



创建客户导向型组织

CREATING A CUSTOMER-CENTRIC ORGANISATION

<http://exed.ceibs.edu>

2012

创建客户导向型组织

日期/语言/地点:

2012年7月10日-12日/英语授课配汉语交替翻译/上海

课程费用: 人民币29,800元

更多信息请访问: <http://exed.ceibs.edu>



以客户为中心不仅仅是一个市场营销概念。事实上，在以客户为中心的公司里，以客户为导向事关每个部门每位员工，而不只是营销、销售和其它“正式”的服务部门。只有那些将客户导向的理念深深植入组织基因的企业，才有可能不断地创造出被客户所认可的产品与服务价值，从而确保企业在竞争日趋激烈的市场中屹立不倒。

目标

本课程的目的帮助学员了解创建客户导向型企业必须需要企业各部门的完美配合，认识创建客户导向型组织的重中之重——创建客户导向型组织文化。他山之石可以攻玉，跨行业寻找客户导向型领域的标杆企业，汲取其经验教训。

对象

毋庸置疑，本课程首先面向的是那些奋战在客服“第一线”（直接与客户打交道的部门）的经理，包括服务经理、销售经理、客户关系管理经理、呼叫中心经理，等等。但我们也不能忽略了一些支持部门的经理，比如IT、物流、会计，等等。在某种程度上，他们是为客服人员提供服务的部门。

受益

通过本课程，学员将：

- 向成功企业学习如何通过以客户为中心来实现高水平的客户满意度

- 理解以客户为中心是许多职能都必须具备的状态，而不只是一种营销手段
- 探索在追求以客户为中心的过程中真实存在的各种不同的抱负层级
- 明确打造出色服务所需的条件：卓越服务的实现离不开营销、人力资源、运营以及技术等各部门的完美协调
- 突破传统思维模式，理解从产品导向至服务导向是一种根本性转变
- 通过研究以客户为导向的成功案例（改变游戏规则）来激发“拓展性思维”

课程内容

- 客户导向型组织的特征
- 创造客户价值
- 客户导向型文化的创建
- 客户服务与以客户为导向
- 战略性服务愿景
- 从“产品导向”到“服务导向”
- 客户导向型创新

Creating a Customer-centric Organisation

Date / Language / Venue:

July 10-12, 2012 / English with sequential Chinese interpretation /
Shanghai

Fee: RMB 29,800

For more information, please visit <http://exed.ceibs.edu>

Customer-centricity is not just a marketing story. In fact, in customer-centric companies, everybody is customer-oriented, not only marketing, sales and the “official” service departments. Only the companies that consider the customer-centricity concept as part of its organisational DNA are likely to constantly create product and service value that resonates better with customers, and ensure survival and growth in the furious market competition.

Objective

The programme aims to help the participants understand that a customer-centric organisation requires a very good collaboration among all its functions, and that the top priority for the development of customer-centric organisation is to build a customer-centric organisational culture. In addition, in order to provide transferable lessons for the participants, some cases in point about the customer-centric organisations in different industries will be analysed.

Who Should Attend

It is beyond question that one target will definitely be the managers driving the “front line”-interface with customer service managers, sales managers, CRM managers, call centre managers, etc.... However, the programme will miss a lot if we’re not including managers of support functions, such as IT, logistics, accounting who also have to be, to some extent, at the service of people serving the customer.

Programme Benefits

The programme will :

- Help participants to learn from companies which have achieved a high level of customer satisfaction through customer centricity
- Show that customer centricity is a multi-functional posture, not just a marketing gimmick
- Present to participants the various levels of ambition which do exist in the quest for customer centricity
- Enable participants to be clear on what does it take to build outstanding service: achieving excellence requires a perfect coordination between marketing, human resources and operations and technology
- Make participants aware that moving from product to service orientation is not an incremental step but a metamorphosis
- Stimulate participants’ “mindstretching” through the study of successful customer orientations which have modified the “rules of the game”

Programme Coverage

- Key characteristics of customer-centric organisations
- Creating customer value
- Building an outstanding customer-centric culture
- Customer service and customer-centric
- Strategic service vision
- From “product orientation” to “service orientation”
- Innovation of customer orientation

课程安排

第一天

- 上午
 - 以客户为中心的组织所具备的主要特征
 - 通过以客户为中心来造就出色的客户价值
- 下午
 - 反思：学员所在企业中以客户为中心的相关情形
 - 如何打造以客户为中心的杰出文化

第二天

- 上午
 - 客户服务，与“以客户为中心”相辅相成
- 下午
 - 树立战略性服务愿景

第三天

- 上午
 - 从“以产品为导向”转变为“以服务为导向”
 - 反思：学员所在企业中客户服务的相关情形
- 下午
 - 通过“突破性思维”来实现以客户为导向的相关创新
 - 总结



在短短的三天里，我通过与教授，同学的交流及对精选案例的研读了解了建立客户导向型公司的一些成功诀窍和经验教训。我们的公司既有外部客户，也有内部客户。要真正做到使公司的每个员工以客户为导向，我们还有很多的工作要去做。中欧的培训使我理解了客户导向的深层含义和它对公司发展所产生的深远影响。

张志杰
创始人
立可用

Programme Schedule

Day 1

- morning
 - Key characteristics of customer-centric organisations
 - Customer centricity as a feeder of outstanding customer value
- afternoon
 - Reflexion themes on customer centricity in the participants' companies
 - What does it take to build an outstanding customer-centric culture

Day 2

- morning
 - Customer service, the natural companion of customer centricity
- afternoon
 - Building a strategic service vision

Day 3

- morning
 - Migrating from product to service orientation
 - Reflexion themes on customer service in the participants' companies
- afternoon
 - Innovating on customer orientation by “thinking out of the box”
 - Wrap-up



During the 3-day training, I got to know some tips, experience and lessons for successfully creating a customer-oriented organisation through case study and communicating with professor and classmates. Our organisation has both overseas and domestic customers. We still have a long way to go to make every staff customer-oriented. Through training course at CEIBS, I have learnt the meaning of customer orientation and its profound impacts on company development.

*Jack Zhang
Founder
Likeyong*

课程主任

Programme Director



Charles Waldman

中欧国际工商学院市场营销学教授

Professor of Marketing, CEIBS

教育背景:

美国哈佛大学，工商管理博士学位
法国巴黎大学，经济学硕士学位
法国艾塞克高等经济商业学院，文凭

教学/研究领域:

Waldman教授是中欧国际工商学院的市场营销学教授。在加入中欧之前，他是欧洲工商管理学院市场营销学高级教授。他曾任巴黎高等商学院教务长并多次前往波士顿大学、澳大利亚悉尼麦考瑞大学、以色列特拉维夫大学商学院，里斯本的天主教葡萄牙大学等地担任客座教授。他的主要研究领域涉及服务零售分销领域中市场策略与比较管理，以客为本的服务营销。他最近的研究是有关社会基础和商业策略突破的影响。

学术成就:

Waldman教授著作主要有：《国际大众零售商的策略分析》，《标志企业：商业成功与社会嵌入》等，且多部有关零售服务领域的文章、案例在法国、欧洲知名学术期刊上出版。Waldman教授在撰写案例上也有颇深的造诣。他获得了1998年欧洲管理发展基金会授予的欧洲零售业最佳案例奖。

企业经验:

Waldman教授还从事管理咨询工作。他曾经是纽约地中海俱乐部集团市场部高级副总裁。

Educational Background:

D.B.A, Harvard University, U.S.A.
M.S. in Economics, Paris University, France
Diploma, ESSEC, France

Teaching/Research Interests:

Professor Waldman is Professor of Marketing at CEIBS. Previously he was Senior Affiliate Professor of Marketing at INSEAD. He was earlier associated with and Faculty Dean of ESSEC, and has been a visiting professor at Boston University, Macquarie University in Sydney, Australia, the Recanati Business School of Tel Aviv University, Israel and the Graduate School of Business, Catholic University, Lisbon, Portugal. His main interests focus on the marketing strategy and comparative management issues in retailing; customer centricity and customer service. His most recent research deals with the societal underpinnings and impacts of breakthrough business strategies.

Academic Achievements:

Professor Waldman's publications include *Strategies of International Mass Retailers*, *The Marketing Enterprise: Business Success and Societal Embedding*, and several articles and contributions on retailing distribution and service issues in French and European magazines and academic publications. Professor Waldman has also always been heavily involved into case writing. He won the 1998 EFMD Award of Best European case in retailing.

Corporate Experience:

Professor Waldman is also involved in management consulting. He has previously been Senior Vice President Marketing and Sales of Club Med Inc., in New York.



“三围理论”、“三角理论”、“服务导向矩阵”和“员工-客户-利润链”都很实用！接下来我的组织将着力建设“客户导向型组织”，并将学到的理论付诸实践。

潘波

销售事业部副总经理

深圳市飞亚达（集团）股份有限公司

日期/语言/地点

2012年7月10日-12日 / 英语授课配汉语交替翻译 / 上海（上海市浦东红枫路699号中欧国际工商学院）

申请程序

申请者可以通过以下方式申请课程：

- 在线申请。请登录中欧高层经理培训课程网站<http://exed.ceibs.edu>，选定您想要申请的课程，点击在线申请即可进行课程申请。
- 您也可以致电中欧客户服务小组索取课程申请表，填写完整之后传真、电子邮件或邮寄至中欧客户服务小组即可完成课程申请。

课程申请必须在开课前20日前完成。所有申请根据先后顺序进行审核，席位以中欧最终确认为准。开课前20日内收到的申请视具体情况而定。如需咨询详情，请联系我院设于上海、北京和深圳的客户服务小组。

收费

整个课程费用人民币29,800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15日前全部缴清。开课15日内提出申请时需立即付费。

撤销席位

开课15日（含第15日）之前取消课程，将退还全部学费，因为退款所发生的费用由学员/学员企业承担。在开课15日之内取消课程，将收取应付学费总额的20%。课后，学员因任何原因自行退出学习，学费概不退还。

* 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）进行调整的权利。

联系我们

客户服务小组
中欧国际工商学院
高层经理培训部
上海市浦东新区红枫路699号
邮编：201206
电话：(86 21) 2890 5187/5197
传真：(86 21) 2890 5183
电子邮件：exed@ceibs.edu
网址：<http://exed.ceibs.edu>

客户服务小组
中欧国际工商学院北京校园
北京市海淀区东北旺西路8号
中关村软件园20号楼
邮编：100193
电话：(86 10) 8296 6688
传真：(86 10) 8296 6677
电子邮件：exed@ceibs.edu

客户服务小组
中欧国际工商学院深圳代表处
深圳市福田区中心区益田路6003号荣超商务中心A座8层
邮编：518026
电话：(86 755) 3337 8136
传真：(86 755) 3337 8113
电子邮件：exed@ceibs.edu

中欧EDP在新浪微博 (<http://weibo.com/ceibsedp>)

中欧EDP在腾讯微博 (<http://t.qq.com/ceibsedp>)



The Three-dimension theory, Triangular theory, Service-orientation matrix and staff-customer-profit chain theory are very practical. The next step for my company is to build a "customer-oriented" organisation, and put the theories I have learnt into practice.

*Allen Pan
Vice GM, Sales Department
Shenzhen FIYTA Holdings Ltd.*

Date / Language / Venue

July 10-12, 2012/ English with sequential Chinese interpretation / Shanghai (CEIBS Shanghai campus, 699 Hongfeng Road, Pudong, Shanghai)

Admissions Procedures

Applicants can apply for the programme as follows:

- Online application: Please visit the CEIBS Executive Education website <http://exed.ceibs.edu>, select the programme you want to take, and click "Apply Now" to apply for the programme; or
- Please call the CEIBS Customer Service Team for a printed Application Form, then fill in the form and send it to the CEIBS Customer Service Team by fax, email or mail.

Applications are requested 20 days before the programme start date. Applications are reviewed as they arrive and admissions are subject to the final confirmation of CEIBS. Any applications received after that date will be considered on a space-available basis. For more information, please contact our customer service team in Shanghai, Beijing or Shenzhen.

Fee

The cost of the programme is RMB29,800, 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 days before the start of the programme. Applications made within 15 days of the start of a programme require immediate payment.

Cancellations

Any cancellation made 15 days or more prior to the programme start date is eligible for a full refund of programme fees paid. However, the expenses arising therefrom shall be for the account of the applicant or his/her employer. Any cancellation made less than 15 days prior to the programme start date shall be subject to a fee of 20 percent of total programme fees. After the programme starts, no fees shall be refunded for participants who withdraw from the programme for any reason.

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

Contact Information

Customer Service Team
Executive Education Department
China Europe International Business School
699 Hongfeng Road, Pudong
Shanghai, 201206, P.R.C.
Tel: (86 21) 2890 5187 / 5197
Fax: (86 21) 2890 5183
E-mail: exed@ceibs.edu
Website: <http://exed.ceibs.edu>

Customer Service Team
CEIBS Beijing Campus
No.20, Zhongguancun Software Park, 8 Dongbeiwang
West Road, Haidian District, Beijing, 100193, P.R.C.
Tel: (86 10) 8296 6688
Fax: (86 10) 8296 6677
E-mail: exed@ceibs.edu

Customer Service Team
CEIBS Shenzhen Representative Office
8F, RongChao Business Centre Block A, 6003 Yitian Road,
Futian District, Shenzhen, 518026, P.R.C.
Tel: (86 755) 3337 8136
Fax: (86 755) 3337 8113
E-mail: exed@ceibs.edu

如需具体了解中欧国际工商学院高层经理培训课程，请在所需要了解的课程名前打勾。

跨国经营

- 中欧-英士 (INSEAD) 国际商学院合作中国企业欧洲经营之道^新
- 在华经营之道

高级管理

- 打造创新型企业：激发、管理和实现创新（模块制）^新
- 中欧-哈佛商学院-IIESE商学院合作全球CEO课程（模块制）
- 中国CEO领导力课程：领导力巅峰之旅（模块制）
- 中欧-哈佛商学院-清华经管学院合作高级经理人课程（模块制）
- 总经理课程（模块制）
- 首席营销官课程（模块制）
- 中欧-伦敦商学院合作CFO课程（模块制）
- 医院院长领导力发展课程（模块制）

公司治理

- 中欧-沃顿商学院合作公司治理和董事会课程

综合管理

- 管理文凭课程（模块制）
- 管理发展课程（模块制）

战略

- 数字经济时代的战略反思^新
- 未来大趋势：前瞻性思考
- 企业并购与整合
- 博弈论实践：如何更有效地竞争与合作？
- 发展组织能力，推动战略实施
- 战略实施

领导艺术

- 积极领导力^新
- 高绩效与可持续领导力
- 领导艺术与变革管理

- 领导艺术与管理教练课程
- 女性领导力课程

谈判和决策

- 战略谈判课程
- 谈判和决策管理

组织与管理

- 驾驭变革：提升组织效能与活力^新
- 管理心理学实践：用心管理^新
- 人才管理课程^新
- EVA与绩效管理
- 人力资源管理：心理、人性、文化
- 人力资源管理

市场营销

- 数字营销：营销的未来趋势^新
- 创建客户导向型组织
- 市场创建课程

- 关键客户管理
- 战略销售队伍管理
- 企业品牌的创建与管理
- 市场营销战略与规划
- 创新和新产品开发管理

财务

- 私募股权基金课程
- 战略投资决策管理
- 非财务经理的财务课程
- 决策者的财务报表解析课程
- 决策者的管理会计

运营管理

- 卓越服务管理
- 供应链管理

公益项目^新

- 未来企业领袖（模块制）^新
- 新生代创业领袖成长营（模块制）^新

姓名（先生/女士）.....

职务.....

公司.....

地址.....

省/国家.....

办公电话/手机.....

传真.....

电子邮件.....

填完此表后，将其邮寄或传真至我院

For more information about any CEIBS Executive Education programme, please tick it.

Multinational Management

- CEIBS-INSEAD Expanding Opportunities - Doing Business in Europe *New*
- Doing Business in China
- Global CEO Programme: A Transformational Journey

Advanced Management

- Shaping Innovative Companies: Inspiring, Managing and Implementing Innovation (Modular) *New*
- CEIBS-Harvard Business School-IESE Business School Global CEO Programme for China (Modular)
- Leadership for CEOs in China: A Journey to Leadership at Peak (Modular)
- CEIBS-Harvard Business School-Tsinghua SEM Senior Executive Programme (Modular)
- Advanced Management Programme (Modular)
- Chief Marketing Officer (CMO) Programme (Modular)
- CEIBS-LBS CFO Programme (Modular)

- Leadership Development Programme for Hospital Executives (Modular)

Corporate Governance

- CEIBS-Wharton Programme: Corporate Governance and Board of Directors

General Management

- Diploma in Management Programme (Modular)
- Management Development Programme (Modular)

Strategy

- Rethinking Strategy of the Digital World *New*
- Mega-Trends for the Future
- Integrating and Managing Acquisitions
- Game Theory in Practice: How to Compete and Cooperate More Effectively?
- Building Organisational Capability for Strategic Implementation
- Strategy Execution

Leadership

- Proactive Leadership Programme *New*
- High Performance and Sustainable Leadership
- Leadership and Change Management
- Leadership and Coaching
- Women in Leadership Programme

Negotiation & Decision-making

- Strategic Negotiation Programme
- Management of Negotiation and Decision-making

Organisation & Management

- Leading Change: Enhancing Organisation's Effectiveness and Viability *New*
- Managerial Psychology in Practice *New*
- Talent Management Programme *New*
- EVA and Performance Management
- Human Resources Management: Psychology, Human Nature and Culture
- Human Resources Management

Marketing & Sales

- Digital Marketing: The Future of Your Marketing *New*

- Creating a Customer-centric Organisation
- Market Creation Programme
- Key Account Management
- Strategic Sales Forces Management
- Building and Managing Brands
- Marketing Strategy and Planning
- Management of Innovation and New Product Development

Finance

- Private Equity Management Programme
- Managing Strategic Investment Decisions
- Finance for Non-financial Executives
- Financial Statements Interpretation for Decision-makers
- Managerial Accounting for Decision-makers

Operations Management

- Delivering Service Excellence
- Supply Chain Management

Special Offering *New*

- Programme for Future Business Leader (Modular) *New*
- China Entrepreneurial Leadership Programme (Modular) *New*

Name (Mr/Ms)

Company

Province/State

Fax

Please fill in the form and send it to CEIBS by fax, email or mail

Job Title

Address

Business Telephone/Mobile

Email