

增长战略

——突破成长瓶颈

日期 / 语言 / 地点: 2011年11月2日—5日, 汉语, 上海

课程费用: 人民币 30,800 元

更多信息请访问: <http://exed.ceibs.edu>

持续的利润增长是每个有抱负的企业家的梦想。但是全球各大企业里, 能够保持每年 10% 以上的速度增长的企业还不到 5%。有数据表明, 从 1990 至 2000 年尽管有 90% 的美国企业都在致力增长, 但年增长率达到 8% 的企业还不到 9%。在世界著名商业论坛机构会议公告公司 (Conference Board) 对全球 CEO 的年度调查中, 如何保持持续的利润增长多年来一直是全球 CEO 的最大挑战。

身为企业的最高领导者, 您是不是经常为您的企业上不了规模而发愁? 您是不是经常忙于“救火”而无暇顾及企业的发展战略? 您是不是困惑于无数看似诱人的发展方向而不知如何选择? 您是否尝试过多元化、兼并重组、紧追市场机会等等, 但大多数努力还是达不到预期的目标? 您的“痛苦”并非你所独有——欢迎参加中欧的增长战略课程。

目标

本课程总结了 50 年来国际上重要的企业发展理论, 结合教授对中国企业发展实践的研究, 提出了一套适合国情且相对完整的企业发展理论范式, 以分析中国企业在发展过程中面临的问题, 指导企业家如何避开发展的陷阱, 制定并执行企业发展战略, 做大做强中国企业。

对象

本课程的最佳受益学员为负责公司发展战略的最高层管理人员: 董事长、首席执行官、总裁、总经理、事业部总经理、企业发展副总裁、战略副总裁、首席财务官等。

受益

通过学习, 学员将:

- 了解企业发展阶段及相应的挑战和问题
- 了解企业持续增长的理论框架和主要途径
- 构建支持企业持续发展的各种基础设施
- 熟悉并应用发展战略模型来确认和分析发展战略问题
- 掌握企业发展的最新战略和监控评估工具
- 提高自己领导企业持续发展的领导能力

课程内容

- 企业发展问题和挑战
- 持续增长的理论条件
- 建立根据地

- 做大做强核心业务
- 进攻相邻市场
- 成熟企业如何开发新业务
- 选择正确的发展路径
- 如何有效实施发展战略
- 培养持续发展的领导力

课程安排

第一天	奠基
上午	• 葛氏持续增长战略理论框架
下午	• 建立根据地
晚间	• 活案例研讨
第二天	做大
上午	• 做强做大核心业务
下午	• 进攻相邻市场
晚间	• 活案例研讨
第三天	做强
上午	• 评估扩展机会
下午	• 开发新业务，蓝海战略
晚间	• 活案例研讨
第四天	做久
上午	• 实施发展战略
下午	• 活案例陈述及讨论 • 课程总结

课程主任

葛定昆



中欧国际工商学院战略和创业学助理教授

教育背景:

美国伊利诺伊大学香槟分校，战略和创业学博士学位
美国伊利诺伊大学香槟分校，市场营销硕士学位
中国人民大学，人力资源管理学士学位

教学/研究领域:

葛教授是中欧国际工商学院战略和创业学助理教授。此前，他是旧金山州立大学战略与创业学助理教授。在回到中欧的两年时间里，葛教授已经给 1000 多位企业高层管理人员授过课，学员的口碑颇佳。他的教

学领域包括可持续的企业发展战略、创业学、企业创新及大企业内部创业等。他的研究领域主要包括企业发展战略、组织学习、知识转移、企业创新、创业学（风险资本投资、新创企业的创建和发展）、战略联盟以及公司间关系。

学术成就：

葛教授是对发展战略有所研究和心得的为数不多的华裔学者之一。葛教授的学术论文发表在国内外学术期刊上，其中包括 2002 年发表在《产品与品牌管理期刊》上的“网络效应下的价值定价”一文，和同年发表在《管理学会最佳论文集》上的“通过携手合作来创造价值”（合著）一文。他的学术成果在国际和美国国家级的竞赛中屡获殊荣，包括：科曼基金会—管理学学会博士论文奖、美国管理学学会最佳论文、考夫曼创业研究奖学金、伊利诺伊大学奖学金、旧金山州立大学夏季研究奖、入选美国战略管理学会第 24 届年会十佳论文等。

企业经验：

攻读博士学位之前，葛教授曾任职于多家世界 500 强欧美公司的中国公司，担任区域及全国性经理职务。他曾担任美国最早的创业中心之一的旧金山复兴创业中心和硅谷中华资讯网络协会的理事。归国后，葛教授现任上海市大学生科技基金会学术顾问、中欧张江创业创新中心副主任、美华天使投资人协会特约顾问等职务；并为国内外多家公司提供过发展战略咨询服务，为数家成长期企业提供过融资服务。

日期/语言/地点

2011 年 11 月 2 日—5 日 / 汉语 / 上海（上海市浦东红枫路 699 号中欧国际工商学院）。

申请程序

申请者可以登陆中欧高层经理培训课程网站 <http://exed.ceibs.edu> 增长战略课程页面，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增长战略课程申请表。

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 30,800 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 日前全部缴清。开课前 15 日内提出申请时需立即付费。

撤销席位

开课前 15 天（含第 15 天）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 天之内取消课程，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

客户服务小组
中欧国际工商学院北京校园

客户服务小组
中欧国际工商学院深圳代表处

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>

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 6789
电子邮件: exed@ceibs.edu

深圳市福田区益田路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

Growth Strategy

– Breaking the Bottleneck of Growth

Date / Language / Venue: November 2-5, 2011, Chinese, Shanghai

Fee: RMB30,800

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

It's the dream of every aspiring entrepreneur to achieve sustainable profit growth. However, even for all of world leading companies, less than 5% of them are able to maintain an annual growth of 10% or greater over 10 years. According to published evidence, during the period between 1990 and 2000, although 90% of American companies focused on growth, less than 9% of them reached an annual growth of 8%. Therefore, sustainable and profitable growth is a great challenge to the leaders of companies worldwide.

As the top executive in your organisation, are you puzzled on how to scale up your business? Are you too busy “fighting fires” to consider the long-term growth strategy of your company? Are you perplexed in selecting from “so many” seemingly very attractive growth opportunities? Have you tried to diversify your business, undertake M&A, or follow the hottest market trends, but the results are still less than satisfactory? You are not alone in these experiences -- join the Growth Strategy programme and we'll help you to explore paths to overcome these challenges.

Objective

Built upon the key growth theories developed over the past 50 years in the US and Europe and combined with the professor's own insights and conceptualization from studying hundreds of Chinese companies, the programme offers a highly integrated framework and a set of hands-on practical tools to guide middle-sized Chinese companies to break the bottleneck of growth. Using his framework, the professor will analyse the growth challenges of Chinese companies and enable them to avoid the business growth traps, formulate and implement profitable growth strategy and help their business become bigger and stronger.

Who Should Attend

The programme is specially designed for top executives who are responsible for their organisations' development strategy, including chairman, CEO, president, general manager, director of business unit, vice president of business development, vice president of strategy, and CFO, etc.

Programme Benefits

At the end of the programme, the participants will be able to:

- Understand business development stages and corresponding challenges and problems
- Appreciate theoretical frameworks and key approaches of sustainable business growth
- Build various infrastructures to support sustainable business development
- Learn and use the development strategy model to recognise and analyse development strategy problems
- Acquire the cutting edge growth strategies and monitoring and evaluation tools
- Improve their abilities to lead business growth in a profitable and sustainable way

Programme Coverage

- Business development issues and challenges
- Theoretical conditions for sustainable growth
- Build a foundation and develop fortresses
- Grow core business bigger and stronger
- Capture adjacent markets
- Develop new business within established firms
- Select a right path of growth
- Implement the growth strategy effectively
- Develop the leaders for sustainable development

Programme Schedule

Day 1	Laying the Foundations
morning	<ul style="list-style-type: none"> • Theoretical framework of Ge's growth strategy
afternoon	<ul style="list-style-type: none"> • Build fortresses
evening	<ul style="list-style-type: none"> • Live case studies
Day 2	Scaling Up
morning	<ul style="list-style-type: none"> • Do the core business bigger and stronger
afternoon	<ul style="list-style-type: none"> • Preempt the adjacent market
evening	<ul style="list-style-type: none"> • Live case studies
Day 3	Achieving Market Supremacy
morning	<ul style="list-style-type: none"> • Evaluate the expansion opportunities
afternoon	<ul style="list-style-type: none"> • Develop new business -- Blue Ocean Strategy supremacy
evening	<ul style="list-style-type: none"> • Live case studies
Day 4	Striving for Sustainable
morning	<ul style="list-style-type: none"> • Implement the growth strategy
afternoon	<ul style="list-style-type: none"> • Live case studies: presentation & discussion • Wrap up

Programme Director

Ge Dingkun



Assistant Professor of Strategy and Entrepreneurship, CEIBS

EDUCATIONAL BACKGROUND:

Ph.D. in Strategy & Entrepreneurship, University of Illinois at Urbana-Champaign, U.S.A.

M.S. in Marketing, University of Illinois at Urbana-Champaign, U.S.A.

B.S. in Human Resources Management, Renmin University of China

TEACHING/RESEARCH INTERESTS:

Professor Ge is Assistant Professor of Strategy and Entrepreneurship at CEIBS. Previously he was Assistant Professor of Strategy and Entrepreneurship at the San Francisco State University. In the two years after returning to China, Professor Ge has taught over 1000 senior executives at CEIBS and students' reaction to his course was quite positive. His teaching interests are strategies for sustainable corporate growth, entrepreneurship, innovation and corporate entrepreneurship. His research interests are sustainable corporate growth, organisational learning, knowledge transfer and corporate innovation, Entrepreneurship (venture capital investment, new venture creation and new venture growth) strategic alliance and inter-firm network.

ACADEMIC ACHIEVEMENTS:

Professor Ge's academic paper has been appeared on a number of journals. In 2002 he published "Value Pricing in Presence of Network Effects" on *Journal of Product and Brand Management*, and "Value Creation through Going Together – an Event Study on Market Response to Alliance Formation" (co-author) on the *Academy of Management Best Paper Proceeding*. Professor Ge has won awards and acclaims in national and international competitions, including the Coleman Foundation Academy of Management Best Dissertation Award, one of the top 10 best papers at the Strategic Management Society in 24th Annual Conference, Best Paper Proceedings of the Academy of Management, Kauffman Fellowship of Entrepreneurship, University of Illinois Fellowship and President's Summer Research Award of San Francisco State University.

CORPORATE EXPERIENCE:

Before his doctoral education, Professor Ge had gained substantial experience in working for several Fortune 500 U.S. and European multinational companies in China, holding regional and national management positions. He was on the Board of Directors of the Renaissance Center for Entrepreneurship in San Francisco and Chinese Information and Networking Association in Silicon Valley. After returning to China, Professor Ge serves as the academic advisor to Shanghai Technology Foundation for College Graduates, special advisor to AAMA Angel's Club and associate director of the CEIBS-Zhanjiang Center of Entrepreneurship and Innovation. In his spare time, Dr. Ge also provides consulting services on growth strategy to many multinational and domestic firms as well as fund-raising advisor to many growth-oriented companies.

Date/Language/Venue

November 2-5, 2011 / Chinese / Shanghai (CEIBS Shanghai campus, 699 Hongfeng Road, Pudong, Shanghai).

Admissions Procedures

Please visit the CEIBS Executive Education website <http://exed.ceibs.edu>, and download Growth Strategy Application Form in Growth Strategy webpage, then fill in the form and send it to the CEIBS Customer Service Team by fax, email or mail. Or please call the CEIBS Customer Service Team for a printed Application Form.

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 RMB30,800, 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.

Contact Information

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