applications received after that date will be considered on a space-available basis. Please address all applications and enquiries to our customer service team in Shanghai, Beijing or Shenzhen.

Fee

The cost of the programme is RMB24,800, which includes tuition, case licensing fees, lunches, stationery, other course materials, and interpretation and translation fees if required. The full fee must be paid no later than 15 working days before the start of the programme. Applications made within 15 working days of the start of a programme require immediate payment.

Cancellations

If a confirmed booking is cancelled within 15 working days of the start of the programme, or if the applicant fails to attend the programme, a cancellation fee equaling to 20 percent of the total programme fee will be charged. If an applicant is unable to attend the programme, the applicant may transfer to another CEIBS Executive Education Programme within the same calendar year. When a request to substitute participant(s) for the same programme is made less than 15 working days prior to the start of the programme, the seat(s) will not be guaranteed.

** CEIBS reserves the right to amend information on this programme including price, date, location, faculty, daily schedule and other details.*

时间 / 语言 / 地点

2007年9月11日 - 14日 / 英语授课配汉语交替翻译 / 深圳 (深圳市华侨城侨城东路博林诺富特酒店)。

申请程序

申请表必须在开课前的20个工作日内寄到。所有申请根据先后顺序进行审核。开课前的20个工作日内收到的申请视具体情况而定。如需申请表或咨询详情,请联络我院位于上海、北京和深圳的客户服务小组。

收费

整个课程费用为人民币24,800元,包括学费、案例使用费、午餐费、资料费、文具费、其他相关材料费,以及口译和笔译费用(如有需要)。课程费用应在开课前的15个工作日内全部缴清。开课前的15个工作日内提出申请时需立即付费。

撤销报名

开课前的15个工作日内要求撤销报名,或指定学员未能上课,我们将收取课程费用的20%作为手续费。如果学员因无法参与课程而要求转至中欧国际工商学院其他高层经理培训课程,必须在同一年度内进行课程的更换。开课前的15个工作日内提出更换学员,其席位无法得到保证。

** 我院保留对课程信息(包括价格、日期、地点、师资、课程安排和其他细节等)进行调整的权力。*

“竞争战略”是我迄今为止最有心得的课程之一。所选案例十分精彩,使你如观看经典影片和赛事一样,在跌宕起伏中,既赞叹胜者的智慧,又惋惜败者的疏漏,而所有这些启示,让我作为一名从事市场营销的人,联系并超然于自己的竞争环境,获益匪浅。外籍教授不仅很好地讲解了课程内容,同时还根据多年的经验,加入了自己的见解和心得,锦上添花。在当今市场竞争空前激烈的状况下,“竞争战略”是每个有志于建功立业的企业家和高层管理人员不可不上的课程。

张雨松
市场经理
BP中国



Programme Director 课程主任

Per Jenster 言培文

Professor of Management
Director of the Centre of Entrepreneurship & Family Business,
Academic Advisor to Executive Education, CEIBS

中欧国际工商学院管理学教授
中欧创业与家族企业研究中心主任
高层经理培训项目学术顾问

EDUCATIONAL BACKGROUND:

Ph. D. in Strategic Management/IS, University of Pittsburgh, U.S.A.

M.A. & B.S. in Business Economics, University of Aarhus, U.S.A.

TEACHING/RESEARCH INTERESTS:

Professor Jenster is Professor of Management at CEIBS. He was for ten years Professor of International Marketing and Strategy at Copenhagen Business School, and served as Associate Dean for the CBS' MBA & EMBA programmes. His professorship focuses on International Business Marketing and Strategic Leadership Development. He was formerly on the marketing faculty of IMD, Lausanne, Switzerland, with responsibilities for teaching and research in the areas of strategic management and marketing.

ACADEMIC ACHIEVEMENTS:

Professor Jenster's award winning research is widely published in more than 107 articles, books and case studies. Recent publications include *Strategy Execution: Passion and Profit*, *Outsourcing/Insourcing: Profiting from New Relationships*, *Managing Business Marketing and Sales*, and *Strategy in Knowledge Intensive Firms*.

CORPORATE EXPERIENCE:

Professor Jenster's industry experience includes extensive senior management consulting in the areas of strategic management, marketing planning, competitive analysis, and cost evaluation studies. His past clients include diverse organisations such as Alcoa, AON, Caterpillar, Danisco, Exxon, ICI, IBM, Philips, Kellogg's, Unilever, Nestlé, Novo Nordisk, Novozymes, Norske Shell, Randstad, Bossard Group, TRW, UNIBANK, Telia, TeleNor, TeleDanmark, Texas Instruments, Nordea, Forenings SparBanken, Westinghouse and Volvo Construction Equipment. Prior to his academic studies, he worked in product management of branded goods bound for Africa and the Far East for the East Asiatic Company. He is co-owner and board member of a number of companies. During his years residing in Switzerland, he held the royal appointment as Honorary Danish Consul to Switzerland.

教育背景：

美国匹兹堡大学，战略管理及信息系统博士学位

美国奥胡斯大学，学士及硕士学位

教学/研究领域：

言教授是中欧国际工商学院的管理学教授。他曾在哥本哈根商学院担任了十年的国际营销及战略学教授，并任工商管理硕士课程和高层管理人员工商管理硕士课程的副教务长。他的教学领域主要是国际商务营销和战略性领导力发展。他曾是瑞士洛桑国际管理发展学院（IMD）的营销学教授，负责战略管理和营销学的教学和科研工作。

学术成就：

言教授的获奖研究成果广泛发表在超过107篇的论文、著作和案例研究中。近期出版的论文和著作包括《战略执行：热情和利润》、《外包/内包：从新关系中获取利润》、《管理商业营销和销售》和《知识密集型企业中的战略学》。

企业经验：

言教授的行业经历包括广泛的高级管理咨询活动，范围涉及战略管理、营销规划、竞争分析以及成本评估等领域。他的客户包括众多不同的组织，如美国铝业、怡安保险、卡特彼勒、丹尼斯克、埃克森、ICI、IBM、飞利浦、家乐氏、联合利华、雀巢、诺和诺德、诺维信、挪威壳牌、兰斯塔德、伯尚特集团、天合汽车、联合银行、瑞典泰利亚电信、挪威电信、丹麦电信、德州仪器、北欧投资银行集团、联合储蓄银行、西屋电气公司和沃尔沃建筑设备等。在从事学术研究之前，他为宝隆洋行工作，负责公司出口非洲和远东的知名品牌商品的产品管理。他还是一些公司的联合所有人和董事会成员。在居住瑞士期间，他还被皇家任命为丹麦驻瑞士名誉领事。

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