

# 制定竞争战略

**日期/语言/地点：** 2011年4月19日—22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>

本课程旨在探讨如何通过开发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收购和联盟战略。此外，本课程还将帮助学员解决以国际为导向的战略问题，以应对中国市场上的竞争并进军海外市场。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、并期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
- 获得有关如何制定战略以产生组织影响的见解

## 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
- 讨论通过收购及国际化来实现增长的可能战略

**课程安排**

<b>第一天</b>	
上午	<ul style="list-style-type: none"> <li>何谓战略</li> <li>了解战略的原则</li> </ul>
下午	<ul style="list-style-type: none"> <li>行业吸引力评估</li> <li>驾驭行业复杂性：商业系统分析</li> </ul>
<b>第二天</b>	
上午	<ul style="list-style-type: none"> <li>设计竞争战略</li> <li>管理竞争动态</li> </ul>
下午	<ul style="list-style-type: none"> <li>动态环境下的竞争</li> <li>国际战略与通过收购实现增长</li> </ul>
<b>第三天</b>	
上午	<ul style="list-style-type: none"> <li>多元化公司业务管理</li> <li>制定针对无竞争市场的战略</li> </ul>
下午	<ul style="list-style-type: none"> <li>战略流程：战略制定中的行为准则</li> <li>总结</li> </ul>

**课程主任****言教授**

中欧国际工商学院客座教授  
国际管理与产业发展中心主任

**教育背景：**

美国匹兹堡大学，战略管理及信息系统博士学位  
丹麦奥胡斯大学，学士及硕士学位

**教学/研究领域：**

言教授是战略管理学教授，并在瑞士成立了国际管理和产业发展中心。他之前曾在中欧国际工商学院任教，目前担任该校的客座教授。过去十年以来，他一直在丹麦哥本哈根商学院担任国际营销与战略学教授和分管 MBA 课程的副院长。他曾担任瑞士洛桑 IMD 商学院营销学教授。在 IMD 商学院，他担任过“管理工业市场战略”、“公司策划人研讨”等培训课程的主任，并且是“所有者——经理人”课程的创办人。在加入 IMD 之前，他曾在美国弗吉尼亚大学执教九年。初次之外，他曾在欧洲工商管理学院、德国杜平根大学等校讲学。他还是同济大学和瑞士日内瓦大学的访问教授。他的研究方向是国际商务营销和战略领导力培养。

**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》、《葡萄酒生意——从全球视角看》（与大卫·史密斯合著）。

### 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。1988年，他被任命为美国商务部弗吉尼亚出口委员会委员及顾问。在居住瑞士期间，他还被皇家任命为丹麦驻瑞士名誉领事。

### 日期/语言/地点

2011年4月19日-22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两种方式申请课程：

- 在线申请。请登陆中欧高层经理培训课程网站，选定您想要申请的课程，点击**在线申请**即可进行课程申请。
- 以传真、电子邮件或邮寄的方式递交课程申请表。请登陆中欧高层经理培训课程网站，选定您想要申请的课程，点击**下载申请表**，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。您也可以致电中欧客户服务小组索取课程申请表。

中欧高层经理培训课程网站：<http://exed.ceibs.edu>

课程申请必须在开课前20个工作日内完成。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个工作日内收到的申请视具体情况而定。如需咨询详情，请联络我院设于上海、北京和深圳的客户服务小组。

### 收费

整个课程费用为人民币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）。课程费用应在开课前15个工作日内全部缴清。开课前15个工作日内提出申请时需立即付费。

### 撤销报名

开课前15个工作日（含第15个工作日）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。

在开课前15个工作日之内取消课程，将收取应付学费总额的20%。

开课后，学员因任何原因自行退出学习，学费概不退还。

## 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  
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# Developing Competitive Strategy

Date/Language/Venue: April 19-22, 2011, English with sequential Chinese interpretation, Shanghai

Fee: RMB29,800

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

This course examines how firms achieve and sustain superior performance through the development 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 acquisition and partnering strategies. The programme will also address issues of internationally oriented strategies, to meet competition in China and conduct market entry abroad. 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, and to kick start profitability
- Extract maximum value from every strategic situation
- Receive insight into how to articulate the strategy for organisational impact

### 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 through acquisitions and internationalisation

### Programme Schedule

Day 1	
morning	<ul style="list-style-type: none"> <li>• What is strategy</li> <li>• Understanding the discipline of strategy</li> </ul>
afternoon	<ul style="list-style-type: none"> <li>• Assessing industry attractiveness</li> <li>• Navigating industry complexity: business systems analysis</li> </ul>
Day 2	
morning	<ul style="list-style-type: none"> <li>• Design of competitive strategy</li> <li>• Managing competitive dynamics</li> </ul>
afternoon	<ul style="list-style-type: none"> <li>• Competing in dynamic environments</li> <li>• International strategy and growth through acquisitions</li> </ul>
Day 3	
morning	<ul style="list-style-type: none"> <li>• Managing multi-business firms</li> <li>• Developing strategies for uncontested markets</li> </ul>
afternoon	<ul style="list-style-type: none"> <li>• Strategic processes: Do's and Don'ts in developing strategy</li> <li>• Concluding</li> </ul>

### Programme Director

Per Jenster



Visiting Professor, CEIBS,  
Director of the Centre for International Management & Industrial Development

**EDUCATIONAL BACKGROUND:**

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

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

**TEACHING/RESEARCH INTERESTS:**

Professor Jenster is Professor of Strategic Management with Centre for International Management & Industrial Development, Switzerland and formerly professor of CEIBS and now a Visiting Professor at CEIBS, Shanghai. He has over ten years been Professor of International Marketing & Strategy at Copenhagen Business School, and served as Associate Dean for the CBS's MBA programmes. He was formerly on the marketing faculty of IMD, Lausanne, Switzerland. At IMD, Professor Jenster was the director for the Institute's programmes, Managing Industrial Market Strategy, Corporate Planners' Workshop and founder of The Owner-Manager Programme. He resided nine years in the U.S.A., during which time he was a faculty member at the University of Virginia. Besides that, he has lectured at various universities, such as INSEAD, UCLA, University of Tübingen, and has been Visiting Professor at University of Tongji, Shanghai, and University of Geneva, Switzerland. His Professorship focused on International Business Marketing and Strategic Leadership Development.

**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* and *The Business of Wine: A Global Perspective* (co-authored with David Smith).

**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. In 1988, he was appointed by US Secretary Varrity as advisor and member of the Virginia Export Council, US Department of Commerce. During his years residing in Switzerland, he held the royal appointment as Honorary Danish Consul to Switzerland.

**Date/Language/Venue**

April 19-22, 2011 / English with sequential Chinese Interpretation / Shanghai (CEIBS Shanghai campus, 699 Hongfeng Road, Pudong, Shanghai).

**Admissions Procedures**

Applicants can apply for the programme in either form:

- Online application: Please visit the CEIBS Executive Education website, select the programme you want to take, and click "Apply Now" to apply for the programme; or
- Submit application by fax, email or mail: Please visit the CEIBS Executive Education website, select the programme you want to take, click "Application Form" to download the form, then fill in the form and send it to the CEIBS Customer Service Team by fax, email or mail. You are also welcome to call the CEIBS Customer Service Team for a printed Application Form.

CEIBS Executive Education website: <http://exed.ceibs.edu>

Applications are requested 20 working 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 working days before the start of the programme. Applications made within 15 working days of the start of a programme require immediate payment.

#### Cancellations

Any cancellation made 15 working 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.

All changes and cancellations are subject to the final confirmation of CEIBS.

#### Contact Information

Customer Service Team	Customer Service Team	Customer Service Team
Executive Education Department	CEIBS Shenzhen Representative Office	CEIBS Beijing Campus
China Europe International Business School	8F, RongChao Business Centre Block A, 6003 Yitian Road, Futian District, Shenzhen, 518026, P.R.C.	No.20, Zhongguancun Software Park, 8 Dongbeiwang West Road, Haidian District, Beijing, 100193 P.R.C.
699 Hongfeng Road, Pudong Shanghai, 201206, P.R.C.	Tel: (86 755) 3337 8136	Tel: (86 10) 8296 6688
Tel: (86 21) 2890 5187 / 5197	Fax: (86 755) 3337 8113	Fax: (86 10) 8296 6789
Fax: (86 21) 2890 5183	E-mail: <a href="mailto:exed@ceibs.edu">exed@ceibs.edu</a>	E-mail: <a href="mailto:exed@ceibs.edu">exed@ceibs.edu</a>
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