

战略实施

——成败在落实

日期/语言/地点： 2010年9月2日—4日，英语授课配汉语交替翻译，上海

课程费用： 人民币 26,800 元

更多信息请访问： <http://exed.ceibs.edu>

大多数高层管理人员都声称，战略实施是其最艰难的任务之一。而研究也发现，战略失败的主要原因就在于企业无法实施计划中的战略意图。本课程将为学员提供一个坚实的框架，用以帮助企业实施竞争战略。在3天的课程中，我们将为学员剖析战略实施的关键要素，并提供一些有用的工具，供学员实际应用于其所在的企业。首先，我们将分析如何针对一个界定好的战略，进行相关的组织设计和结构权衡。此外，我们还将讨论变革管理的指导原则、绩效文化的建立以及各种关键管理流程和关键绩效指标。最后，我们将考察成功的战略实施所必须具备的关键领导力。

目标

本课程旨在深化学员对于战略实施复杂性的认识，并帮助学员更好地了解自己能够为企业的成功做出哪些贡献。课程涵盖了当前有关战略实施的最新思想，将讲座、案例研究、练习和研讨小组等多种教学方法融为一体，具有很强的互动性，为学员提供了一个交流思想、相互学习的平台。

对象

本课程针对的是那些希望增进对战略实施的了解、提高战略实施能力的高级管理人员。此外在一些组织中，本课程对于那些正处于挑战环境的新任业务部门经理和中高级经理亦有很大帮助。

受益

通过本课程的学习，学员将：

- 了解战略实施的关键本质
- 对战略实施有深入的了解和见解
- 掌握一个促进有效战略实施的模型
- 增进对组织设计和结构的了解
- 理解如何建立一种绩效文化
- 对领导力在战略实施中的关键作用产生一定的见解
- 学会进行结果导向型管理

课程内容

- 将竞争战略由分析转化为现实
- 组织设计：对结构加以有效的利用
- 配置新能力：在创新与运营效率之间取得平衡
- 评估和管理一个制胜团队
- 建立一种绩效文化

- 领导战略变革：该做的事和不该做的事
- 以结果为导向的战略实施

课程安排

第一天	
上午	<ul style="list-style-type: none"> • 导论：战略失败为何因 • 制定实施日程表
下午	<ul style="list-style-type: none"> • 创建绩效文化：战略地图 • 检测你的市场导向审计情况
第二天	
上午	<ul style="list-style-type: none"> • 建立恰当的组织 • 组建必需的团队
下午	<ul style="list-style-type: none"> • 市场开发与组织能力协调一致 • 领导风格选择与实施的权衡
第三天	
上午	<ul style="list-style-type: none"> • 确保获得变革支持：LingHe 模拟
下午	<ul style="list-style-type: none"> • 创建绩效文化 • 制定变革日程表

课程主任

言培文



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：

言培文博士是战略管理学教授，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，言培文博士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，言培文博士担任过“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，他曾在法国 INSEAD 商学院、德国杜尔根大学等校讲学。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

2010年9月2日—4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。请登录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。
- 以传真或邮寄的方式递交课程申请表。请登录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26,800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。

撤销席位

开课前15个工作日内要求撤销席位，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。开课前15个工作日内提出更换学员，其席位无法得到保证。如果学员因无法参与该期课程而要求转至下一期课程或者中欧国际工商学院其他高层经理培训课程，必须在原申请课程开课前15个工作日之前提出，并只能更换同一年度内的课程。课程费用以所换至课程的费用为准，席位以中欧确认为准。

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

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 6789
电子邮件: exed@ceibs.edu

Strategy Execution

– Get It Gone!

Date/Language/Venue: September 2-4, 2010, English with sequential Chinese interpretation, Shanghai

Fee: RMB26,800

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

Most executives claim that executing a strategy is one of their most difficult tasks. Similarly, studies have found that the main reason for strategic failures rests with the firm's inability to execute the planned strategic intent. This course provides participants with a solid framework to help the execution of competitive strategies. During the 3 days we take the participants through the critical elements for strategy execution and provide useful tools which can be applied back in the executive's own firm. Taking outset in a defined strategy, the course examines relevant organisational design and structural tradeoffs. The programme also discusses guidelines for management of change, establishment of a performance culture, critical management processes and key performance indicators. The course finally, examines the essential leadership requirements for successful strategy execution.

Objective

The objective of the programme is to deepen insight in the complexity of the strategy execution, and help the participants solidify their own understanding on how they can contribute to their firm's success. The programme covers current thinking on strategy execution. It includes lectures, case studies, exercises and workshop format where participating firms will have a chance to focus on specific issues in a consultative mode. The programme will be highly interactive and is a platform for the participants to exchange their ideas and learn from each other's experiences.

Who Should Attend

The programme is aimed at the senior managers who wish to increase their understanding and their competences of strategy execution. New business unit managers and upper middle line managers in organisations with a challenging environment will benefit strongly from the programme.

Programme Benefits

Participants in this programme will:

- Gain an understanding of the critical nature of execution
- Have a deep understanding and insight into strategy execution
- Embrace a model to enact effective strategy execution
- Enhance their understanding of organisational design and structure
- Understand how to build a performance culture
- Gain insight to the crucial role of leadership for strategy execution
- Learn to managing for results

Programme Coverage

- Converting the competitive strategy from analysis to reality
- Organisational design: using structure effectively
- Configuring new capabilities: balancing innovation and operational efficiency
- Assessing and managing a winning team
- Building a performance culture
- Leading strategic change: do's and don'ts
- Executing for results

Programme Schedule

Day 1	
morning	<ul style="list-style-type: none"> • Introduction: Why strategies fail • Setting the execution agenda
afternoon	<ul style="list-style-type: none"> • Establishing a performance culture: Strategic maps • Testing your market orientation audit
Day 2	
morning	<ul style="list-style-type: none"> • Building the right organisation • Getting the team that is needed
afternoon	<ul style="list-style-type: none"> • Aligning market developments and organisational competencies • Leadership choices and execution trade-offs
Day 3	
morning	<ul style="list-style-type: none"> • Ensuring the buy-in for change: LingHe simulation
afternoon	<ul style="list-style-type: none"> • Building a performance culture • Setting the agenda for change

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:

Dr. Jenster is Professor of Strategic Management with Centre for International Management & Industrial Development, Switzerland and formerly professor and now a Visiting Professor at China Europe International Business School, 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, Per 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:

Dr. 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:

Dr. 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

September 2-4, 2009 / 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 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 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 RMB26,800, 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

Cancellations or changes of a programme registration may be made without penalty at least 15 working days before the start of the programme. 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. When a request to substitute participant(s) for the same programme is made less than 15 working days before the start of the programme, the seat(s) will not be guaranteed. If an applicant is unable to attend the programme, the applicant may transfer to a different session of the same programme or another CEIBS Executive Education programme within the same calendar year, but must pay any differences in fees between the two programmes. 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: exed@ceibs.edu	E-mail: exed@ceibs.edu
E-mail: exed@ceibs.edu		
Website: http://exed.ceibs.edu		