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张国华：中欧的成功会影响中国高等教育一百年

赢周刊记者 苏丹丹 / 文



中欧国际工商学院，1994年由上海市人民政府和欧盟共同创办，目的是通过引进国际化的管理知识帮助中国培养高级管理人员，促进中国经济的发展。

当我们开始热衷于追逐那些被称之为“中国未来经济领袖”的人们时，又或者当我们开始在那张《中国大陆百富榜》上寻找新的面孔时，我们的行为不过是证明了我们的直觉，我们在期待那些能够代表中国竞争力的新生力量。全球化竞争正在改变我们的商业环境，无论是站在更高的起点上还是迎头赶上，中国企业都需要更多具有国际化能力和创新精神的的企业家，学习与成长从来没有变得像今天这样迫切。但是你不可能指望读几本书学几个新的名词就能让我们的企业家掌握全球竞争的法则，所以《赢周刊》关注那些以培养国际化高级管理人才为己任的工商管理学院，比如中欧。因为，它们最有可能带给我们先进的学习理念和思维方式。

赢周刊：教育与实际脱节，是中国教育领域多年来存在的老毛病；关于到底是培养国际化人才还是本土化人才则一直是中国MBA教育的困惑。从1991年国内开始MBA学位教育以来，经过十几年的发展，我们可以看到这些MBA学院和项目都在不断地调整自己的办学方向，但我们注意到中欧却从一开始就非常坚定培养国际化人才的定位。对此，你们是如何考虑的？

张国华：国际化的人才即面向国际的人才，我们就是看准了跨国公司进入中国需要人员的本地化、中国企业走向国际需要国际化人才这样一个市场。所以，我们的课程都是按照这个方向进行设置。在教学的过程中，我们深切地感受到民营企业 and 国有企业也有这种需要。事实上，中国进入WTO以后，企业所面临的问题全部都是国际化。有那么多的跨国公司进来中国与你竞争，所谓的跨国经营、全球化、国际化的竞争都不在本土以外，而是在中国本土上充分展开，无论是服务业、银行业、保险业还是制造业，中国企业和人才没有这种国际上的同化怎么行？而且，我们的企业要取胜，必须要创造出一套自己的东西。但所谓知己知彼才能克敌制胜。如果说我们对跨国企业如何运作一点都不了解，如何克敌制胜？所谓创新，我个人认为首先要了解对方，然后在充分了解对方情况下找出自己的优势，克服对方的弱点，这样才能充分调动自己的资源，才能够创新。如果你不了解你的对手有几招你就说你要创新，你打不打得过对手就很难说了。其实，我们在培养国际化人才方面的优势已经逐步为中国的国有企业和民营企业所认可和赞赏，他们认为我们的课程对他们的确有用。好多学员跟我们讲，他们会把学到的东西与自己的企业实际相结合，然后去研究制定自己的策略。中欧就是给学员讲共通的东西，讲规律性的东西，把这些掌握了以后，工商银行怎么超过汇丰银行就是工商银行行长的事情。如果要把所有的事情讲清楚，四年也不够。所以怎么具体解决企业所面临的问题，就要靠企业家自己去创造。

赢周刊：中欧的教学是如何体现这一特色的？

张国华：体现在各个教授，我们聘请了北美、欧洲包括中国最好的教授。我们的学生也是面向世界各地进行招收，我们甚至希望今后留学生的比例达到30%。同时我们和世界上35所学校交换学生。我认为除了美国外，都是每个国家排名第一、第二的学校。比如英国的伦敦商学院、法国的HEC、意大利的博科尼、西班牙的IESE、加拿大的西安大略。我们45%以上的学生都可以到这些学校里学习三、四个月。

赢周刊：国际化其实是一个大的方向。中国这十几年来经济环境的变化是巨大的。在这这么多年的市场探索中，中欧国际工商学院所培养的职业经理人和企业家，他们身上所需要具备的品质内涵有着怎样的变化？

张国华：变化非常大。我举一个例子，一个国有企业的领导来中欧读书，他最大的收获是观念的变化。以前是领导怎么说他怎么做，国家经贸委和上海市政府的领导怎么说他怎么做，而现在他会认为一切要从市场出发，这就是一个很大的变化。对于国有企业的管理来讲，他们的改变在于已经开始主动想怎么去寻找市场，怎么去降低成本，怎么去制定企业的发展战略。还有的学生对我说，以前谈判不知道谈什么，现在才知道谈判最关键的有哪些要点必须抓住。这些都是潜移默化的结果。有很多大企业谈到大的项目，感觉谈不到边，外方讲的和自己讲的总是碰不上，现在大家一谈马上就可以切中要害。类似这样的情况很多。如今，我们企业的思考水平越来越高，他们不断地在变革，包括判断人才起用人才。

赢周刊：2001年，中欧建立了自己的民营企业研究发展中心。成立这样一个机构对于中欧来说，有着什么样的用意？

张国华：我们很敏感地发现民营经济已经成为一种力量崛起于中国经济社会。中欧民营企业研究发展中心是对中国民营企业整个发展所存在的问题进行研究，他们和全国工商联以及若干的企业都有着很

紧密的联系。我和吴敬琏教授经常交换一些想法，其中有一点是共同的，我们都感觉到中国很多民营企业已经发展起来，它们会在中国经济发展中起着主导地位。其实，从中欧学生比例的变化我们就能够看到中国经济情况的变化。以前中欧的学员45%来自国有企业，45%来自外资企业，10%来自政府部门。而现在民营企业的学员明显增加，私营企业占到24%，外资企业占到43%，政府和股份制企业及其它占9%，国有企业占24%。从来自各行业的比例可以看出中国民营经济的发展非常迅猛。当然，我们在招收学生的时候也有意识地向民营企业做出倾斜。

赢周刊：这群来自民营企业的学员带给你们什么样的印象？

张国华：我认为他们是中国的希望。你会发现，在中欧读书的民营企业家如果是从十几二十几年前开始创业的，相对来说他们的文化程度会比较低，但是如果是五年十年前才去创业的民营企业家，他们当中大多是本科生、研究生甚至博士，而且都比较成功。除此以外，这些民营企业家身上都有种企业家精神，他们跟一般的外资企业经营者不一样，跟国有企业的一些老总也不一样。他们多出来的那种很宝贵的精神其实就是创业精神，这在课堂教育和各种各样的活动当中都很明显地表现出来。目前我们学校来自国有企业、外资企业、民营企业的学员比例和组成是非常健康的。同学们除了从教授那里学习知识以外，相互之间也可以进行充分的交流，这对他们将来的事业发展都起到了很重要的帮助。

赢周刊：九十年代初，当几乎所有的学校还被体制束缚的时候，中欧就有着充分的办学自主权，它的快速发展很大程度上得益于体制上的优势。这是否与中欧独特的办学背景有很大的关系？

张国华：肯定是有关系的，但这跟我们当初的选择关系更大。1992年欧盟主动找到上海交通大学。当时我在上海交通大学管理学院担任常务副院长。作为中方来讲，我感觉到中国推动市场经济是改革开放的大势所趋，而中国的经济要发展没有一大批善于经营的企业家是不可能的。但

是要培养这样一批能够在充分的市场竞争背景下驾驭企业不断取胜的企业家和管理人才，仅靠我们当时的管理教育水平和体系是不太可能。中国高等教育是到了1979年才恢复管理专业，所有管理专业的老师都是从其他行业转过来的，讲课的方法还是按照理工科的方式。当时的管理学都是指管理科学，而不是工商管理教育，直到1991年的时候全国才有9所学校开始恢复工商管理专业培养MBA。当时就感觉到师资的严重缺乏，虽然市场非常大，但能够拥有非常丰富的管理知识、对企业进行大量研究包括对案例的分析、然后运用到课堂上来的教授少之又少。对于工商管理教学来说，没有好的教授，没有好的教学内容和方法是很难培养出市场经济所需要的管理人才的。我们必须寻找另外一种方式。在这方面，美国欧洲的商学院已经走了将近一百年，积累了很多丰富的经验，而这些理念和方法是没有资本主义社会主义之分的。所以我们的目标是希望通过完全崭新的方式推出科学合理的机制来为中国培养出最好的一所商学院。1993年，我们做了一个重大的决定：选择体制外办学。

赢周刊：我们知道，直到2002年中欧的工商管理硕士学位才得到国家教委的承认。当初，选择体制外来办学就必然得不到国家的承认。你们有没有考虑到这一点所带来的风险，包括品牌宣传的难度？

张国华：考虑过。但我们是一所新的学校，没有清华北大复旦那样好的品牌，如果完全按照国家教委的规定去做，我们可能永远都跟在这24所工商管理学院的后面走。我们仔细分析了国际商学院的惯例，所有的学院都没有学位论文，学生的录取是由考试和面试相结合。我们认为，按照当时国家规定以考分选择学生是不能选出最好的学生的。如果选择进来的学生不具备应有的经营管理方面的基本素质，那么毕业的学生也就是你生产出来的产品是不会受到欢迎的。所以，我们宁可放弃国家的承认去追求体制上的松绑。一个好的商学院，它是非常贴近企业，非常贴近社会的。它可以从社会这样一个广阔的空间去吸取发展商学院的资源，其根本在于你能否在短时间里面在社会上建立你的品牌和信誉。如果你能做到这一点，你就会

有取之不尽的资源，包括财务上的支持，所以当时我们首先是要追求社会的承认，企业的承认，真正按照国际上能够办好商学院的那套系统去办这个学校。其实，我们也相信国家这一套系统，随着全球化和改革的不断深入是会变的。现在，我发现一个趋势，越来越多的学校按照国际的标准来要求自己改造自己，你可以看到，我们是越来越接近。由于中欧有非常好的表现，国家最后还是承认了我们。

赢周刊：能够不按体制去做，除了眼光和勇气以外，是不是有着这样的资源和条件去做这样一件事情也很重要。必须承认，你们的办学条件得天独厚。

张国华：定位对于商学院来说非常重要。定位定错了就完了，但定位不是说自己想怎么样就怎么样，你要看有多少资源来支持你这个定位。当时，我们合作双方都希望能够培养出将来能够适应于全球竞争环境的高级管理人才，我们有这样的优势。一方面，欧方合作伙伴拥有资金和一大批学校资源，可以提供各方面的师资支持；另一方面，中方上海交通大学在中国有着相当的品牌影响力，而且熟悉中国环境。这样的话，双方知识互补，中欧培养出来的学生与国内的大学相比有着一定的竞争力，也就是差异性。我们的定位就是



要为跨国公司提供本地化的人才，为中国企业走向国际提供人才支持。实际上中欧很幸运。不管上海人民政府也好，上海交通大学也好，包括欧方办学单位也好，他们充分相信我们，让我们放开了手脚。从一开始，我们双方政府协议里面就规定了这个学校有充分的办学体制，它有聘请教授的权利，决定课程的权利，自己招生的权利同时包括外事的权利。我们的架构是一个独立的商学院，日常的运作由管理委员会管理，董事会通过方针政策以后便不再干预了。

赢周刊：当初上海政府和欧盟在筹划这个项目的时候，他们有着什么样的初衷？

张国华：80年代国家经贸委在北京跟欧共体一起办了“中国欧洲管理中心”，84年到94年大概办了6期的MBA，培养了250多个MBA学生。后来，欧盟就向中国政府提出希望变更项目为学校。当时上海政府非常积极地介入这个项目。她已经看到了国内经济发展的一个需要：国有企业转制需要学习，跨国公司入中国也需要人才的本地化，上海要成为经济金融贸易中心缺的是人，而不是钱。所以她下决心拿出中方的配合资金来投入这个项目。同时，欧盟也看到了上海作为中国经济发展一个重要区域的潜力，所以也愿意把原来在北

京的“中国欧洲管理中心”办到上海来。上海交通大学主要是代表上海人民政府来行使管理这个学校的权利，是董事长单位。当初，上海交通大学管理学院也一直希望能够走捷径把国外优秀的体制引进到中国来，不仅仅和欧盟谈，还和美国的很多大学谈，和加拿大政府谈，还和澳大利亚政府谈等等。做成中欧这样一个项目是合作各方的一拍即合。

赢周刊：除了体制上的创新，中欧作为中国商学院管理的先行者，做了哪些开拓性的工作？

张国华：1994年的时候，我们做了一个大胆的举措，MBA、EMBA、短期课程三驾马车一起上。按道理是要一步一步来，先做MBA，然后是短期课程，条件成熟了再做EMBA。但是我们感觉时间等不了，必须三个课程同时上。另外，我们以三种不同的价格进入市场，同样是EMBA课程和短期课程，跨国公司一个价格，然后给国有企业颁发奖学金，价格是当时外资企业的十分之一，政府则更便宜。我们觉得当时的这个决策非常对，国有企业并不能承受跨国公司所能承受的价格，而政府更没有条件来培养MBA学员，这个市场需要培育。记得我们第一年办短期课程的时候，我和我的老院长拜访了上海所有的国有企业和银行，最后几乎没有一个国有企业和银行送一个人来中欧来培训，尽管那时的价格已经非常便宜，五天一千块人民币。人家还是感觉太昂贵。中国的教育观念是不要花钱，或者只需要花很少的钱，有些领导说他们宁可一个晚上花三千五千吃饭，也不愿意送五个人来中欧读书一个礼拜。除了价格，我们当时还有一个很大胆的尝试，就是开办EMBA中文班。中国企业家那个时候真正能用全英语听课的并不多，然而他们的决策决定了整个企业的命运，如果我们不去培养他们而去培养那些英语好的底层工作人员是没有用的。但是他们英语不行怎么办，让他们三年五年学好英语再来上课？这是不可能的。所以我们决定搞中文班。课堂上配翻译，所有的教材翻成中文，这个工作量艰苦得不可想象。我记得头两年，我白天在学校干活，晚上回去还要校对翻译文稿，花了很大的心血。这是一个很大的举措，我们一下子把中国

大企业的领导抓在了手里，他们感觉到学了还真有效果，他们的口碑确立了我们在中国的地位。北大光华管理学院张维迎曾讲过，中国工商管理教育市场的发展与中欧所做的尝试是分不开的；那天，我碰到张朝阳，他对我说，中欧的成功会影响中国高等教育一百年。

赢周刊：我们知道中欧国际工商学院是一所非赢利的中外合作教育机构。但是我们也多次听到你关于“用经营的方式办商学院”的观点。我们会说，一家能够经济效益与社会效益并重兼收的企业才有可能做成长久的企业。那么，中欧有没有可能成为那样的企业？

张国华：我们不可能有利润。很多人愿意投资中欧，来买中欧的股份，也曾有人想把整个中欧买下来，但我跟他们说，你们别做梦了，想要中欧赚钱是不可能的。我们要做中国、亚洲乃至全球一流的商学院，我们要成为若干个领域里面的思想库，成立若干个研究中心和研究所，很多研究工作需要开拓，我们需要大量真正具有国际水准的教授，这些，没有大量的投入是不可能的。校园的一期建设，政府投资是有限的，我们自己要拿钱出来；二期建设，上海人民政府投资七千三百万，而我们则花了大概几个亿；北京校园建设几乎全是我们自己拿钱出来投入，没有一两个亿也建不起来的。我们的办学经费主要还是学费，85%是学费，而10%是双方政府的投资。欧盟政府每年给我们提供大概两千万人民币左右，市政府则提供我们基础建设方面的部分费用，比如一期校园、二期校园的建设。

赢周刊：那中国的MBA教育产业有可能盈利吗？

张国华：我认为，如果你办一个好的幼儿园、小学、中学，或者好的培训机构和一般性的学校都是可能的；问题是看你办学的目标是什么，如果你只是办成一个纯粹的教育机构，只发硕士学位，不做研究工作，保持教学的一般水平，也许有这个可能。但如果真正想办一个研究型的学校，或者研究与教学并重的学校，而且是要国际一流的学校，要有国际一流的师资，那么我认为，按照中国目前的支付能力水平，我们



需要的钱远远不够的,这个成本太高了。你看看美国好的学校的投入,你就知道我们的困难。目前,国家需要我们若干所大学办成国际一流的大学。我们说一个好学校的关键是好的教师,一个好的品牌才能吸收好的学生。你要办成国际一流的学校你没有国际一流的教师你谈都不要谈,你要办成国际一流的学校没有国际一流的管理人员你也谈都不要谈。所以凭中国现在这种支付能力是不是能够办成一所国际一流的学校,我是怀疑的。这种支付能力就是指学校财政上的支持力度。所谓一流学校就是教授之间的比较,学生之间的比较,学校与学校设施的比较。当初我们能够市场上有诸多创新性的举措,前提条件是我们得到了欧盟和上海人民政府财务上的支持,有了这些钱我们才有了很多开拓性的工作,才没有财务上很大的困惑。

赢周刊: 我们凭什么与国际一流的学校竞争,或者说我们是不是有可能成为未来的

国际一流?

张国华: 我们知道我们跟世界上最好的商学院差距很大,但重要的一点是我们能够按照国际公认的标准办学。

赢周刊: 比如参加国际排名?

张国华: 是有这种意识。当初我们是主动与排名机构联系的。参加国际商学院评估,给我们一个很大的鞭策,特别是世界权威评估,如美国的《商业周刊》,欧洲的《金融时报》,它们的评估标准是比较科学的,得到了全球商学院的认可,参加这样的评估就会对自己有压力。中欧从办学第一天起就希望成为中国最好的、国际上最好的商学院,因此我们按照国际公认标准规范自己的行为。如果有可能的话,我觉得中国应该有更多的商学院参与全世界的竞争。当然,中欧参加国际上的评估也是处于一种无奈。曾经,国内62所学校做了一次排名,合作办学也做了一个,中欧都没能参加,因为我们既不是中国政府发

的学位也不是外国学校的学位,我们发的是自己的学位。我们感觉到这样对我们很不利,我们通过什么比较来说明我们是比较好的或者是最好的?所以我们就大胆地尝试去参加国际排名,首先是亚洲的ASIA Inc.,还参加了“经济学人”集团的《Which MBA?》杂志的排行。今年是中欧连续第三年进入英国《金融时报》发布的全球EMBA课程排行榜的前50名,在全球商学院的EMBA课程中,名列34。我觉得排名是一个非常好的事情,不要自己说自己是最好的,最好让社会对你的产品做一个评价。作为一个办学者,就必须考虑怎样使学生对教育质量、教育服务满意,使用人单位对我们的学生满意。这对我们办学有促进作用,这就是市场导向,不是我想怎么做就怎么做。关键是要有一个科学的评价体系,某种程度上,一个科学的评价体系可以使比较弱比较小的商学院有机会冒出来。所以我还是积极主张,如果有可能的话,中国应该有更多的商学院参与世界的竞争。

你准备了什么生日礼物?

无论我们把商界称为名利场,还是大染缸,当你用母校传授的诚信铸就事业的根基,当你用智慧与汗水收获成功的喜悦,当你遭遇事业的不如意甚至挫折,你可曾想起母校的同窗好友?看着案上的毕业照,蓦然回首,你发现,同窗之谊,君子之交,谆谆良师,是一生最大的财富啊!

你是否珍藏了与同窗好友的经典老照片?

也许你的爱妻,你的贤夫就是你中欧的同窗!

当年你可曾在日记中记录下你难忘的学习生活?

你可曾知晓,教过你的那个教授,已经在中欧的讲台上站了20个春秋!

你肯定对母校走过的历程深有感悟!

你对母校怎么过10岁生日一定早有了好点子!

.....

那么都拿出来吧!快给我们写信、发Email、打电话把你的点子告诉我们,把你的心声倾诉给大家,把你的老照片与校友分享,中欧10年校庆需要你的智慧,母校10岁生日期待你的祝福!

20年历程,10年校庆!

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中欧国际工商学院 校友关系事务部



低毛利 快周转——简析国美电器

国美电器是中国目前最大的家用电器零售商之一，也是最早采用“低毛利，快周转”策略的家电零售商，以其“杀伤力”零售价格和压榨供应商利润闻名。目前，国美已在全国50多个城市开设100多家连锁卖场。随着行业竞争日趋激烈，国美遇到很大挑战，许多问题亟待解决，如市场重叠，组织结构不合理等。

在中欧市场营销课程上，我们对国美的成功要素进行了详细的分析，并在周东生教授的指导下，讨论了国美如何应对“苏宁”，“中永通泰”等竞争对手的挑战。在许多可行性建议中，MBA营销俱乐部整理归纳了以下三条：

1. 提高客户服务 (谭玉)

低价格一直是国美的主要武器。但是随着市场竞争激烈化程度的加剧，以及顾客越来越期待高附加值产品，国美的核心竞争力开始向“低价格与高品质服务相结合”转移，并做出了一系列的



调整。如，80公里内免费送货；免费顾客咨询电话；顾客满意度保证；投诉嘉奖；异地购货服务；为跟踪检验卖场员工的客户服务品质，国美还聘请秘密购物者在国美卖场实地感受国美的服务并直接向国美的管理层汇报等等。但是国美在不少方面还有待提高。营销俱乐部在实地考察国美卖场和它在上海地区最大的竞争对手永乐电器卖场时发现，国美卖场管理比较松散，产品陈列不够有序，员工着装不够统一，甚至有员工在卖场闲聊，对顾客不够热情。相反，离国美卖场不远的永乐卖场，价格基本与国美一样，但统一鲜明的桔色卖场装饰和员工着装，以及销售代表热情专

业的服务和国美形成比较大的反差。由此可见，国美虽然已经认识到客户服务的重要性，但如何将策略比较好地落实到实际工作中还有比较长的一条路要走。

2. 加强供应商管理 (唐明友)

国美在近几年的迅速扩张源于它采取的分销业态实现了规模经济和范围经济，



从而获得成本领先优势，使它在整个家电产业链上的地位和谈判能力逐步提高。为提升市场份额，国美不断利用其在产业链上的这种优势挤占供应商的利益，从而导致双方冲突的频度和力度愈演愈烈。

我认为出现这种现象的原因在于国美对其成本领先优势的来源理解得不够全面，如果说规模经济和范围经济是这种优势的“硬件”，那么，要使这种优势真正成为持续优势，它还必须具有“软件”，那就是国美与其供应商之间必须建立起充足的组织间社会资本，即他们之间必须建立起基于信任、承诺和具有共同的行为规范的长期关系。在国外，不论是理论界还是实践界，组织间社会资本被认为是企业竞争优势的新的源泉。从国美与其供应商的关系看，它们缺少的正是组织间社会资本，这种“软件”的短缺，将会直接影响到国美从其“硬件”获取竞争优势的能力。因此，如何克服供应商管理中组织间社会资本短缺这一瓶颈，是国美能否获得持续竞争优势的关键所在。

3. 提高企业效率 (陈海文)

我认为国美应该建立可持续竞争优势。在同其他零售巨头竞争过程中，低采

购价格，低零售价格很难成为企业真正的



竞争优势。因此，国美应该建立成本优势，也就是说提高企业效率。

首先，国美应该完善人力资源管理。优秀的员工团队是高效率的源泉。国美应该安排更多的在职培训，提高现有员工的技能，使服务规范化。同时，国美应改变中层经理工资偏低的现状，用高薪吸引职业经理人加盟。国美需要通过提高投入产出比，而非压低工资获取成本优势。

其次，国美应该加强成本控制。在激烈竞争的零售市场，简单降低采购价格是无法获得竞争优势的。国美需要花精力降低内部成本，也就是说提高成本意识，加强成本控制，尤其是管理费用的控制。此外，国美应当改善其成本结构。国美可以采用与竞争对手不同的成本结构，比如取消厂方配送，建立自己的配送队伍，降低供应链成本获得竞争优势。

最后，国美应该完善信息系统。建立完整的信息系统（如引进ERP）可以提高决策质量，加快对市场反应的速度，帮助降低成本。良好的信息系统可以帮助国美优化产品组合，提高盈利能力。同时，国美应该着手建立客户档案。国美需要通过高效的信息流建立优势。

以上的三种观点没有对错之分。不同的观点代表我们看问题的不同角度，也能帮助我们更深入了解家电零售行业。如果您有好的见解请和我们联系，我们非常愿意与您交流。

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Small Profit but Quick Turnover — Guomei



Guomei is one of the largest home appliance retailers in China. Guomei first adopted the "small profit but quick turnover" concept in this industry. It has 100 chain stores in more than 50 cities. It is famous for its low price strategy and its bargaining power toward suppliers. With increasing domestic competition in the industry, Guomei also faces some new challenges, such as overlapping sales market and organizational burdens.

During the marketing course in China Europe International Business School (CEIBS), we thoroughly analyzed Guomei's key success factor. Under the guidance of Professor Zhou Dongsheng, we discussed a lot of practical ideas and what actions the company should take towards the challenges from new entrants, such as Suning and Zhongyongtongtai. Below are three different opinions written by our MBA marketing club after class.

1. Improve customer service (By Anne Tang)

Low price has been the main weapon of Guomei. In recent years, market competition has become more and more fierce and customers have come to expect high-value-added merchandises. As a result, Guomei shifts its core competence to the combination of low price and high quality service, and carries out a series of adjustments including: free shipping within the range of 80 kilometers, a toll-free number for consumer inquiries, satisfaction guarantee, prize for complaints, shopping in different locations, and secret shoppers to monitor the service quality of chain stores. But some aspects of Guomei still need further improvement. For instance, the Marketing Club visited and compared Guomei and Yongle, one of Guomei's biggest competitors in Shanghai. We found that Guomei chain stores are not well managed, the products are not systematically displayed, the employees are not in uniforms, the sales people are not very warm, and some of them are even chatting with each other. In contrast, in a nearby Yongle chain store, the prices are almost the same, both the store decoration

and employees' uniform are in coherent bright orange color, and the sales people are warm and professional. We can see, although Guomei has already recognized the importance of customer service, it still has a long way to go to carry out its strategies and plans in reality.

2. Improve supplier management (By Forest Tang)

Fast expansion in recent years leads to Guomei's economies of scale, and natural low cost advantage, and relatively higher negotiation power on the industry chain. However, the conflicts between Guomei and its suppliers are now becoming more frequent and fierce.

In my opinion, the conflicts show that the competitive advantage of Guomei is not sustainable and comprehensive. If scale of economy is hardware, we can say that what Guomei lacks is software, i.e. sufficient social capital between Guomei and its suppliers. It needs to set up a long-term relationship based on trust, integrity and consistency with suppliers. Social capital is regarded as a new source of competitive advantages to firms in the western world. From Guomei's perspective, lacking this kind of software will harm the hardware it has set up. So I think fixing this bottleneck is key to Guomei's sustainable competitive advantage.

3. Improve organization efficiency (By Kevin Chen)

The most important thing Guomei should do is to build sustainable competency. To compete with other retailer giants, low price (both retail and purchasing price) is important, but can never be your core competency. In my opinion, Guomei should establish the capability to operate at a lower cost than its competitors. In other words, it should improve its organizational efficiency.

Firstly, Guomei should improve its management of people. People are the true source of high efficiency. Guomei should improve the skill levels of its current employees. It should provide more on-job training to standardize its service process.

Meanwhile, instead of offering low salaries to middle managers, Guomei should offer competitive salaries to attract professional managers. High employee productivity, not low payment, should be Guomei's source of lower cost.

Secondly, Guomei should improve its cost control. In highly competitive markets, lowering down purchasing cost is not enough. Guomei should take great effort to drive its internal cost down. In other words, it should be more cost conscious and strengthen cost control. Guomei should try its best to reduce its general management and administrative cost. In addition, Guomei can improve its cost structure. It may consider adopting different cost structure compared to its retailing competitor. For example, Guomei can call off supplier delivery systems, providing delivery by itself. By reducing supply chain cost, it can enable Guomei to gain a cost advantage.

Finally, Guomei should improve its information system. Establishing a well-organized information system (such as ERP) can improve decision-making quality, speed its reaction to markets, and help reduce costs. It can also maximize Guomei's merchandise, thus improving its profitability. Guomei should also build its customer information database. By doing so, Guomei can gain advantages in information flow.

There could be some conflicts between the three different opinions. There are no right and no wrong. It just shows the different perspectives we look at when answering questions. There were also a lot of good suggestions during the case discussion, which provided useful business insights to us. If you have any good ideas to share, please contact us and we'd like to hear your brilliant ideas.

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立特信息：把资讯打造成产品



洪军 中欧 EMBA2001 级学员

在华东地区，一提起IT行业的商情公司，人们就会谈起立特信息。七年的发展，立特从一个初级的商情公司发展成为国内领先的IT市场资讯服务提供商，立特的客户包括Intel、HP、SONY、3M这样的世界一流的大型公司。立特的成功之处就在于立足于资讯这一核心，不断扩大提供服务的范围，满足客户的需求，创造出新的市场。

信息时代、资讯领先

在95年的时候，电脑行业市场在上海已经日趋开始成熟，而信息传媒非常稀缺，洪军看到了这个商机，他预料信息时代就要到来，而在信息时代，市场将非常重视资讯，于是立特就瞄准了电脑信息传媒市场，出版IT产品采购指南——《立特信息》，开始了创业历程。

洪军的创业之路并非一帆风顺，虽然在创业之前洪军已经积累了6年的大企业高层管理经验，但是第一次来到上海，从北京来的他经历了较长的两地文化差异的学习认识过程，与人文观念的转变过程。“以前是帮别人管人，现在是自己管理自己的人，角色不同，地区不同，人文不同，所以大相径庭。”洪军说：“企业在创立之初，需要有一支团结且有竞争力的团队，而能否成功组建这支团队的关键是领导人的能力。”

面对电脑行业的成熟市场，洪军相信自己能够带领出一支优秀的队伍，立特始终强调公司的关键成功因素就是：优质的服务+优质的价格。立特通过不断扩大市

立特在经历了初期的成就后，洪军认识到“创业容易，创新难，而企业能否持续发展，靠的是不断创新。”洪军发现随着IT产品的普及与市场的扩容，客户对产品的市场营销方式开始要求多样化，于是立特进行重新市场定位，引入公关、策划、市场调查、展览、会议、促销、广告业务，全方位地为IT企业开展市场营销服务。这次的重新定位获得了市场积极的反馈，立特的业务迅速扩大，随后立特将业务拓展到华东地区、以及全国主要的城市，发展成为国内领先的IT市场资讯服务提供商。

今天，《立特信息》已经是中国知名的IT产品信息传媒，立特在全国主要城市出版当地最权威的IT产品购买指南——《立特信息》杂志，每周在全国各地出版的数量达到7万份，发行主要面对集团购买用户，内容含有1000多个产品类别的20多万条信息。

立特为IT企业提供的是信息传媒平台与多样化的市场营销手段，面对互联网时代的到来，立特公司推出了PC365.com.cn网站，今天的立特正在全力打造一个崭新的市场营销模式，通过互联网为IT企业提供更低的成本、更有效的服务形式。洪军相信：在信息时代，必须提供先进的资讯服务模式，才能使得企业不断处于领先的地位。

扩大服务领域

立特信息公司如今已发展成为一家中

场规模以降低成本，从而降低价格，成功地战胜了竞争对手的价格冲击与市场阻截，只经过二年多时间就超过了所有的竞争对手，而其始终如一的服务品质获得了IT行业的广泛赞许。

大型的IT信息服务公司，业务领域涉及公关策划、信息分析、IT商情、广告代理等。洪军说，企业的发展根本是靠人才，而留住人才的关键是不断地为他们提供更大的舞台，更多的发展空间。作为企业的领导人，其使命就是不断地发展企业。

除了上述各个业务领域，洪军还创造出了一个全新的产品，就是为大公司进行的经销商信息管理。一个偶然的机会，洪军在与Intel公司的负责人接触中，了解到Intel在全中国有一万多家渠道经销商，遍布在全国各地，所有渠道的信息都存放在海外的亚太总部，而所有在中国的销售都由中国总部来执行，往往一个经销商营业地址或电话的变更，中国总部可能要几个月后才知道。为此针对渠道商的信息管理就成为了一个难题。

洪军在得知这一消息后，马上想到自己在全国各地庞大的信息采集网络正好可以解决Intel公司的难题。他与Intel进一步沟通后，对方非常感兴趣，决定就把维护渠道信息的工作交给立特来做。洪军通过各地分公司和长期合作伙伴在50多个城市展开了行动，由各地派出员工核实当地经销商的情况，由上海总部每周将全国各地的渠道信息汇总，并通过电话与邮寄信函的方式进行复核，以保证Intel公司渠道信息的真实性，为Intel实施全国统一营销战略提供了渠道信息保障。通过这种方式，洪军赢得了客户，同时也为立特创立了崭新的市场服务模式。

目前，立特在全中国拥有15家分公司，300多名员工，年收入达到8000多万元，成为国内最大的IT市场资讯服务提供商之一。虽然自己的公司发展的规模已经很大，但洪军始终保持着一种居安思危的意识，“市场竞争就是企业关键成功因素的竞争，立特公司的核心竞争力就是优质的客户服务，对我来说，脚踏实地做好每一件事就是最大的成功。”

— 本文摘自《东方早报》

唐万新 印象

勾亦军 CEMI-2

上海公务之余，在中欧国际工商学院参加了一个校友活动。活动的主讲嘉宾之一是我们公司的老熟人唐万新——德隆国际投资公司总裁。虽然作为我们公司的债务人和中国股市名人的唐万新和德隆的信息在我们公司里频频耳闻，但我本人与唐并没有过直接的交道，只是在以前的公开场合见过而已。所以，对他和他的名为“投资与并购”的演讲都颇有几分好奇。

唐是一个貌似敦厚并刻意以木讷的演讲风格装点自己的人，含混并略带暗哑的嗓音也强化了这一点。但他又是一个十分善于掩饰不利事实的人。例如，他可以把深陷在几大上市公司的情景描述成德隆的长期投资，进而推演出长期投资部以及事业部制的德隆新的管理体制。同时，唐还是一个颇为机敏应对的人。当演讲内容特别是别人的提问触及到敏感点的时候，他就会巧妙粉饰甚或有电光石火般的“灵光”闪现。例如，一位听众质疑他在美国和其他海外市场的并购行动，问及如果遇到银根紧缩怎么办，他的应对是：德隆不靠银行贷款。另外一个问题十分直截了当：德隆的负债率是多少。他的回答堪称避重就轻的应对典范：“德隆没有合并过报表——不过么，德隆上海注册资本是5个亿，贷款是5000万”。似乎很礼貌地回答了问题，但犹如某重债家庭对外说：我们子女多，各自自立门户，也没有合过帐——不过么，小儿子在学校只是借过邻桌一块橡皮哦。

当然，唐也确实是中国民营经济、特别是涉入投资和金融领域里的民营经济的突出代表。一次演讲和提问质询当然无法知其全貌，但唐及德隆的一些作法对我们应当很有借鉴。例如，业内几乎无人不知德隆在“湘火炬”、“合金股份”等等企业套牢已经有年。但除了都知道如今的二级市场配售新股的政策对其有久旱甘霖之功

外，对德隆主动出击，从国际市场寻求“解套”恐怕还是知者不多。例如笔者孤陋，对此仅是首闻。很难也无须揣测德隆在其国内资金困境中是如何决策走向美国和欧洲购并市场的，但其通过购并美国制造业企业，在当地法律允许的条件下，关停生产厂、获得研发能力以及收购销售渠道确是一招妙棋。当然，要达致如此“化境”决非唐的设想那般轻松写意。但毕竟对德隆（以及别人）来说，是一种突出重围的方案。这里，除了是身陷制造业的解脱，还可以算是对亚洲OEM模式的一种超越。众所周知，东亚诸国与地区自日本始，台韩港新四小龙，然后是泰马，现在或许是越南印尼等等，无不把获得加工定单（OEM）奉若经济腾飞之圭臬。但又无不循着“加入OEM——经济发展——劳工费用上涨——退出”这样的路子。而中国以宽广国土和经济发展的梯度差巨大，劳动力成本可以通过向内地递次转移的办法来留住这种发展动力的“容纳力”已经震撼世界经济界——这在国外许多商务传媒，例如商务杂志中已经并不鲜见，甚或有漫画描述一个硕大无比的涂有五星的红色章鱼正伸出无数的须子在扼杀各国的制造业。2002年6月份，中欧还有过一个国际企业家和MBA学员对此“红色威胁”的辩论会。当然，会上为中国辩护的都是出于客气的外国宾客，充当“反派”的是清一色的中国学员罢了。但在OEM另外一端的欧美精明的商人们却是另有所图，例如原来的制造业企业随着OEM而渐次萎缩生产，强化研发和销售功能。完成这种漂亮转型的不乏其人，耐克鞋业就是个中翘楚。唐和德隆的想法是与其让那些现在靠40岁以上的“美国阿姨”工人们生产产品的美国企业获得东亚OEM方式的利润支持，度过艰难转型期，继续其产业链的至上位势，莫如由中国的企业去收购他们，取得他们的研发优势和销售渠道。笔者以为，这或许能够创出一条真正的世界工厂的路子。毕竟

经济学家们都认为制造业将是中国21世纪经济的最重要推进器之一。

唐的演说中也曾着力描述了德隆的管理体制。在唐的描述中，德隆总部只有三大功能：战略及3年计划制订；与年计划20%以上差异的监控和分析；增加核心竞争力的研究。连一年期的计划都下放到一级部门和子公司去做。参照负债和并购问题的精彩应对，这里面有多少粉饰的成分无从查考，但唐描述的德隆内部这种总部远离事务性工作的“轻型总部”式的决策分工链还是引人注目的。或许对提高企业的长期成长性有所裨益，因而还是有着借鉴意义的。

总体说来，笔者对他们这样的民营业者还是存有敬意的。中国的民营业者由于其天生的“低贱种姓”，为了生存自然少不了或多或少的自我拔高一些、浮夸一些，甚或违规违法一下，但适度鞭挞和处置之余，对他们总体在中国经济中的作用还是应该肯定的。所以，笔者十分鄙薄那位在国内资本市场频频露面的香港“著名”青年经济学家对民营企业的种种表现。例如一次深圳民营上市公司研讨会上，他非要拽住德隆的一位副总要讨出点“说法”。其实，在A股市场上，与那些伤害全体股民利益、也伤害中国资本市场长期利益的“减持”方案而言，德隆的不良行径充其量是小巫之与大巫而已。那么以海外学者之未归之“海龟”的自由身份，并未闻其诛虎而只诛鼠，就太大的令人不敢恭维了。这是题外的话。

总之，唐万新给我的印象，就是一个刻意低调、等待时机而又狡黠聪敏的“商漠之狐”。

(log44@sohu.com)

汽车山河波澜壮阔

中欧高峰论坛指点江山



“这是一个最好的年代！这是一个最坏的年代！”用狄更斯的这句话来形容当前中国的汽车工业最合适不过了。

近三年来，中国汽车工业特别是以乘用车为主的轿车工业的发展十分迅速。据国家统计局公布的数据显示，由于需求强劲，中国9月份轿车产量比上年同期增长65.7%，今年累计生产轿车达到138万辆，已经超过去年全年的生产量，三大集团的轿车生产目前仍然占主导地位，一汽大众公司今年1-9月实现生产和销售分别为22万和20万辆；上海大众汽车公司实现生产和销售30万和28万辆，上海通用的生产和销售都是11.5万辆。根据专家的预计，今后10年内中国的汽车销量将以每年10%-15%的速度递增。到2010年之后，中国汽车工业中家用轿车的年需求将达到600万辆以上。

但是，汽车投资过热的苗头已经出现。近年来中国各地已有数千亿元投资于汽车产业，从国际汽车产业发展现状看，年销量100万辆以下的汽车公司已经不能单独存在，200万辆规模的也面临重组的局面。2005年，中国将取消汽车进口许可证和进口配额限制，2006年7月1日汽车整车进口关税也将调整到25%，进口汽车数量将有所增加。这样，中国汽车生产企业面对严峻的挑战，低水平的重复建设和能力扩张存在巨大的风险。

随着中国加入世贸组织，全球化兼并重组之风在中国汽车业吹吹越猛。大众19年前进入中国，一度独占国内50%的轿车

市场份额。随后，通用、本田、马自达也效仿大众，掀起了外资在中国造车的第二潮。进入2000年，随着中国汽车市场需求爆炸式的增长，丰田、福特、日产、标致、雪铁龙，宝马陆续在中国取得轿车的“准生证”。戴姆勒克萊斯勒旗下的奔驰品牌也终于落地北京。

在合资的盛宴之下，目前，世界汽车业“6+3”集团中该来的都已经来了。不过，专家分析认为，目前国际汽车大集团虽然已进入中国，但对国内轿车市场的布局还尚未完成。在经过一系列的竞争和整合之后，国内汽车产品的性能、质量、服务和品牌影响都将有所改变。但是随之而来的是对中国沦为世界工厂的忧患，为促进汽车工业健康发展，国家发展改革委正在抓紧研究制订《汽车产业发展政策》，可望近期出台。

新的汽车产业政策将对目前的汽车工业的发展起到政策指引的作用，特别是对目前十分关心的投资决策问题，投资过热问题以及进入门槛等等一系列问题的规范。从一个产业的发展历史来看，新的汽车产业政策将对目前还十分薄弱的民族汽车工业提供发展指导。

目前，国内的汽车消费已经启动，而且中国汽车工业的开放程度也渐渐与国际接轨，汽车消费拉动对汽车产业的发展起到了巨大的推动作用，所以说，目前，对民族汽车工业的发展是一个千载难逢的机会，对国内的汽车厂商和相关配套产业的发展而言，可以利用这一时机来迅速提高自身的研究开发能力、市场竞争能力，可

以在一个非常短的时间内接近甚至达到国际汽车产业的发展水平。

在这个过程中，还是存在许多问题，在对知识产权的保护、品牌保护等方面仍然有不足，但是任何一个产业的发展都是在逐步规范中进行的，作为政府部门而言，就是要在这种产业的发展期间提供相关的政策支持，所以，新的汽车产业政策会在这些方面寻求新的突破。

据悉，产业政策出台后，依赖散件组装方式生产汽车将会受到限制，汽车产业政策的目标是为中国加入世界贸易组织后适应国内外汽车产业发展的新形势，政府将作为主要力量来推动汽车产业结构调整 and 重组，扩大企业规模效益，提高市场集中度，避免散、乱、低水平重复建设；激励汽车生产企业提高研发能力和技术创新能力，积极开发具有自主知识产权的产品，实施品牌经营战略，健全汽车产业的法制化管理体系，促进汽车产业与关联产业及社会环境协调发展。

草案中的规定会直接关系到跨国汽车公司在华的投资计划。这样的政策令外国厂商对在中国的投资前景深感不安。目前，外国汽车制造商要在华开展业务，必须通过与当地汽车厂商合作的方式进行，且在任何以中国大陆为目标市场的合资公司中持股比例不得超过50%；此外，外资在华的合作伙伴不得超过两个。这些限制使大型国有公司能够同外国汽车制造商建立多重伙伴关系，在一定程度上加速了中国汽车工业同国外的接轨速度。

在新的汽车产业政策出台在即之机，中欧国际工商学院在12月9日举办了首届以“中国汽车产业新政策：机遇与挑战”为主题的“2003中国汽车产业高峰论坛”，旨在为国内外汽车企业提供一次高层对话的机会。

这是中国汽车业与政府部门之间一次难得的聚会，也将成为汽车界一次最具影响力的盛会。此次论坛通过富有前瞻性的演讲和深入的对话交流形式探讨了中国汽车工业存在的问题和机遇，为中国汽车纳入世界汽车工业的发展大潮中寻找自身的定位。

China's Prospering Automotive Industry

"It was the best of times; it was the worst of times." Nothing could be more pertinent than Dickens' paradoxical saying, if we are to describe the current China automotive industry.

The last three years has witnessed a significant development in China's auto industry, especially the domination of passenger car in the sedan car market. According to the State Statistics Bureau, China's car production has increased by 65.7% in September 2003 compared to the same period last year. The aggregate output this year has reached 1.38 million cars, already exceeding the total production of last year. The three auto giants in China still dominate the market-- from January to September this year, FAW-Volkswagen achieved production of 220 thousand units and sales of 200 thousand units, while Shanghai Volkswagen's were respectively 300 thousand and 280 thousand and Shanghai GM both 115 thousand. Experts

predict that over the next decade China's car sale are expected to experience an annual increase of 10% - 15%. And starting from 2010, the annual demand for family cars will dramatically grow to over 6 million.

However, a new concern is rising over the overheated automotive investment with billions of RMB put into the China auto industry in recent years. Auto companies with annual sales less than 1 million units can hardly survive; those with annual sales over 2 million are at the risk of becoming a merger target. China's auto industry will face real challenges when the restraints on import license and quota are lifted in 2005 and the import car taxes will be reduced to 25% starting July 1st, 2006. The increase of imported cars will put great pressure and risk on China auto makers whose overlapping construction and capacity expansion are at the low level.

With China's entry into the WTO and sweeping global mergers and acquisitions, Volkswagen entered China 19 years ago and occupied 50% of the market share at its peak. It was then followed by General Motors, Honda and Mazda, filing into the Chinese market and creating a second climax of car production in China with foreign capital. In 2000, there was an explosive growth of the car industry in China when Toyota, Ford, Nissan, Citroen, Peugeot and BMW were given "permits for car production" in China. More recently, Daimler-Chrysler's most famous brand Benz has also set its foot on China for local production in Beijing.

Now all the "6+3" auto groups in the world have attended to set joint ventures with their Chinese partners. However, analysts hold that although the global giants have entered the Chinese market they have

not completed a clear layout for the China market. Through a series of competition and consolidation, domestic car products will undergo some changes in terms of performance, quality, service and branding. What then worries us is the possibility of China becoming a world plant for car manufacturing --a destiny we'd rather avoid. Therefore, the State Development and Reform Commission is now working on the Development Policy for the China Auto industry, which is expected to be released soon to propel the healthy growth of the auto industry in China.

The forthcoming new policy is supposed to provide guidance to the current development of the auto industry, especially to problems of overheated investment, investment decision and entry barriers. The new policy is believed to set a milestone in the history of China's auto industry and a clear direction to the vulnerable national auto industry.

Presently, car consumption is moving upward and the China auto industry is becoming more open to the world and linked to international practices. It is exciting that, to a great extent, car consumption pulls the development of the auto industry. Obviously, we are facing a great opportunity for the booming of the national auto industry, particularly to the domestic car manufacturers and accessory suppliers, who could seize the opportunity to enhance their R&D capability and core competences so as to catch up and even reach the high level of their international counterparts in a relatively short time.

While developing the industry we should not forget the problems of intellectual property rights and brands infringement. Nevertheless, every industry experiences



such a development from being messy to orderly, from primary to mature. The government, therefore, is supposed to be setting relevant regulations and policies for a sound industry development. The launch of the new Development Policy of Auto industry is believed to help solve those problems.

It is said that the new policy would put more constraints on the companies relying heavily on components assembly as a way of production; more focus on all the resources on the restructuring of the automotive industry for better economies of scale; and a more centralized market to avoid scattered and overlapping constructions at the lower levels. In addition, the government also aims to motivate the domestic auto manufacturers to improve their R&D abilities and technological innovation to develop their own patented products and implement brand strategies. Also, the new policy is expected to help build a sound legal environment for the auto industry to facilitate the coordination between the auto industry, auto-related industries and social environment. All these efforts are aimed to meet the new challenges emerging in the industry with China's accession to the WTO.

Since the policy will directly affect the multi-nationals' investment in China, the foreign giants are worrying about the prospect of investment in China's market. So far foreign auto manufacturer have to partner with local manufacturers to form joint ventures if they are to enter the Chinese market. Their shareholdings in any joint venture targeting the China market cannot exceed 50%. Additionally, they can have no more than two local partners in China --all these allow large state-owned companies to establish multiple partnership with foreign counterparts, facilitating China's

auto industry to integrate into the world auto market.

In preparation for the launching of the new policy, the "China Automotive Industry Forum - 2003" was held in December and hosted by the China Europe International Business School(CEIBS), with the theme being "New Policy for China Automotive Industry: Challenges and Opportunities". As a leading business school in China, CEIBS holds the forum with the purpose of offering a chance for the Government, domestic and foreign auto companies to exchange views and share ideas.

A unique confluence of China's auto industry and government, the forum was an influential gathering in China's automotive sector, aiming to probe into the problems and opportunities of China automotive industry through forward-looking speeches and interactive dialogues. The forum is looking to help China's auto industry position itself in the global automotive market.

Distinguished guests such as the makers of the new policy were invited to the forum, including the key officials of the Ministry of

Commerce, heads of the Association of Auto Industry, high executives from the three automobile giants in China, presidents and CEOs of foreign auto companies, as well as experts in the industry. It is no exaggeration to call it an unprecedented forum in terms of its large scale, high-profile, large attendees and insightful topics of discussion. All the participants made use of the opportunity to discuss freely and intensively the hot issues in China's automotive industry.

As we've realized, there will always be "information asymmetry" between policy makers, automotive manufacturers and consumers. The high level dialogue at the forum can facilitate effective communication and interaction between the policy makers, car producers, and overseas auto companies, as well as between the local auto companies and their foreign competitors. Such a communication platform provided a chance for the policy makers to hear the opinions and expectations of the car manufactures and experts, eventually promoting the healthy growth of the domestic auto industry.





“在这里，可以倾听各方的声音”

— 专访杨亨

欧盟商会副会长、英特华咨询公司总裁、
中欧国际工商学院董事

问：中欧国际工商学院为何会举办这样一个“2003 中国汽车产业高峰论坛”？

杨亨：汽车工业是一个非常关键的行业，不仅是在中国，在发达国家，如美国、欧洲和日本等都是支柱产业。中国汽车工业发展呈现出良好态势。目前，汽车以及相关产业已经在国家GDP中占有大约7%的比重，而且，这个比例还会不断的增加。关于汽车产业政策，这也是各界关注的话题。而一家好的商学院应当有进行高层次学术研究和探讨的功能。因此，我们这次调动了各方面的资源，提供了一个平台，请学者、企业界以及政策制定部门的人士前来展开对话，深入探讨，提出建议。在此之前，中欧国际工商学院举办过各种论坛，但关于汽车业的论坛，这是第一次。

问：“2003 中国汽车产业高峰论坛”对于中国汽车工业发展有什么意义？

杨亨：这是中欧国际工商学院举办的首届“汽车产业高峰论坛”，中欧将把这样的论坛持续办下去，使之成为中国汽车界的一件盛事。通过这样的对话，可以在政府、企业和学术界之间建立沟通的桥梁，倾听到对方的声音。

我们从国外邀请到了很多的汽车制造企业高层人士，有雪铁龙、标志、米其林公司的，还有宝马、本田公司的，还有博世汽车零部件等公司的，他们带来大量的信息。在这里，可以倾听各方的声音。中国汽车工业还是一个发展中的行业，需要各方面的参与和支持。本次论坛的目的就是让中国的汽车工业能够迅速的成长起来，成为有竞争力的行业。

问：为何把产业政策作为本次论坛的主题？

杨亨：中国的汽车产业政策对行业的发展起着十分重要的作用。而且新的产业政策马上就要出台，是目前的一个热点。

从新的产业政策咨询意见稿中，我们看到了很多新的变化，比如对自主品牌的保护，对国家研究开发能力的提升的要求，以及对资本进入门槛的要求等等，这些都会在中国汽车工业的发展中产生深远的影响。而中欧国际工商学院能够在这样的关键时候举办此次论坛，发挥学院独立研究和纯学术性的优势，为政府部门、国内外企业界和学术界提供一个直接交流的机会，这无疑是十分必要的。

问：几乎每一个国家都会在政策上对国家的关键行业进行保护，中国的汽车工业是不是需要保护？

杨亨：从欧美和日本等国家的发展过程来看，汽车工业都是在充分的竞争环境下发展起来的，而且历史的经验以及教训都证明了，市场这个“看不见的手”会无时无刻不在起着它应有的作用。

问：很多人认为，中国汽车行业的发展中可以发挥自身的比较优势，那就是成为汽车的制造中心，但是也有很多人认为，中国的汽车工业应该有着自主的东西，比如自主品牌、自主的研究开发能力，您怎么看？

杨亨：从国际汽车工业的发展历史来看，在全球的汽车分工中，总可以找到适合自身的发展模式。

说起NISSAN还有马自达，都知道是

日本车，但是NISSAN已经纳入到雷诺汽车的旗下，日本马自达也成为福特汽车的一个品牌。。中国汽车工业也必然会纳入国际分工。

问：您觉得中国目前的汽车产业存在的最大关键问题是什么？

杨亨：中国汽车工业的发展势头近些年来有目共睹，在1994年的汽车产业政策出台的时候，它对中国汽车工业的促进还是十分巨大的，但是，我们也要看到，这个时代在进步，在新的形势下，需要有新的推动力。产业政策也应该在不断的发展中渐渐完善。在IT业中国对外开放的程度很高，但在汽车工业领域中国的产业政策一向很慎重。

发展的道路十分曲折，这不只是一个国家遇到的问题，几乎所有的国家在汽车工业发展中都会遇到。

我们都知道，汽车业的整车设计制造是需要花费巨大的资金支持的，一个成熟的产品出来，几乎要耗费10亿以上的资金，甚至更多，所以存在很大的风险。目前中国的汽车零部件工业还比较薄弱，在研发技术和设计能力上有很大差距，再加上各地有些地方保护主义思想，这些都造成了中国的汽车制造业成本过高。

问：但是中国在整个汽车产业链中还是可以寻找到合适自己发展的机会？

杨亨：这是显然的，中国汽车零部件上还是有很大突破的，如浙江万向公司，已经在国际汽车零部件舞台上打出了

音！”

自己的名声,但是这样的企业还是太少了。我认为,中国汽车零部件厂商有他的成本优势,如果与国际汽车巨头加强合作,经过一段时间的发展,是会在世界汽车制造业占有一定位置的。我相信中国只需要五年左右的时间,就会变成汽车零部件的出口国。

问: 这需要一个学习的过程?

杨亨: 是的,学习是一个不断持续的过程,但是世界汽车工业的发展已经不会停留在一个静止的时代,因为人家都在进步,我们不仅要进步还要加速的前进。

问: 很多的时候, 过分的追求速度就会导致急功近利?

杨亨: 这是一个很危险的情况,而且可能会影响中国汽车工业的健康发展。

目前,中国汽车工业已经出现了投资过热、对制造的过分重视以及忽视对研究开发的投入,这些问题都应该得到重视。

问: 在这次论坛上就这些问题展开讨论了吗?

杨亨: 是的,在政策的制定者和汽车制造商之间总有一些“信息不对称”的现象存在。而通过这种高层次的对话,可以在政策制定者、国内汽车厂商、外资汽车厂商之间,国内汽车公司和外资汽车公司竞争对手之间,建立起有效的互通。通过这种对话,也可以促进政策制定者了解汽车厂商对新的汽车产业政策的看法和期望,从而促进中国的汽车工业健康地发展。



"China Is Experiencing the Best Times in Its Automobile Industry"

A special interview with Professor Pedro Nueno, Chairman of the Academic Council of CEIBS, Chair Professor of IESE in Spain and a prominent international analyst in automobile industry

A MBA graduate of Harvard University, Professor Pedro Nueno is one of the founders of the China Europe International Business School. Currently, he is Chairman of the Academic Council as well as a board member of the China Europe International Business School (CEIBS). He has conducted wide research in technical management, industrial policies, innovation and new business expansion in IESE in Spain, and has been Chair Professor of the Bertran Foundation of Entrepreneurial Management of IESE. For many years he has been a consultant for many world-known enterprises and agencies, and is board member of numerous companies in Europe and America. He has published eight books as well as many research papers. In 2000, he established FINAVES Venture Capital Company. Professor Pedro Nueno has organized many international automobile summit forums and dialogues in Spain. Today, when China's automobile industry is gaining a flourishing development momentum, Professor Pedro Nueno supported and participated in "2003 China's Automobile Industry Summit Forum" sponsored by CEIBS. Our journalist made a special interview with Professor Pedro Nueno prior to the opening ceremony of this forum.

Q: What's your view on the future of China's automobile industry?

Nueno: China's automobile industry is now growing very rapidly. I can make a bold prediction that China will astonish the world with its strong development in automobile industry within the next fifty years.

China is now in an economic transition period, during which similar experiences and processes can be found not only in its automobile industry, but many other industries as well. This quite resembles the development of some European countries in the 1950s and



60s, when consumption patterns of consumers and development pace of various industries were changing and the automobile industry market was gradually segmenting. It is therefore evident that quick adjustments should be made in China's automobile industry to adapt to such changes. It is also noted that the automobile industry is a global domain and one needs to have an appropriate market positioning. In other words, how China positions its automobile industry in the world automobile market will have strong impact on its future development.

Q: We've noted that the development of an industry is usually policy-oriented or market-oriented. For example, China's automobile industry is governed and guided by relevant state policies. With your understandings of China's automobile industry, do you think it should be policy-oriented, market-oriented or the combination of the two?

Nuño: We must bear in mind that an industrial development policy, which has combined the unique characteristics of a country, is critical to the standardization of its industrial development. This is particularly true for the automobile industry due to its peculiarity, which has very strong industrial connections with and impact on its upstream and downstream industries. For example, the automobile industry not only includes the car manufacturing, but is also closely related to industries of auto parts, steel and iron, financial credit, insurance and auto-related services and logistics, to name just a few.

Let's take a look at a few examples of the development of the foreign automobile industry. Volkswagen in Germany has large shares held by local government, and the biggest shareholder of Renault is French government. The automobile industry of Spain had been undergoing privatization ever since the 1980s, but the Spanish government still plays and also will play a special role in its development in light of its status quo and future trends.

This is also true of China's automobile industry, where the government plays a very important role. There will be in-depth discussions about these widely concerned issues in China's Automobile Industry Summit Forum held in CEIBS.

Q: Then how do you think of the development of China's automobile industry in these years?

Nuño: It's hard to say because each country is unique in the development of its automobile industry. But we must admit that China's automobile industry is advancing with an astonishing speed, as it is at a different stage of development compared to that of other countries and can thus learn valuable lessons from the development of world automobile industry. Therefore, I hold a positive view towards the future prospect of China's automobile industry.

Q: Do you think that such a learning process means certain similarities exist among the development of automobile industry of different countries? Or can we say that China's automobile industry can copy that of other countries?

Nuño: I don't think so, because the development of the world automobile industry demonstrates that the sharing of information on technology and manufacturing process has been achieved among different countries. There is nothing that needs to be copied.

Let's take auto-making and assembling techniques as an example. There is hardly anything in this field that can be called

state-of-the-art except some proprietary technologies and know-how. As long as you have certain technical skills, you can make cars by purchasing all kinds of auto-parts, techniques and even exterior designs from the rest of the world. Simply put, auto-making has become a pure assembling process, which can add to over 20% of its total value. One thing that cannot be copied, however, is the highly esteemed brand, because a brand is usually the product of history and long-term reputation. For example, BMW and Benz cars. As we know, no huge distinctions can be found in the quality of BMW and Benz cars assembled in various parts of the world, since reputation of these two brands and related technical support can guarantee their high quality.

Q: But we have noticed that Japan and Korea seemed to have developed their automobile industries through copying others.

Nuño: (Smile) Of course, and they are not alone. To a certain extent, this process is a kind of must, but China has already passed that period.

Q: How do you explain that?

Nuño: The development of world automobile technology has made it possible for China to leap over such a copying phase and to define a path of development with its own characteristics.

Q: We have observed that the formulation of the new automobile industry policy seems to have ignored voices from the general public, and consumers seem to have no say in such a significant decision-making process.

Nuño: This is actually what I would like to talk about in my conclusive comments on this China's Automobile Industry Forum. Indeed, this is an issue that has been noticed by government regulators, because consumers are final buyers and should have the rights to decide whether to buy. In this respect, consumers will have more participation in policy making as well as in decision making of related regulations.

全球采购带给中国汽车零部件的挑战

福耀玻璃工业集团股份有限公司

董事局主席兼首席行政总裁 曹德旺

1. 随着全球采购局面的到来,中国汽车零部件企业所面临的困境:

- 1) 技术与体制的影响
- 2) 技术积累的不足
- 3) 受限于国外车厂的制约
- 4) 国外零部件企业利用受托设计的优势垄断中国市场
- 5) 国家对零部件工业的发展重视不足



2. 关键要把握好以下几点:

- 1) 要从战略的高度重视研发工作,要意识到零部件工业的核心竞争力是自主研发
- 2) 必须加强企业内部管理,狠下功夫提高产品质量和精度,降低生产成本,改善售后服务,加强人员培训,把技术和管理结合起来,提高企业竞争力
- 3) 要以开放态度和前瞻性的眼光看待企业兼并重组问题,积极寻求同国内、国际零部件企业实现 " 强强 " 联合
- 4) 要做好充分准备,随时应对外国对我企业出口产品的 " 反倾销 " 指控
- 5) 以国际惯例保护国内的产业发展

未来 20 年中国汽车工业技术创新的主要领域

中国汽车工程学会理事长 张小虞

我国汽车工业技术发展的总体目标是:用 10-15 年的时间,全面提高我国汽车工业的自主开发能力,重点突破汽车安全、环保和节能技术,在新能源汽车技术领域、产品开发系统集成技术领域和关键零部件领域形



成具有中国特色的技术和产品,建立适应汽车工业发展需要的人才队伍,为实现汽车工业的可持续发展,建立具有国际竞争力的汽车工业奠定基础.未来 20 年中国汽车工业技术创新的主要领域包括:

1. 产品开发基础数据库建设
2. 汽车产品开发技术研究
3. 燃油汽车环保节能技术研究及产业化工程
4. 新能源汽车应用技术研究及产业化工程
5. 电子控制技术研究和应用
6. 环保、轻量化材料及应用技术研究

Five Drivers to Support PSA PEUGEOT CITROEN Strategy

Jean-Martin Folz,

CEO of PSA PEUGEOT CITROEN

PSA's growth is supported by five drivers:

1. Two strong brands with different and complementary ranges, to offer the largest product lines and to better face the competition
2. A platform strategy, with which more than 60% of a vehicle's production cost is shared
3. An efficient production base
4. International technical agreements with other carmakers and component corporates
5. Focusing on innovative technologies to address corporate responsibilities:
 - 1) to combat the greenhouse effect with clean diesel engines and NGV's, the Natural Gas Vehicles and by promoting the bio-fuels
 - 2) to contribute to mobility by:
 - a. designing safe, environmentally-friendly vehicles
 - b. promoting a balance among transport modes and supporting urban mobility innovations
 - c. supporting initiatives facilitating access for the mobility-impaired



Automotive Consumer Financing in China: Opportunity or Challenge?

James Pierpont,

Managing Director responsible for the Global Automotive Group, ABN AMRO

1. The automotive consumer financing in China has only just started, currently 17% of sales, and only from local banks
2. Foreign auto financing companies have awaited for years, and will wait for at least another 12/18 months before starting operating
3. Market will become more competitive, as large banks will continue to access huge cheap deposits sources, while foreign players are going to rely exclusively on inter bank funding
4. Volumes will grow enormously, providing a significant boost to the market: an incremental 10% of passenger car sales financed on credit may represent up to 4.5bln USD
5. The legal environment is not yet adequate for a smooth development of this market
6. No tools available yet to package and securitize loans. This will likely take years.





联盟组建的新模式

朴胜虎 (Sam Park) & 周东生

实证研究表明,有一半以上的战略联盟会遭遇失败的命运。然而,统计数据显示,自20世纪80年代起,全球每年新结盟的公司多达上万家。既然成功率如此之低,这些公司为何仍然不断寻求战略联盟?我们又如何解释战略联盟的高失败率?多年来,许多学者已就这些问题展开了研究,但迄今为止尚未找出较为全面的答案。有鉴于此,中欧国际工商学院的朴胜虎教授 (Sam Park) 和周东生教授撰写了一篇文章,采用全新的视角,引入以博弈论为基础的通用模型对这些重要的问题做出了回答。该篇文章即将在一流的管理期刊《管理学会评论》(Academy of Management Review)上发表。在这篇论文中,作者通过对公司

异质性和竞争动态等关键因素的分析,发现联盟决策不仅取决于联盟后公司能够获得的直接净收益(以往的研究所采用的视角),还要看如果不结成战略联盟,公司是否能够避免潜在的损失。很多情况下,在制定联盟决策时,对损失的防范要比传统上的成本/收益分析更为重要。势单力薄的公司如果退出联盟之争,它的损失会更大,因此这类公司通常更希望选择与其它公司结成联盟,这就解释了为何最近几年仍有许多联盟出现。此外,由于公司结成联盟的目的不仅是获取收益,还希望能够避免损失,而联盟的成员通常不具备管理联盟的经验和能力,因此失败的可能性也就非常之大了。

有意思的是,朴教授和周教授的观点与2300多年前中国学者苏秦提出的联盟战略不谋而合。公元前333年,中国处于强秦和六小国分治的局面。苏秦意识到,强秦很有可能会灭掉其它六国,统一中国。于是他游说六国,让它们结成战略联盟。虽然联盟结成了,但六国大多无法坚持履行联盟的承诺,因为它们发现联盟并不能给自己带来什么好处,同时它们也未能预见到独自抗秦所要付出的沉重代价。几年后,强大的秦国成功地粉碎了联盟,逐个灭掉六国,最终统一了中国。如果六国能够更好地理解联盟的重要性,共同防止国家灭亡的命运,而不是狭隘地关注各自的既得利益的话,中国历史就将改写。

Empirical research indicates that more than a half of strategic alliances fail, and yet statistics show that tens of thousands of strategic alliances have been formed every year around the world since the early 1980s. Why do firms continuously seek strategic alliances while they are aware of the low chance of success? How can we explain the high failure rate of strategic alliances? These questions have been examined by many scholars over the years but the findings have not been comprehensive yet. In the paper to be published in a top management journal, Academy of Management Review, CEIBS professors Seung Ho (Sam) Park and Dongsheng Zhou introduce a new perspective and a game-theory-based general model to answer these important questions. By including a number of important factors such as firm heterogeneity and competitive dynamics,

the authors find that alliance decisions are based not only on the direct net gains (the approach adopted by past studies) but also on the prevention of expected losses a firm may incur should it be left out of the alliance game. In many cases, loss prevention is more important in determining a firm's alliance decision than the traditional cost-benefit analysis. Since weak firms have more to lose when they are left out of the alliance race, they tend to have stronger incentives to form an alliance, which explains the formation of many alliances in recent years. Also, since firms form alliances not to gain but to prevent losses among themselves that have little experiences and capabilities to manage the alliance, they are very likely to fail.

Interestingly, Professors Park and Zhou's insights can offer theoretical justification for Mr. Su Qin's alliance

strategy proposed more than two thousand and three hundred years ago. In 333 B.C., China was separated into strong Qin and six other small countries. Recognizing that strong Qin would conquer the six small countries one by one, Su Qin lobbied these six countries to form a strategic alliance. While an alliance was formed, most of them hardly stuck to it as they saw very little individual benefits from the alliance. They failed to foresee the unbearable price they had to pay should they stand alone. A few years later, the strong Qin successfully destroyed the alliance and unified the whole China by taking over the six countries one by one. If the member countries had a better understanding of significance of the alliance, to prevent the demise of their kingdoms instead of counting their own immediate gains, China would have seen a different history.

汽车行业中首家中外合资企业是哪个？很多人会错误地以为是上海大众，实际上应该是美国汽车公司（后为克莱斯勒所收购）和中国北京汽车制造厂联合成立的北京吉普汽车公司。然而，这个联合成立的公司从1984年1月开始运作时就十分令人失望。人们可能会认为，在首批中外汽车联盟企业（如，北京吉普，上海大众和广州标致）中，上海大众获得的成功是十分罕见的。

实证研究表明，有一半以上的战略联盟会遭遇失败的命运。有报道称，跨境联盟的失败率更高，比例超过三分之二。尽管如此，战略联盟仍然是近几年来公司采取的最为主要的战略形式之一。为何在这样不尽如人意的状况之下，公司仍然对战略联盟趋之若鹜？战略联盟失败率极高的原因何在？虽然针对这一话题的研究很多，但迄今仍未有明确的答案。

传统的成本/利益分析把研究重点放在联盟管理中双方利益与成本的互为补充上。人们通常认为，如果联盟后的互惠利益大于其成本，公司就会结成联盟。这种说法也许有其足够的合理性，但却未能考虑到公司联盟决策中的竞争环境这个因素。市场竞争是否会影响联盟组合的发展动态？如果是的话，它会怎样对决策产生影响？本文试图解决这个常为以往研究所忽视的重要问题，从而帮助人们对联盟战略有更好的了解。

的确，公司的战略决策在很大程度上取决于外部环境，其中主要是行业结构和竞争动态因素。我们认为公司的联盟决策亦是如此。让我们看一下航空业的联盟情况。为了对在美国及欧洲市场上占据主导地位的美国航空和英国航空做出回应，联合航空和汉莎航空之间签定了“共享代码”协议。此外，几家二级航空公司组建了首个全行业的联盟集团，即星空联盟。其后，一些大型航空公司之间先后缔结了范围广泛的多个联盟，如寰宇一家（Oneworld）和货运联盟（Sky Team）等。正如这些情况所表明的，联盟决策通常是当公司试图维持并增强自己在市场中的竞争地位时，由竞争动态因素所导致形成的。

本文引入了博弈论模型，研究了市场竞争动态如何对竞争者的联盟决策产生影

响。这一竞争动态法重点阐述的是公司的联盟决策如何影响竞争对手，如公司可以抢先于竞争对手结成理想的联盟，使对手产生损失。本文通过重点分析如何避免价值减损，拓展了传统上以公司内部为导向、以价值创造为基础的研究框架。

本文据此模型阐述了何时最适合采用范围狭窄的内部联盟决策，即成本/收益分析，同时还解释了为何以及何时应该使联盟决策以外部竞争动态因素为基础。根据这几个不同的情况，本文总结了不同公司行为所带来的结果。

列举一个具体实例也许有助于我们说明问题。假设某行业中有很多公司，我们从中挑出两家公司，即S公司（实力相对强大）和W公司（实力相对较弱）。这两家公司都希望与第三方结成联盟。我们暂且不对联盟伙伴设定限制，如实力强或规模大、实力弱或规模小，或者公司集团等。我们基于可能影响公司总体竞争力的各个公司属性来反映不同公司的总体差异。在结成联盟之前，S公司和W公司的利润分别为5000万美元和2000万美元（50，20）。如果仅S公司结成了联盟，则双方得失为（65，0），这时，W公司因S公司的结盟而受到严重损害，而S公司却极大地受益。W公司也可以与行业中的其它伙伴结成联盟，不过，W公司由于缺乏经验、资源或管理能力，因而不善于利用和管理联盟。其结果是，同两家公司均未结成联盟的状况相比，W公司在结成联盟后会产生一定的损失。因此，W公司缔结联盟后获得的好处，即得失矩阵左栏中的数字会减小。下表列示了这两家公司的得失矩阵，括号中第一个数字代表S公司的得失，第二个数字代表W公司的得失。

		W 公司	
S 公司		缔结联盟	不缔结联盟
	缔结联盟	(55, 5)	(65, 0)
	不缔结联盟	(60, 15)	(50, 20)

鉴于上述竞争动态因素，两家公司如何制定战略联盟决策？W公司是否会因为自己缺乏经验和管理联盟很可能以失败告终而选择不联盟？答案是否定的。虽然存在潜在的损失，W公司还是有选择联盟战略的可能。这是因为S公司制定联盟决策后，会对W公司产生十分巨大的损害，是后者所无法承受的。虽然在这个例子中，不存在一个纯粹的战略，但组合均衡表明，W

公司采取联盟战略的可能性是75%，而不采取联盟战略的可能性是25%。而S公司缔结联盟与不缔结联盟的可能性各为50%。换句话说，这个例子表明，同强大的公司相比，实力较弱的公司缔结联盟的可能性更大，即使它无法通过联盟获取好处。正是因为不参与联盟竞争所带来的潜在危害非常大，迫使实力弱的公司不得不缔结联盟。上述例子是以一个简单的同步游戏为基础的，本文则根据顺次发生的游戏场景，进一步对类似的发现结果加以总结。

朴教授及其同事最近对半导体行业联盟状况的研究（《管理学期刊》，2002年）发现，尽管获得收益的可能性很小，实力弱的公司仍然会比实力强大的公司更有可能缔结联盟；而强大的公司虽然获取收益的可能性很大，缔结联盟的意愿却反而并不强烈。这一发现完全出乎人们的意料。我们的研究模型以成本/收益分析和竞争动态因素这两个视角为基础，对这些看似荒谬的决策进行了透彻的分析。结果表明，公司不仅将缔结联盟视为创造价值的积极战略，而且是防止竞争损失的一种对策。此外，我们的研究模型还从行业特点和联盟特征的角度，对实力强的公司与实力弱的公司何时会缔结更多的联盟（即便在联盟对象并非十分理想的情况下）做出了规范性的预测。最后，本文使我们了解到某些行业中普遍存在的联盟关系，它们似乎并未给合作双方增加很多价值，但却有助于防止联盟各方的现有价值不会减损。

本文为管理人员提供了很有价值的两点实践经验。正如许多战略研究已经指出的那样，我们的研究侧重于强调对环境进行系统和常规性检测的重要意义，尤其是行业及竞争情势。公司实施战略行为并不一定是为了获取短期收益，而是为占有更好的市场地位而做出的竞争性举措。我们的研究发现也为管理人员们发出了警示信号，使他们不至于把目光局限在狭隘的范围内，只注重短期决策。管理人员通常考虑的是个人（竞争性）短期收益，但未能注意到采用合作方法（即便是与竞争对手进行合作）所带来的长久发展和利得。合作战略作为一种强有力的手段，能够保证处在激烈竞争环境之中的公司也可获得长期发展和收益；此外，一旦公司掌握了合作的方法，合作战略也是其在获取长期收益的过程中一个更为简捷、更节约成本的方法。

A NEW MODEL OF ALLIANCE F

Seung Ho "Sam" Park & Dongsheng Zhou

Which is the first Sino-foreign joint venture in the automobile industry? Many would easily mistake it as Shanghai Volkswagen. It was Beijing Jeep formed between American Motors Corp. (later acquired by Chrysler) and China's Beijing Automotive Works. This alliance, however, was a big disappointment right from the beginning of its operation in January 1984. One may easily conclude that Shanghai Volkswagen has been a rare success case among the first batch of Sino-foreign automotive alliances (e.g., Beijing Jeep, Shanghai Volkswagen and Guangzhou Peugeot).

Empirical research indicates that more than a half of strategic alliances fail. The failure rate of cross-border alliances has been reported much higher, e.g., more than two out of three. Despite the high failure rate, however, strategic alliances have become one of the most dominant forms of corporate strategies in recent years. Why has there been an explosion of alliances in recent decades despite the disappointing performance? What would be the possible cause for the high failure rate of strategic alliances? While there have been many studies on these issues, these issues still remain unresolved.

Alliance formation has been conceptualized according to the classic cost-benefit analysis that focuses on the complementary benefits and costs in managing an alliance. The common belief is that firms would enter an alliance when the complementary benefits are bigger than the alliance costs. While this argument may have sufficient merit, there has been little attention to the competitive environment as a factor in a firm's alliance decision. Would market competition affect the dynamics of alliance formation? If so, how

would it affect the decision? This study attempts to address this important, but has been ignored in prior studies, issue to have a better understanding of the alliance strategy.

It is true that firms' strategic decisions depend, to a large extent, on the external environment, mainly the industry structure and the competitive dynamics. We believe this would be the same in a firm's alliance decision. Let's look at the alliances in the airline industry. The code-sharing agreement between United Airlines and Lufthansa was a response to the dominance by American Air and British Air in the U.S. and European markets. Also, the first industry-wide alliance, i.e., Star Alliance, was formed among a few secondary airliners, which was followed by similar broad-band alliances, e.g., Oneworld and Sky Team, among large airliners. As these cases illustrate, alliance decisions are often incurred by the competitive dynamics as firms try to sustain and enhance their competitive positions in the market.

This study introduces a game-theoretic model that examines how the competitive dynamics in the market affect competitors' alliance decisions. The competitive dynamics approach focuses on how a firm's alliance decision would affect its competitors' fortunes; for example, companies could impose losses on their competitors by preempting them from forming desirable alliances. The model expands the traditional internally oriented, value creation-based framework by focusing on the prevention of value destruction.

According to this model, the paper explains when the narrowly and internally driven alliance decision, i.e., cost-benefit-



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based analysis, would be appropriate. Similarly, the model explains why and when alliance decisions are mostly based on the external competitive dynamics. The paper yields different implications of firm behaviors according to these different situations.

A specific example may help to clarify our points. Suppose there are a number of firms in an industry, among which two firms are identified as firm S (e.g., relatively a strong firm) and firm W (e.g., relatively a weak firm). Each of these two firms is interested in looking for an alliance with a third party. We do not impose any restrictions on alliance partners, which could be strong or large firms, weak or small firms, or a group of firms. Our framework reflects an aggregate variation among firms based on various firm attributes that may affect the firm's overall competitiveness. Prior to forming an

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alliance, the profits for firms S and W are respectively \$50 million and \$20 million (50, 20). If only firm S forms an alliance, the payoff becomes (65, 0), where firm W is severely hurt by firm S's alliance while firm S is substantially rewarded. Firm W can also try to form an alliance with some other players in the industry. However, firm W is not good at exploiting and managing an alliance due to the lack of experience, resources, or managerial capabilities. As a result, compared with the case of neither firms forming an alliance, firm W incurs some losses by forming an alliance. Thus, firm W's payoffs when it forms an alliance, i.e., the left column in the payoff matrix, become smaller. The following table shows a payoff matrix between these two firms, with the first number in the bracket representing Firm S's payoff and the second for Firm W's.

		Firm W	
		Alliance	No Alliance
Firm S	Alliance	(55, 5)	(65, 0)
	No Alliance	(60, 15)	(50, 20)

Given this competitive dynamics, how will these two firms make decisions on strategic alliances? Will firm W not form an alliance because of its lack of experience and the high chance of failure in managing an alliance? The answer is "No." Despite the potential losses, firm W still has a certain probability of selecting the alliance strategy. This is because the damage caused by firm S's alliance decision is so large that firm W cannot afford to be left out of the alliance race. Although there is no pure strategy in this example, the mixed equilibrium suggests that firm W should adopt the alliance strategy for 75 percent of the time while no alliance strategy for 25 percent of the time. On the other hand, firm S has 50 percent probability of forming

an alliance (50 percent not forming). In other words, this example illustrates that the weak firm could have a higher chance of forming alliances than the strong firm even though it does not gain by forming alliances. It is the expected damage incurred by being left out that motivates the weak firm to form an alliance. The above example is based on a simple simultaneous game, but the paper further generalizes similar findings according to a sequential game situation.

In their recent study of alliances in the semiconductor industry, Professor Park and his colleagues (*Academy of Management Journal*, 2002) show an unexpected finding that weak firms are more likely to form alliances despite a little chance of gains while strong firms hold out in forming alliances despite a strong chance of positive gains. Our model provides an insight into these seemingly irrational decisions based on the two perspectives of cost-benefit analysis and competitive dynamics. It shows that firms use alliances not only as a proactive strategy for value creation but also as a reactive strategy for loss prevention in a competitive environment. Our model also provides normative predictions in terms of industry features and alliance characteristics about when strong firms would form more alliances vs. when weak firms would form more alliances even when they appear as not-so-desirable alliance partners. Finally, the paper helps us understand the prevalence of alliances in some industries that do not seem to add much value to partners, which are to prevent the deterioration of existing values.

This paper offers couple valuable lessons to practicing managers. As many strategy studies have shown, our study highlights the significance of a systematic and routine

screening of the environment, especially the industry and competitive situations. What drives firms' strategic behaviors are not necessarily the immediate gains but their competitive efforts jockeying for better positions in the market. Our findings also send a serious warning against managers' parochial and short-term oriented decision making. Managers often count their individual, i.e., competitive, gains on a short-term basis but fail to recognize the long-term survival and gains that could come from a collective approach even among direct competitors. The collective strategy is a powerful tool to warrant long-term survival and profits to companies in highly competitive markets. The collective strategy is also a much easier and less costly approach toward long-term gains once firms learn how to work together.



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营销只是一种常识吗？

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我的一个朋友是一位营销学教授，他曾经是一个州政府委员会的成员，这个委员会从事风险资本投资。在委员会的会议上，当创业企业家们展示自己的财务或生产计划时，所有人都会保持安静，只有委员会中的相关专家们会提供建议或提出问题。但是，一旦讨论转向产品的适销性和营销问题时，突然所有人都开始热烈地加入讨论。每个人似乎都是营销专家。

为什么每个人都会是专家呢？这也许是因为人们普遍认为，营销只是一种常识，你不需要掌握任何知识就可以从事营销。这就可以解释为什么医院会毫无顾虑地让医师来负责营销，而电脑公司则喜欢让电脑工程师来担任营销工作，凡此种种，不一而足。有时候，这些非营销专业的营销经理们会有出色的表现。但更常见的是，许多公司出现了一些不必要的错误，这不是因为负责的经理们缺乏智慧，而是因为他们缺乏知识。

迈克尔·杜卡基斯 (Michael Dukakis) 在1988年与老乔治·布什 (George Bush) 的竞选中，任用了哈佛大学一位才华横溢的法律教授来运作他的竞选 (营销) 活动。经过大约 150 次声势浩大的广告宣传之后，杜卡基斯原本大大 (30个百分点左右) 领先的支持率转眼灰飞烟灭，以惨败告终。杜卡基斯推销自己的方式就像一个律师在法庭上辩论案子，所有人都被搞糊涂了。而布什凭借出色的营销宣传获得了胜利。他的营销手段只是不断地重复一些简单的广告宣传，其中传递着一些简单的信息，而市场调查显示，这些信息正是能够说服那些犹豫不决的选民为布什投上一票的关键信息。布什推销自己的方式就像宝洁公司在推销肥皂。

当我们需要会计、牙科诊疗、工程设计或法律服务时，我们会聘用专业的会计、牙医、工程师或律师。当然，我们不会聘用一位出色的营销专业人士来担任我们的律师。但是，当我们需要实施营销时，我

们却可能会聘用任何人，当然，只要他们是富有才智的。

为什么我们会认为任何人都能做营销呢？如一个营销经理所言，“营销没有什么神秘的。它只要求我们具备一些常识，在一定程度上能够努力工作。”也许我们就是因为相信这样一种说法，所以才会如此。不幸的是，常识并不总是与我们为友，如果你行错了方向，再努力也是白搭。

此外还有许多人认为，在营销中没有泾渭分明的对错之分：他们认为，正确答案总是会比较多。这没错。但是，除此之外也有许多错误的答案。我们需要掌握营销知识，才能明了这众多正确的答案和众多错误的答案之间的差别。

那么，营销中有什么需要掌握的知识吗？实际上，在营销中确实有许多我们需要掌握的知识。但许多从事营销的人几乎或完全不懂营销知识，这也是事实。有太多所谓的营销经理们只是在“扮演”营销经理，就像五岁大的孩子在玩“扮家家”的游戏，他们并不知道，那并不是爸爸妈妈真正的行为方式。

像那些玩“扮家家”游戏的五岁孩童一样，缺乏营销知识的经理们自然也不知道自己缺乏哪些知识。因此，他们假定不需要掌握任何知识。由于营销行为的结果无论好坏，常常都能归诸于各种原因，所以对于一个缺乏知识的营销经理而言，要对自己或他人隐藏他对营销一无所知这一真相并不困难。相反，当牙医或会计师犯了错误，也就是说，如果他们拔错了牙或者做出的帐目不平，这些错误则更易于引起人们注意。营销具有这种含糊的性质是极为不幸的，因为糟糕的营销可能给一家原本绩效良好的公司带来致命的破坏和打击。

以下我给出五个例子，它们是五个问题，你只有掌握营销知识才能给出正确答案。测试一下，看看你是否知道这些问题

的答案。同时也看看你的营销经理是否能正确回答它们。

正确或错误？假设你手中有一系列价格各异的产品：要让客户购买价格较高的产品，你应该首先向他们展示价格最低的产品，然后再展示较高价格的产品。

正确或错误？为了吸引人们阅读你的广告，你的广告代理商采用黑底白字的办法发布广告内容，这是一个好创意，因为与白底黑字的版面（通常的版面形式）相比，这样的设计更能吸引人们的注意。

正确或错误？为了对一名销售经理的绩效得出有意义的评估结果，你应该关注诸如销售人员人均销售额、客户人均销售额或销售费用占销售额百分比等这样一些指标。

正确或错误？大家都喜欢小宝宝，所以在广告中出现婴儿宝宝会有助于让人们喜欢上这则广告以及广告中推销的产品。

正确或错误？如果一家公司主要关注的是利润，那这家公司就是一家以短期利益为导向的公司；如果一家公司主要关注的是市场份额，那这家公司一般就是一家以长期利益为导向的公司。

你的答案是什么？答案就是，所有的陈述都是错误的！

多项试验表明，相对于首先展示价格最低的产品，如果一开始就展示价格最高的产品，客户购买较高价格产品的可能性会更大。

试验结果也显示，相对于白底黑字的版面，采用黑底白字的版面，文字的阅读率要低30%。然而广告代理商们却仍然坚持采用白色字体的版面，有时甚至还采用人们几乎看不到文字的浅底白字版面。

销售效率不是一个公司的目标，而且

无论如何还是比较易于实现的：只需拜访那些离你公司最近的最大的客户就行了。这样你就会显得效率很高，但你同时也会失去一些额外的利润，这些利润来自那些离你公司较远的较小型客户。如果你基于效率来评估你的销售经理，那你的效率确实会提高，但同时你的利润却会减少。

研究结果显示，那些尚未为人父的年轻男性并不喜欢看到婴儿的形象。所以，如果你所推销产品的客户群中包括那些未为人父的年轻男性（例如电视机或啤酒），那你的广告中就不应出现婴儿的形象。

经理们常常认为一个公司必须在市场份额和利润间作出选择。但如果一个公司的利润很低，那从长期而言，它就没有能力保卫自己的市场份额，而一个高利润的公司则会有资金来长期性地拓展自己的市场。因此，从长期而言，利润和市场份额之间并无任何矛盾。如果你的公司规模尚小，那你可以将重点集中在提高短期利润上，从而将公司发展壮大；然后你就会得到绰绰有余的资金来实现长期性的增长，你不仅会得到充足的自有资金，银行和股票市场的投资者们也会乐于向你投资。

如果经理们知道和了解这些例子中所涉及的知识（除此之外当然还有许多有关营销的知识需要掌握，这些只是寥寥数例），他们为你的公司作出正确决策的可能性就要大得多。当然，这里我们并不是说拥有一定数量的知识就肯定能够获得成功。但知识越多，获得成功的可能性就越大。所以，如果想让你的公司实现更为成功的营销，就一定要确保你的营销经理们掌握了一定的营销知识。

— 本文摘自《关于市场营销你不知道你所不知道的一切》，本书将于2004年1月由华夏出版社出版。

Is Marketing Just Common Sense?

By Willem Burgers (The Netherlands),

Professor of Strategy and Marketing, Philips Electronics N.V. Chair in Marketing, CEIBS



A friend of mine, a marketing professor, once sat on a state government board that made venture capital investments. While entrepreneurs laid out their finance or production plans, all was quiet as respective experts on the board would offer suggestions or ask questions. But whenever the discussion turned to the marketability or marketing of the product, suddenly everybody joined enthusiastically in the discussion. Everybody was an expert in marketing.

Why is everybody an expert? Maybe because it is widely believed that marketing is just common sense and that you don't need to know anything to do marketing. This would explain why hospitals feel comfortable using medical doctors to do marketing and computer companies like to use computer engineers to do marketing, etc. Sometimes these non-marketing marketing managers do a great job. But too often, in too many companies, unnecessary mistakes are made, not because the

responsible managers lack intelligence, but rather because they lack knowledge.

Michael Dukakis used a brilliant law professor from Harvard to run his election (marketing) campaign in 1988 against the old George Bush. Some 150 brilliant commercials later Dukakis' huge (30 points or so) lead had turned into a big defeat. Dukakis sold himself the way a lawyer argues a case in court, confusing everybody.

Bush won by good marketing, through endless repetition of just a few simple commercials carrying simple messages that market research had shown would convince undecided voters to vote for Bush. Bush sold himself the way P&G sells soap.

When we have a need for accounting, dentistry, engineering, or lawyering we hire someone who is an accountant, dentist, engineer, or lawyer. Certainly, we don't hire a brilliant marketing professional to be our lawyer. But when we have a need for

marketing, we hire anyone, provided of course they are intelligent.

Why do we think anyone can do marketing? Maybe because we believe, as one marketing manager said, "There is no magic to marketing. It only requires some common sense and some hard work." Unfortunately, common sense is not always our friend and hard work is no use if you are going in the wrong direction.

Also many people argue that there are no right or wrong answers in marketing; that typically there is many right answers. This is true. But there are also many wrong answers. We need to have marketing knowledge to know the difference between the many right answers and the many wrong answers.

But is there anything to know in marketing? Actually, there is much to know in marketing. But it is also true that there are many people in marketing who know little or nothing about marketing. There are far too

many so-called marketing managers who just "play" marketing manager, the way five-year-olds will play Mommy and Daddy without knowing it's not really how Mommy and Daddy play.



Like the five-year olds playing Mommy and Daddy, managers who lack knowledge naturally don't know what they don't know. Therefore, they assume there is nothing to know. Since the outcome of marketing actions, good or bad, can often be ascribed to a variety of causes, it is not too difficult for an unknowing marketing manager to hide the truth, to himself and others, that he doesn't know about marketing. In contrast, when dentists or accountants make mistakes, when the wrong tooth is pulled or the books don't balance, these mistakes are more easily noticed. This ambiguous quality of marketing is most unfortunate because bad marketing can do fatal damage to an otherwise fine company.

Let me give you five examples of questions where marketing knowledge provides you with the answers. See if you know the answers to these questions. See if your marketing manager knows the answers.

True or False? When you have a range of products with different prices; to get the customer to buy the higher priced products you should show the lowest priced products first, and then show the higher priced products.

True or False? To get people to read your advertising it is a good idea for your advertising agency to put the text in white

letters on a dark background so that people notice the ad better compared to when you use black letters on a white background (like is done normally with text).

True or False? To get meaningful measure of sales manager's performance you should look at indicators such as sales per salesperson, sales per customer, or selling expenses as a percentage of sales.

True or False? Everybody loves little

babies, so putting babies in advertisements can help people love the advertisement and the product sold in the advertisement.

True or False? A company that is concerned mostly about profit is typically a short term oriented company; a company that is mostly concerned about market share is typically a long term oriented company.

What are your answers? All statements are false!

A variety of experiments has shown that when you start by showing the products with the highest price, that the customer will buy a higher priced product than if you start by showing the products with the lowest price.

Experiments have shown that white on black text is read 30% less when compared to black on white text. Yet advertising agencies persist in using white text, sometimes even putting white text on a light background making it nearly impossible for people to read the text.

Sales efficiency is not the goal of the company and anyway it is easy to achieve; just visit only the biggest customers who are located closest to your company. You will look efficient, but you will also lose the

additional profits you could have made on smaller customers who are further away. When you measure your sales manager based on his efficiency you will get more efficiency, but you will also get lower profits.

Research has shown that young men who are not fathers do not like to see images of babies. So if you sell a product that is also purchased by young men who are not fathers (for example televisions or beer), you should not show babies in the advertisement.

Managers often think that a company must choose between market share and profit. But a company with low profit will not be able to defend its market in the long run, and a company with high profit will have the money to expand its markets in the long run. So in the long run there is no contradiction between profit and market share. If you are small, you can become big by focusing on improving profits in the short run; then you will have more than enough money to grow in the long run, you will have both your own money and the money that banks and stock market investors will be happy to make available to you.

Managers who know and understand these examples of knowledge (and there is of course much more to know in marketing than just these few examples) are much more likely to make the right decisions for your company. No amount of knowledge can guarantee success. But success becomes much more likely with more knowledge. So if you want better marketing in your company, make sure your marketing managers know something about marketing.

From the book All About Everything You never Knew You Never Knew About Marketing by Professor Willem Burgers in China Europe International Business School. The book will be published in January 2004 both in China (in Chinese) by Hua Xia and in the United States (in English) by Amsterdampress.com.



CEIBS' EMBA Programme among World Top 50 for Three Consecutive Years

中欧国际工商学院 EMBA：连续三年，全球 50 强



With its EMBA programme ranked as the world's 34th according to the recent annual ranking by British *Financial Times*, China Europe International Business School (CEIBS) has entered the World Top 50 list for three consecutive years, and is also the only business school from Mainland China to be listed among the world authoritative ranking.

According to the survey by *Financial Times*, CEIBS surpasses other Asian business schools in both the salary percentage increase and career progress of EMBA graduates. It moves up to the world's 3rd and 5th position respectively in the salary percentage increase and international faculty ranking. The rankings indicate that CEIBS' programmes are more internationally-oriented and its EMBA participants are of higher profile and relatively more experience and success. It is also consistent with the enhancement of China's overall economic strength.

"Although only 9 years old, CEIBS has entered the world top 50 rankings with its EMBA programme for 3 consecutive years. The stable growth fully mirrors its rising overall strength, which I really take pride in," said Professor Liu Ji, CEIBS' Executive President. "The development of CEIBS is closely linked to the strong economic growth of China. Hence I want to reiterate that CEIBS will continue its firm commitment to mission of developing world-class executives and facilitating the integration of the Chinese economy with the world economy."

在近日英国《金融时报》发布的全球 EMBA 课程排行榜上，中欧国际工商学院又一次进入了世界前 50 名；在全球商学院的 EMBA 课程中，名列 34。这是中欧连续第三年获评《金融时报》EMBA 全球 50 强，是中國大陸唯一进入世界权威排名的商学院。

根据《金融时报》的调查，中欧 EMBA 毕业学员的收入增长幅度和事业发展指数都是亚洲最高的。收入增长幅度位居全球第三；师资国际化程度全球第五。这表明同其他商学院相比，中欧的课程更为国际化，参加中欧 EMBA 课程的学员层次比较高，相对更为资深，更为成功。这也是中国经济整体实力提高的反映。

"虽然中欧至今只有九年历史，但是 EMBA 课程已连续第三年进入全球 50 强，数据的稳定性充分证实了中欧的实力。对此我感到非常骄傲。"中欧国际工商学院执行院长刘吉说道，"中欧的发展是与中国经济的强劲发展息息相关的，因此我要重申，中欧将继续坚定地致力于自己的神圣使命：培养世界一流的管理人员，促进中国经济与世界经济的融合。"

中欧 EMBA 课程主任梁能教授指出，中欧是中国 EMBA 教育的先行者，在多年的教学实践中，中欧初步摸索出了一条"导而弗牵，严而有格；既国际，又中国"的办学道路；课程设置原则是：问题导向，教学相长，系统反思，升华扬弃，帮助学员拓展把握全局的能力，率领所在企业追求世界级的卓越。中欧国际工商学院的 EMBA 课程是中国第一个 EMBA 项目，学制两年，不脱产，自 1995 年创办以来已经为中外企业的高级管理层培养了 1500 多名毕业生，是目前国内最大的 EMBA 项目。

今年早些时候，学院的管理课程和高层经理培训项目分别再次入选《金融时报》排行榜。中欧是亚洲唯一的四类课程（MBA、EMBA、公开课程和公司特设课程）均进入世界 50 强和 100 强的商学院。

《金融时报》排行榜是国际工商管理教育领域内最具权威的榜单之一，其 EMBA 榜单创制于 2001 年。这个排名根据毕业生的职业前景、多元化、国际经验以及学院的研究业绩等 16 项指标，通过对学校和毕业生的问卷调查得出结论。全球符合条件的著名商学院都参加了角逐。

According to Professor Liang Neng, Director of the CEIBS EMBA programme, CEIBS is the pioneer of EMBA education in China and it has accumulated rich experience in business education based on years of practicing to be 'instructive but not prescriptive, rigorous but not stiff; internationally-oriented, but also locally-responsive'. It integrates teaching closely with learning and follows the principle of exploiting advantages, strengthening the weak and discarding the useless. It aims to help its participants to learn to solve problems in an all-round way and to drive their businesses

to world-class excellence.

CEIBS' EMBA programme, the first and also the largest of its kind in China, is a two-year part time programme. Since its birth in 1995, it has trained more than 1,500 executive managers for both foreign and domestic enterprises.

Earlier this year, CEIBS' MBA and EDP programmes entered the rankings of *Financial Times* again. CEIBS is the only business school in Asia with its four programmes, MBA, EMBA, Open Programmes

and Company-Specific Programmes, ranked among world top 50 and top 100 respectively.

The *Financial Times*' annual ranking is one of the most authoritative in international business education. Its EMBA ranking, originally launched in 2001, is based on questionnaires to business schools and their graduates regarding 16 criteria that include career development, diversification, international experience and research result. Qualified world famous business schools compete each year for these rankings.

西班牙萨瓦德尔银行 Banco Sabadell

— 中欧国际工商学院新的赞助合作项目 - New Sponsor Partnership at CEIBS

西班牙萨瓦德尔银行宣布她将成为中欧国际工商学院的发展基金赞助商,自2003年到2006年,为学院提供三年的财政支持。对此,中欧国际工商学院感到十分高兴。

西班牙萨瓦德尔银行是西班牙一家领先的商业银行,自1999年以来,她一直是中欧国际工商学院的荣誉赞助商,与学院有着密切的联系。2002年,学院的一名MBA学员获得了西班牙萨瓦德尔银行奖学金。而此项新协议的签署再次见证和推进了双方间业已存在的牢固而紧密的合作,对此我们表示衷心的感谢。

西班牙萨瓦德尔银行是萨瓦德尔银行集团的一个组成部分。萨瓦德尔银行集团是西班牙第四大银行,在世界几个国家都设有办事处,1991年她在北京设立了驻华代表处,在中西两国的银行业务往来中处于领先地位。西班牙萨瓦德尔银行对学院的这一新的赞助合作项目进一步加强了其对中国市场的长期支持。

萨瓦德尔银行集团 (www.grupobancosabadell.com) 在个人业务和商业业务方面都占据了领先地位,这主要是由于她所提供的金融产品品牌众多、渠道多样、全面周到且极具创意,因而对个人和公司的融资要求反应迅速,方案得当。

萨瓦德尔银行集团拥有一支高素质的年轻团队,是一个掌握着最新的技术资源和商业资源、以客户为中心的多品牌、多渠道金融机构。因此,萨瓦德尔银行集团在个人银行业务和商业银行业务市场中占据了显赫的位置。

CEIBS is delighted to announce that Banco Sabadell S.A. is now a Development Fund Sponsorship Partner committing three years of financial support (2003 to 2006) to the school.

Banco Sabadell S.A. is a leading Spanish-based bank and has enjoyed close association as an honorary sponsor at CEIBS since 1999. The Banco Sabadell Scholarship was awarded to an MBA Student in 2002 and CEIBS is grateful for Banco Sabadell's continuing support to the growth and development of the school through its investment in the school's development fund.

Banco Sabadell S.A. is part of The Banco Sabadell Group, which is ranked as one of the top four Spanish banks with offices in various countries around the world and one of the leaders in trade banking businesses

between Spain and the People's Republic of China. The bank has a representative office in Beijing since 1991. The long standing commitment of Banco Sabadell S.A. to the Chinese market has been enhanced throughout this new sponsorship to the School.

The Banco Sabadell Group (www.grupobancosabadell.com) occupies a leading position in the personal and business sector due to the solutions it provides and its efficient response to the financial needs of companies and individuals alike through its multi-brand and multi-channel commercial offer which is both complete and innovative.

A young, highly qualified team, with the most up-to-date technological and commercial resources and a multi-brand, multi-channel organization focusing on the client, enables the Banco Sabadell Group to occupy an outstanding position in the personal and business banking market.



中欧国际工商学院公司顾问委员会 2003 年年会 CEIBS CORPORATE ADVISORY BOARD MEETING 2003

2003 年 11 月 18 日，中欧国际工商学院公司顾问委员会召开年会，共有 11 位赞助公司代表出席了会议。

今年的年会在形式上有所改变，增加了一个开幕午餐会，由执行院长刘吉教授致欢迎词，还安排了对学校二期扩建工程的参观活动，并且首次在公司顾问委员会的年会上设置了由教授和学员发表陈述的议程。院长博纳德 (Bennett) 博士认为，2003 年公司顾问委员会年会是“迄今最为成功，也是最令人愉悦的一次公司顾问委员会年会”。

公司顾问委员会主席库利嘉 (Werner

Krieger) 博士以“中国的人才大战”为题发表演讲，拉开了下午会议的序幕。他提供的统计数据表明，中国的人才供给无法跟上人才需求增长的步伐，这也是所有 CEIBS 公司赞助商共同关注的一个话题。

2003 级 MBA 学员陶郁民先生所作的题为“一个 MBA 学员的视角看中欧国际工商学院”的讲话受到了大家热烈的欢迎。他的讲话使与会代表们对学员的校园生活、他们所面临的挑战、对课程安排和各种设施与活动的相关体会、以及他们对学院未来发展的改进建议都有了一个生动而深入的了解。

中欧国际工商学院教务长兼副院长白思拓教授 (Alfredo Pastor) 就学院所取得的成果和面临的挑战做了发言。接着与会者展开讨论，研究学院应如何应对她所面临的重大挑战，以及如何聘用兼具研究和教学能力的合适的长期教授。

周东生教授向大家展示了学院研究活动的概况，并呼吁中欧国际工商学院必须建立和保持一种研究文化。他还强调了赞助伙伴对于确保学院的研究活动与企业界的需求密切相关，并满足这种需求所具有的重要作用。

facing its major challenge, the recruitment of suitable permanent faculty members with both research and teaching capabilities.

Professor Zhou Dongsheng presented an overview of research activities at CEIBS and advocated that CEIBS must strive to have a culture of research and stressed the importance of our Corporate Sponsors to ensure that our research is relevant and serves the needs of the business community.

Professor Wang Jianmao discussed the growth in the number of case studies at the school and the importance of the support of our Corporate Sponsors for the continuing success of the case development centre and outlined the mutual benefits of working together on cases.

Professor Rolf D. Cremer presented the rationale for CEIBS strategic alliances and how and why the school will continue to create strategic partnerships with other business schools. This includes our strategy for expanding exchange agreements with business schools worldwide and the continuation of the

王建翎教授讲述了学院案例研究的发展情况，以及公司赞助商的支持对案例发展中心不断取得成功所具有的重要作用，并列出了双方在案例开发上进行合作的互利关系。

郭理默教授 (Rolf D. Cremer) 陈述了中欧国际工商学院战略联盟的理论基础，以及学院继续不断与其它商学院建立合作伙伴关系的方式和理由。他陈述的战略要点包括：拓展与全球商学院的交流协议，保持课程的国际化，以及促进教授与企业的良性互动。

本届年会的嘉宾演讲者是欧洲管理发展基金会总干事 Eric Cornuel 教授。他所作的题为“管理教育的未来：机遇和挑战”的演讲令大家深受启迪。他在演讲中将工商管理教育所面临的重大风险概括为以下几点：培养谦逊的领导者；重新界定研究活动，使其涵括更大范畴的开发和创新活动；对课程中人文学科的作用和重要性进行再思考；以及培育下一代的教授。

除了上述这些陈述所引发的讨论之外，年会还设置了公开讨论的议程，为大家提供了一个机会，就某些重大问题展开对话。讨论的议题包括：教育伦理学、数学和统计学在课程设置中的重要性；为学员提供范围广泛的课题和研究领域的重要性；开设兼职 MBA 课程的可行性；以及让现有赞助伙伴参与到协助学院的筹款活动中来的有关事宜。与会者还建议将下一届年会的议题定为如何提高学院的竞争力和全球知名度。

internationalization of the curriculum and the involvement of faculty in the business community.

The guest speaker at this year's meeting, Professor Eric Cornuel, Director General of the European Management Development Foundation, made an enlightening speech on "The future of Management Education: Risks and Opportunities". He summarized the greatest risks as those of [MCT1] training humble leaders; redefining research to include a broader range of development and innovation; rethinking the role and the importance of humanities in the curriculum and preparing the next generation of professors.

Finally, an open session allowed discussion of not only the presentations but also gave an opportunity for dialogue on issues including, the importance of teaching ethics, mathematics and statistics on the curriculum, the importance of giving students a wide variety of subjects to choose from, the viability of a part-time MBA course, and engaging our current Sponsors in fundraising activities. Future topics suggested for discussion at the next meeting were how to improve the competitiveness and global awareness of the school.



On November 18th 2003, China Europe International Business School (CEIBS) held its annual Corporate Advisory Board meeting attended by 11 representatives of CEIBS Corporate Sponsorship Partners.

The format of the meeting was changed this year to include an opening luncheon with a welcome address by Professor Liu Ji, a campus tour of Phase 2 and for the first time at a CAB meeting, presentations from the faculty and student body. The 2003 CAB Meeting was considered by the President of CEIBS, Dr. Bennett, as "the best and most enjoyable Corporate Advisory Board meeting to date".

Chairman of the CAB, Dr. Werner Krieger opened the afternoon session with a presentation on "The War for Talent in China". His statistics indicated that the supply of talent in China could not catch up with the increase in demand for talent which was a concern shared by all of CEIBS Corporate Sponsors.

Mr. Tony Tao, MBA 2003 Student presented a very well received session on "CEIBS-A Student Perspective" and gave our Corporate Sponsors an insight into life on campus as a student; the challenges, his experience in relation to the curriculum, facilities and activities as well as suggestions for future improvements.

CEIBS Dean and Vice President, Professor Alfredo Pastor gave an interactive session on the achievements and challenges at CEIBS and a discussion followed on how the school is

Bright Dairy - CEIBS New Sponsor Partnership

光明乳业 - 中欧国际工商学院新的赞助伙伴

中欧国际工商学院非常高兴地宣布, 上海光明乳业股份有限公司 (光明乳业) 与中欧国际工商学院签署了一项新的校园基金赞助协议, 光明乳业获得了学院餐厅的冠名权, 该餐厅将被更名为 "光明乳业餐厅"。

光明乳业长期大力支持中欧国际工商学院, 双方之间的合作十分出色, 特别是在高层经理培训、中欧毕业生聘用方面双方合作尤为成功。新的赞助合作项目无疑正是这一良好合作关系的一项新成果, 也更进一步加强了光明乳业对学院的投入与支持。

光明乳业股份有限公司总裁王佳芬女士在提到与中欧的合作时说, "光明乳业一贯非常重视为员工提供体验、学习和成功的机会, 并欣喜地分享着个人和企业共同健康发展的快乐! 中欧国际工商学院的各项特设课程为光明的企业培训提供了极大的帮助。能够成为合作伙伴, 我和光明的员工都感到非常荣幸!"

上海光明乳业股份有限公司 (光明乳业) 是中国最大的乳制品生产和销售企业。

她是一家合资企业, 由六个公司组成, 其中包括上海乳业 (集团) 有限公司、上海工业食品有限公司以及达能亚洲有限公司等。

光明乳业拥有远东最大的牧场、一流的挤奶和恒温冷藏系统、先进的乳品加工技术和设备。光明乳业还拥有全国一流的技术中心、检测中心和乳品产量评估系统。公司年产量可达 500,000 吨。公司产品包括灭菌牛奶、鲜牛奶、酸奶、超高温灭菌处理牛奶、奶粉以及果汁牛奶等。所有产品都通过了 ISO9002 质量保证体系。公司有 40 年的发展史, 多年来光明品牌驰名于上海和全国。

光明乳业一直寻求创新, 公司的增长率已经连续四年达到 30%。光明乳业以增进消费者的健康生活为己任, 致力于为客户、员工、股东以及整个社会创造价值。光明乳业热切盼望在世界乳业前 10 名中占据一席之地。

China Europe International Business School (CEIBS) is delighted to announce that the Shanghai Bright Dairy and Food Co. Ltd. (Bright Dairy) have signed a new

Campus Fund Sponsorship agreement with CEIBS for naming rights to the school's dining hall which will be named; "Bright Dairy Dining Hall".

This Sponsor Partnership is a strong endorsement of Bright Dairy's long term commitment to CEIBS and is a result of the excellent working relationship between the school and Bright Dairy, particularly in the area of executive education and through the successful recruitment of CEIBS MBA graduates.

"Bright Dairy always attaches great importance to providing its employees with opportunities of experiencing, learning and achieving success, and supports the sound development of both individual employees and the enterprise! The company-specific programs offered by China Europe International Business School (CEIBS) are of great support to Bright Dairy in its internal



中欧国际工商学院 2003 年赞助商人力资源论坛

为学院赞助商的人力资源经理们创建一个互动性的交流平台, 使之可以针对人力资源管理的一些热门话题展开讨论, 同时也为他们提供了一种私密的环境和信任的氛围, 可以开放地分享经验、交流思想甚至展开知性的辩论。

本年度举办的首届人力资源论坛的主题是 "公司治理: 中国人力资源经理面临的挑战与经验教训"。论坛由学院的人力资源专家 William H. Mobley 教授主持, 他是马里兰大学 (University of Maryland) 的管理学教授, 也是中欧国际工商学院的长期教授。

IBM 工程技术 (上海) 有限公司总经理 Anthony Fong 先生和惠氏中国/香港公司的人力资源部总监 Borren Chen 先生应邀参加了小组讨论, 他们就公司治理面临的挑战以及他们各自的经历和心得体会发表了精辟的见解。此外, 中欧国际工商学院 MBA2002 级学员郑仲琳女士也发表了她的观点, 她的报告题目为 "成为中国公司治理的助力器"。

共有 18 名来自亚太地区的中欧国际工商学院赞助商代表出席了本次论坛。

2003 年 9 月 19 日星期五, 中欧国际工商学院举办了首届赞助商合作伙伴人力资源论坛。

鉴于各大赞助商对学院所作出的重大贡献, 以及学院与赞助商人力资源部门的紧密联系, 中欧国际工商学院企业关系部组织举办了这个人力资源论坛。论坛旨在



training. It is therefore a great pleasure for all the staff of Bright Dairy including myself to establish the partnership with CEIBS. " said Ms. Wang Jiafen, President of Bright Dairy & Food Co., Ltd.

Shanghai Bright Dairy & Food Co., Ltd. (Bright Dairy), is a joint-venture set up by six enterprises including Shanghai Dairy (Group) Co., Ltd., Shanghai Industry Food Co., Ltd., and Danone Co., Ltd.(Asia), is China's largest enterprise of dairy production and sales.

Bright Dairy has the largest pastures in the Far East, first-class milking and constant-temperature refrigerating system, advanced dairy processing technology and equipment. Bright Dairy also possesses the country's top technology center, testing center and milk output evaluation system. With a 500, 000-ton yearly capacity, the company churns out a host of dairy products like disinfectant milk, fresh milk, yogurt, UHT milk, and milk

powder, juice, all of which have passed the attestation of ISO9002 Quality Assurance System. With a history of more than 40 years behind it, Bright is a famous country-wide brand name.

As a result of Bright Dairy's innovation it has achieved a successive growth rate of 30% in the past four years. By assuming the responsibility of bringing a healthy life to consumers, Bright Dairy is committed to creating value for its clients, employees, and shareholders and for the society as a whole. It is Bright Dairy's goal to be among the world's top ten dairy giants.



光明乳业股份有限公司总裁王佳芬女士为中欧 EMBA2002 级学员

中欧国际工商学院冠名权信息:

中欧国际工商学院校园二期扩建工程已接近尾声。新的建筑沿用了贝聿铭设计师事务所的设计。扩建后的校园将增加两座教学楼、一个文化交流中心、一座体育馆、两座学生宿舍和一座教工宿舍。

有关中欧国际工商学院建筑和设施冠名权的详情, 请与企业关系部联系:

电话: 021-2890-5120

电子邮件: development@ceibs.edu

Information on Naming Right Opportunities at CEIBS

Phase 2 of the campus extension at CEIBS is currently in its final stages. Based on the same superior Pei Cobb Freed & Partners' design, the extended campus will include 2 additional academic centres, a cultural exchange centre, a gymnasium, 2 student dormitories and a faculty residence.

For additional information on Naming Right opportunities on buildings and facilities at CEIBS, please contact the Development Department:

Tel: 021-2890-5120

Email: development@ceibs.edu

CEIBS Sponsorship Partners HR Forum 2003

China Europe International Business School (CEIBS) hosted its inaugural Sponsorship Partners HR Forum on Friday, September 19, 2003.

Organised by the Development team in recognition of the valuable contribution to the school by our Sponsors and our close association with their HR personnel, the objective of the HR Forum is to host an annual interactive, networking event for HR Professionals of the school's Sponsorship Partners on a topical HR issue and to provide a confidential

environment, for intellectual debate and to share experiences and ideas.

The topic of this year's inaugural HR Forum, "Corporate Governance - Challenges and Lessons Learned for China's HR Professionals" was chaired by Professor William H. Mobley, Ph.D., University of Maryland, Professor of Management and permanent faculty member at CEIBS.

An invited discussion panel; Mr. Anthony Fong, General Manager, IBM Engineering

Technology (Shanghai) Co., Ltd. and Mr. Borren Chen, HR Director, Wyeth China/HK gave insightful presentations on corporate governance challenges, experiences and lessons learned in their organisations. Additionally, Ms. Jacqueline Zheng, CEIBS MBA 2002 student presented her perspective on, "Becoming A Change Agent of China Corporate Governance".

The inaugural Forum was attended this year by 18 representatives from CEIBS Sponsorship Partners in the Asia-Pacific area.



Linda G. Sprague 教授荣获年度运营管理学杰出学者奖

今年8月,国际管理科学学会运营管理分部在西雅图的年度业务会议上,中欧国际工商学院的 Linda G. Sprague 教授荣获2003 年度运营管理学杰出学者奖。OM 分部前主席林孟洲教授(Tom Choi)在颁奖时盛赞 Sprague 博士为运营管理分部的“催化剂”,在分部的发展中发挥了极大的促进作用。颁奖辞还宣称,Linda Sprague 教授令运营管理分部更加牢记自己的光荣历史,更令分部牢记自己存在于学会内部的重要意义。她是分部在全世界的一个了不起的大使,业绩令人称羡。

艾默生电气首席运营官访问中欧

9月18日,艾默生电气公司首席运营官 Edward L. Monser 参观了中欧校园,并应邀在中欧制造管理课程中做了题为“领导哲学与亚洲体验”的精彩演讲。Monser 先生归纳了自己在艾默生公司工程技术和管理岗位上23年的工作经历,阐述了艾默生公司进入中国市场的战略,并指导全体学员如何从参观生产厂的过程中汲取经验。从2000年起,艾默生一直是中欧国际工商学院的赞助公司之一。8月28日,艾默生公司全球首席执行官 David Farr 来到中欧续签了赞助协议,并与艾默生奖学金获得者 MBA2002 级学员 Amur Li 和 Glen Feng 及校友见面。随行的还有艾默生电气公司亚太区总部大中华区总裁 Peter K. Yan 以及目前在艾默生公司工作的一些中欧校友。

出口营销管理课程圆满结束

9月22日,中欧与环球资源合作的出口营销管理课程获得成功。参加课程的出口行业高级管理人员,在特别针对中国市场的环境下,学习了如何为企业发展和实施实用的出口营销战略。三天的强化课程特别强调如何有效地识别海外买家并把自己企业的独特优势与之紧密联系起来,同时避免落入低成本供应商的陷阱。学员们来自全中国不同的地区并代表了不同的消费产品出口领域。这些不同的组合更促进了互相之间思想的交换,使这项课程成为一次极具价值的学习经验。“课程内容有很强的启发性,在出口行业中我已经摸爬滚打了十几年了,培训课程中仍有很多我没想到的知识和方法,现在我最想做的就是按照教授所说的马上去做。”来自南通市瑞林经贸有限公司的总经理钱林这样说道。

中欧交流再添新平台

10月2日-5日,由宝马公司赫伯特·克万特基金会与中欧国际工商学院等合作主办“欧亚青年领导论坛”在德国慕尼黑举行了以“不确定性的挑战”为主题的论坛。来自欧洲和中国等亚洲国家约40名商界、政界、学术界和传媒界的年轻领导者参加

了会议,重点讨论了在当今相互依存度日益提高、日新月异的世界里,公司和机构,尤其是个人如何迎接挑战。执行院长刘吉教授巧妙地用中医理论阐述了领导者应该如何应对不确定因素的挑战,把握中国经济腾飞的巨大机遇,在中国寻求发展。

邱小琪大使在马德里接待中欧毕业生

10月7日,中国驻西班牙大使邱小琪先生及中国驻西班牙大使馆所有重要官员在马德里为中欧北京 EMBA2001 级毕业生主持了一场特别的招待会。邱大使鼓励中欧毕业生掌握巨大商机,加强中西经济合作。此前邱大使还参加了在西班牙外交部举行的中欧学员的欧洲毕业典礼。他在讲话中高度赞扬了中欧对中国管理教育以及中欧学员对中国经济发展的贡献,并对中欧进入了世界权威排名表示赞赏。邱大使说:“你们的成长和成熟,正是今日中国改革、开放、发展的缩影。祖国为你们感到骄傲”。



2003 港口物流会议在中欧召开

“2003年港口物流会议”于10月9日在中欧国际工商学院举行。此次会议由西班牙巴塞罗那港务局赞助支持,由中欧主办。会议的主题是“港口物流--战略与操作的影响”,旨在研讨与中国及欧洲港口物流相关的问题。本次会议就港口物流、物流的发展、以及物流业将面临的机会、挑战和困难等问题进行深入的探讨。

中欧校友人力资源俱乐部成立

2003年10月10日,历时4个多月筹备的中欧国际工商院校友人力资源俱乐部在上海正式成立,广大校友又增加了一个交流经验和展示自我的舞台。

《中国对欧盟政策文件》指出办好中欧国际工商学院成为中国一项国策

10月13日,中国政府制订的第一份《中国对欧盟政策文件》发表,中国与欧盟的全面合作进入新阶段。文件指出,要“办好中欧国际工商学院,培养更多高层次人才”。这是中国政府首次在重要外交文件中强调具体教育项目的合作,办好中欧国际工商学院成为我国政府对欧关系的一项国策。文件说,加强和扩大各层次的交流,适时建立中欧教育合作磋商机制,强化在学历学位互认、留学生交流、语言教学、互换奖学金生、教师培训等方面的合作,办好中欧国际工商管理学院,培养更多高层次人才。

刘吉、张国华院长出席 2003 中国 MBA 发展论坛

10月19日,中欧执行院长刘吉、副院长张国华出席在上海举行的“2003中国MBA发展论坛”,并分别就MBA的时代使命和国际MBA现状与中国MBA发展方略做了演讲。刘院长说,中华民族复兴的伟大使命召唤着众多的优秀企业家和高级管理人才。中国的管理教育应该勇于改革,打破体制的束缚,不拘一格,在MBA联考、教学模式等方面大胆探索,培养能够适应时代需要的优秀管理人才。张国华副院长则指出,商学院招生不应该以分取人,应增设软技能课程,重视对学员思维方式的培养,要加强教授队伍建设,并寻求差异化,办出各自的特色。之后,张国华副院长就众多听众的提问作了细致的回答。

EMBA 北京班毕业

10月25日,中欧2001级EMBA北京班的166名学员,从全国各地赶到上海来参加毕业典礼,并从执行院长刘吉教授和院长博纳德博士的手里接过了凝聚时间和精力工商管理硕士毕业证书。本届北京班的166名毕业学员平均年龄37.7岁,分别来自信息通信、生产制造、贸易、医药、金融等多个行业。

中欧“西班牙创业中心”暨“FINAVES 中国创投基金”成立

中欧“西班牙创业中心”和“FINAVES中国创投基金”10月30日在学院成立。中欧“西班牙创业中心”是由西班牙政府出资成立的。“FINAVES中国创投基金”由西班牙政府和西班牙及美国的企业家们共同出资。雷诺教授表示,该创投基金规模400万欧元,将于明年年初开始运作。基金向中欧所有MBA、EMBA和校友开放。申请者首先向创业中心提交商业计划书,经过中心“过滤”后,再由业内人士“过堂”,最后是创投基金评审,整个过程需要6个月。中欧学术委员会主席佩德罗·雷诺教授表示,这样的基金在国内尚属首次,它为MBA们提供了一个创业“实验室”,使之能更深入地理解所学的课程。

中欧-礼来医院管理文凭课程结束

10月31日,由中欧国际工商学院、卫生部卫生经济研究所和美国礼来亚洲公司合作推出的中欧-礼来现代医院管理文凭课程圆满结束。作为中国首次中外合作针对医院高层管理者设立的综合管理课程,设立该课程的目的是帮助中国医院的高级管理层树立全新的医院管理理念,掌握新的知识和技能,提高医院在市场经济条件下的竞争力。课程内容涵盖战略制定、财务管理、人力资源、市场营销、风险管理等模块学习,商务模拟和作业检测。课程引进了全球医院管理中的最佳实践案例进行教学。课程学员全部为全国各大医院的正副院长,授课讲师为来自中欧及海外知名商业学院的资深教授。

中欧无锡、苏州校友分会成立

中欧国际工商学院校友会地区分会相继于11月1日和5日在无锡和苏州宣告成立。桃李满天下的中欧国际工商学院的校友组织开始在全国各地开花。副院长张国华教授参加了两地分会的成立大会,他代表学院领导向校友分会表达了最热烈的祝贺。他说,中欧校友不仅在本地,而且在全世界各地的经济发展中起到了积极的作用;建立校友分会,通过纵向联系构筑一个大平台,使校友们能加强联系,互通有无,利用各种资源,了解各种信息,跨地区地帮助校友取得事业成功。他希望校友们抓住转型期尤其是国退民进时期的大好机遇,取得事业上的飞跃。

高昂学费不再是 就读中欧 MBA 的门槛

高昂学费不再是就读中欧MBA的门槛。继1998年在上海率先推出全国首个MBA助学贷款后,中欧国际工商学院经过和招商银行上海分行5年的成功合作,近期又和招商银行总行达成协议,向中欧MBA新生提供全国性助学贷款。新的协议将覆盖全国各主要城市,包括北京、天津、广州、深圳、厦门、福州、杭州、南京、无锡、苏州、大连、沈阳、青岛、济南、成都、重庆、西安、武汉、南昌、哈尔滨、合肥、长沙、郑州、昆明和已经推行5年的上海。

招商银行此次助学贷款无论从贷款额度、利率还是还款期限等方面均提供诸多优惠。新的贷款将面向所有被中欧录取的中国大陆籍学生。符合担保条款的贷款学生只需向户口或工作所在城市的招商银行分行提出申请,即可获得助学贷款。贷款金额最高可达当年学费的80%,最长期限为3年。贷款学生在就读的17个月内无需偿还任何贷款本息,自毕业后方开始还款。



Distinguished Operations Management Scholar Award Presented to Linda G. Sprague

At the Annual Business Meeting of the Operations Management (OM) Division of the Academy of Management, Professor Linda G. Sprague from the China Europe International Business School (CEIBS) was introduced as a 2003 Distinguished OM Scholar. Professor Tom Choi, Past OM Division Chair, described Dr. Sprague as a catalyst in the OM Division. She reminded the division that not only was it one of the founding divisions of the Academy but that many of early presidents of the Academy came from the OM discipline. Professor Linda Sprague reminded the division of the meaning for its existence within the Academy. She has been an amazing Division ambassador around the world.

Ambassador Qiu Hosts Reception for CEIBS Graduates in Madrid

On October 7, 2003, the Chinese Ambassador to Spain, Mr. Qiu Xiao Qi, along with other high-ranking officials in the Embassy, hosted a special reception for the China Europe International Business School (CEIBS) EMBA 2001 graduates in Madrid, Spain. Ambassador Qiu encouraged CEIBS graduates to take advantage of the enormous opportunities for further economic cooperation between Spain and China. Earlier that day, the Ambassador attended the CEIBS' graduation ceremony and gave high remarks for what CEIBS has done for business education in China, for the contributions that CEIBS' students have made for China's economic development, and for the prestigious rankings the school has achieved in the world. Ambassador Qiu said "Your growth and progress is the mirror image of China's success in reform, openness, and development. The motherland is proud of you!"

2003 Port Logistics Conference Held at CEIBS

On October 9, the Port of Barcelona in Spain sponsored the 2003 Port Logistics Conference. The conference was hosted by the China International Business School (CEIBS) on its main campus in Shanghai with the theme of "Port Logistics: Strategic and Operational Impact", the conference aims at providing an arena for participants to discuss port logistics issues in both China and Europe. Participants at the conference discussed topics including the port logistics industry, its development, as well as opportunities, challenges and problems that the industry is currently facing. Speakers from the Port of Barcelona, CEIBS, and senior corporate managers made a special emphasis in their speeches on enterprise dealings with port transportation and their import/export logistics strategies for clients.

President Liu and Zhang Speak at 2003 Forum on MBA Development of China

On October 19, 2003, Executive President Liu Ji and Vice President Zhang made speeches at the 2003 Forum on MBA Development in China. President Liu elaborated on the epochal mission endowed onto MBA students - fulfilling the need of China's call for outstanding entrepreneurs and senior executives. Business education in China should, therefore, be reform-oriented and [MCT1]norm breaking. Vigorous exploratory efforts should be made in the areas of MBA joint examinations and educational patterns for the purpose of bringing up excellent managerial talents that are capable of meeting the needs of the country. In his keynote speech entitled "Status Quo of the International MBA Development and China's MBA Development Strategy", President Zhang set forth a simple and in-depth presentation concerning the latest trends in international MBA education, and then brought forward several valuable propositions on the development of China's MBA education, both of which engendered wide concerns from the attendees.

Graduation Ceremony for CEIBS EMBA Beijing Class

October 25, 2003, marked the graduation of 166 of China Europe International Business School (CEIBS) 2001 EMBA Beijing Class. The students travelled to the school's main campus in Shanghai to celebrate this occasion. Professor Liu Ji, the Executive President, and Dr. Bert Bennett, the President of CEIBS, awarded the graduates their MBA degrees which were a symbol of their hard work and dedication to studying. The graduates from the 2001 Beijing Class average 37.7 years in age and are from different industries including information & communication, manufacturing, trade, pharmaceutical and finance.

Launch of the Government of Spain Centre for Entrepreneurship and the FINAVES China Venture Capital Fund

The Government of Spain Centre for Entrepreneurship and the FINAVES China Venture Capital Fund were launched on October 30 at the China Europe International Business School (CEIBS). The Entrepreneurship Centre is sponsored by the Government of Spain, while the Venture Capital Fund is co-invested by the Spanish Government and entrepreneurs from Spain and the United States. Professor Nueno said that the fund, with a scale of 4 million euro, will be in operation early next year. The Fund is open to all MBA, EMBA and alumni of CEIBS. Applicants are required to submit business plans to the Centre of Entrepreneurship. Screened proposals will then be forwarded to business experts and finally the Fund. The overall evaluation period will last about six months. Professor Pedro Nueno, Chairman of the Academic Council of

CEIBS, said that this Fund is the first of its kind in China. It provides an entrepreneurship "laboratory" for MBAs to better understand what they have learned in class.

New Bridge Stands Out for the Exchange between China and Europe

With the theme of "The Challenge of Uncertainty", the Europe Asia Young Leaders Forum was held from October 2 to 5 in Munich, Germany. The forum, co-sponsored by BMW's Herbert Quandt Foundation and the China Europe International Business School (CEIBS), attracted around forty young leaders in business, political, academic and public media communities from Europe and Asian countries like China. They made an in-depth discussion on how companies and institutions, especially individuals, should respond to challenges in a changing and increasingly interdependent world. Prof. Liu Ji, Executive President of CEIBS, elaborated by artfully integrating the theory of traditional Chinese medicine on how leaders should grasp enormous opportunities and seek growth in the soaring wave of China's economic development despite the challenges of uncertainty.

Establishment of CEIBS Alumni Association, Wuxi and Suzhou Chapters

The Wuxi and Suzhou Chapter of China Europe International Business School(CEIBS)' Alumni Association were officially established on November 1 and 5, respectively. The establishment of these two regional chapters shows the increasing number of CEIBS' alumni all over China. Professor Zhang Guohua, Vice President and Co-Dean of CEIBS, attended both chapters' opening ceremonies and he conveyed warmest congratulations on behalf of CEIBS. President Zhang said that alumni play an active role not only in the regional economy, but also in the global economies; and the establishment of regional chapters provides a huge platform to strengthen the connection and interaction within alumni for smoother information and resource sharing. President Zhang also stressed that the aim of the alumni organisations are to assist graduates in achieving greater success in their career cross the regions and he also hoped that alumni would take the golden opportunities of China's economic reform to realize greater business and career accomplishments.

China's EU Policy Paper Promotes China Europe International Business School

China's EU Policy Paper, the first of its kind on China's policy towards the European Union (EU), was issued on October 13 and marked a new milestone in the course of all-around cooperation between EU and China. The Paper asserts that "work should be done to make a success of the China Europe International Business School (CEIBS) and bring forth more top professionals". It is the first time that the Chinese government has ever put an emphasis on an educational program in such a formal diplomatic document. The success of CEIBS is therefore of strategic importance to the development of the China-EU relationship. According to the

Paper, "Exchanges at all levels will be enhanced and expanded. It is necessary to establish a China-EU education cooperation consultation mechanism as appropriate and strengthen cooperation in areas including mutual recognition of academic credentials and degrees, exchange of students, language teaching, exchange of scholarships and teacher training. Work should be done to make a success of the China Europe International Business School and bring forth more top professionals."

Alumni HR Club Officially Established

After a four month preparation, the China Europe International Business School(CEIBS) Alumni HR Club was officially established on October 10, 2003. This is another platform for alumni to exchange experiences and work together.

Emerson Electric COO Visits CEIBS

On September 18, 2003, Edward L. Monser, Chief Operating Officer of the Emerson Electric Co. was guest lecturer in CEIBS' Manufacturing Management class. Starting his presentation about his 23 years in engineering and management at Emerson he discussed the company's strategy for entering the China market, and after his remarks on "Leadership Philosophy and Experience in Asia", he provided the class with guidelines for learning from a factory visit. Emerson has been a sponsoring company for CEIBS since 2000. The Global Chief Executive Officer of Emerson, Mr. David Farr, was at CEIBS on August 28 to renew the Company's sponsorship and meet with CEIBS' Emerson Scholars, from the MBA2002 class - Amur Li and Glen Feng. With him were Mr. Peter K. Yam, President Greater China of Emerson Electric Asia-Pacific, and several CEIBS alumni who are now with Emerson.

Bank Loan for CEIBS MBA Students Available in China's Major Cities

After 5 years of cooperation with the Shanghai Branch of China Merchants Bank, China Europe International Business School(CEIBS) has reached another agreement with the bank to provide loans to the school's MBA students with premium loan conditions. The new loan system will operate in 25 major cities in Mainland China, including Shanghai, Beijing, Tianjin, Guangzhou, Shenzhen, Xiamen, Fuzhou, Hangzhou, Nanjing, Wuxi, Suzhou, Dalian, Shenyang, Qingdao, Jinan, Chengdu, Chongqing, Xi'an, and Wuhan. The student loan is only available to Mainland Chinese students who have economic difficulties in paying their tuitions. Qualified loan applicants must be students who hold a permanent residency card or have an employer who is registered in one of the 25 agreed upon cities. Individuals meeting the requirements can take out loans up to RMB110,000 (80% of the tuition). Loans must be paid back within 3 years that it was approved. The provision of such large student loans from banks in China is a rare practice, and it is an achievement made by the school based on the reputation of its graduates. The development of the loan programme is further evidence of the commitment of CEIBS and the China Merchants Bank in promoting the quality of management in the business community, ensuring that there is no financial barrier for any outstanding Chinese individual with the potential to become a business leader.



爱尔兰总统玛丽·麦卡利斯 Mary McAleese, President of Ireland

爱尔兰总统玛丽·麦卡利斯于10月13日访问了中欧国际工商学院并作了题为《欧中关系21世纪展望：爱尔兰视角》的演讲，并回答了中欧部分师生的提问。麦卡利斯总统从上世纪60年代后爱尔兰经济腾飞的经验出发，谈到欧中双方在经济合作之外，应在文化和教育领域更多加强合作。

Mary McAleese, the President of Ireland, visited CEIBS and made a speech titled "Europe and China in the 21st century - an Irish perspective", on October 13th. In her speech she said there were a lot of similarities between Ireland and China in both ancient and modern history, and many co-operation opportunities exist in the field of economic development and culture exchange in both countries.

2003年10月19日，经济学家谢平出席中欧国际工商学院北京代表处组织的高层管理论坛，并发表“当前经济金融形势及对银行业影响”的主题演讲。

Mr. Xie Ping, a renowned economist in China, delivered a keynote speech "Current Economic and Financial situation in China and the Impact on Banking" at the executive forum organized by the China Europe International Business School Beijing representative office on October 19.

外交部长李肇星于11月2日晚出席在北京举行的中欧论坛--“高朋满座”活动，并发表了关于“当前国际形势若干特点”的主题演讲。

Foreign Minister Li Zhaoxing joined the China Europe International Business School (CEIBS) Executive Forum and delivered a keynote speech on China's diplomacy, which was held in Beijing on November 2, 2003.

9月19日，TCL集团股份有限公司董事长兼总裁李东生先生应邀做客中欧管理论坛，并就“经济全球化与中国企业的机遇和挑战”与中欧 MBA、EMBA 和广大校友交换了看法。

On September 19, Mr. Li DongSheng, Chairman and President of TCL Group, was invited to CEIBS Executive Forum, where he shared his views with a group of MBA and EMBA students and alumni of CEIBS on "Economic Globalization and the Opportunities and Challenges for Chinese Enterprises".

10月21日，罗兰·贝格咨询公司创建者罗兰·贝格先生应邀光临中欧，并就“民族的创新和竞争力”发表主题演讲。

Mr. Roland Berger, the founder, Chairman and Global Managing of Roland Berger Strategy Consultants, gave a speech at CEIBS on Tuesday 21st October on "Innovation and the competitiveness of nations"

斯德哥尔摩市长及前任欧洲事务官员 Mr.Mats Hellstrom 于10月24日访问中欧。

Mr. Mats Hellstrom, Former Minister for European Affairs and Current Governor of Stockholm visited CEIBS on October 24, 2003.



外交部长李肇星 Li Zhaoxing, Foreign Minister of China



斯德哥尔摩市长及前任欧洲事务官员 Mr.Mats Hellstrom(中)
Mr. Mats Hellstrom, Former Minister for European Affairs and
Current Governor of Stockholm(middle)

2004 年高层经理培训课程目录

2004 Executive Education Programmes

课 程	地 点	授课用语	时 间
国情入门			
中国外籍经理课程	上海	英语	4月15日-18日
	上海	英语	9月22日-25日
顶级管理			
CEO课程	上海	汉语	模块式
董事课程	北京	汉语	6月11日-13日
高层管理			
以价值创造引领企业增长	上海	汉语	8月18日-26日
高层经理课程 [※]	上海	汉语	11月21日-28日
中欧医院管理文凭课程	上海	汉语	模块式
综合管理			
管理文凭课程	上海	英语	模块式
	北京	英语	模块式
年轻经理课程 [※]	上海	英语	10月14日-20日
战略与领导艺术			
企业战略	上海	汉语	7月1日-4日(待定)
领导艺术与变革管理	北京	汉语	5月30日-6月2日
	上海	汉语	10月24日-27日
组织与领导艺术	深圳	汉语	8月26日-29日
发展组织能力, 推动战略实施 [※]	上海	汉语	6月17日-19日
	北京	汉语	9月16日-18日
	深圳	汉语	11月4日-6日
组织与管理			
人力资源管理	上海	英语	3月11日-14日
	深圳	汉语	7月9日-12日
	北京	汉语	10月15日-18日(待定)
人员管理	上海	英语	12月3日-5日
市场营销			
中欧-哥伦比亚合作课程 --			
高级市场营销管理	上海	英语	5月27日-30日
定价战略 [※]	上海	汉语	5月14日-16日
整合营销传播管理 [※]	上海	汉语	11月4日-6日
营销投资收益管理 [※]	上海	汉语	7月21日-23日
企业品牌的创建与管理	上海	汉语	8月19日-21日
销售队伍管理	北京	汉语	4月22日-24日
战略销售队伍管理	上海	英语	8月15日-18日
赢取并留住关键客户: 借助关	深圳	汉语	7月16日-18日
键客户管理促进销售更上一层楼 [※]	上海	汉语	12月2日-4日(待定)
财 务			
高级财务管理	上海	汉语	11月19日-22日
非财务经理的财务课程	北京	汉语	6月26日-29日
	深圳	汉语	9月2日-5日
	上海	汉语	10月22日-25日
	上海	汉语	6月25日-27日
生产经营			
生产管理	上海	汉语	7月8日-11日
供应链管理	上海	汉语	9月2日-5日
项目管理	上海	汉语	8月26日-29日

* 课程名有待最后确认

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中文班以英文授课, 同时配备中文翻译。

Programme	Location	Version	Dates
Country Introduction			
China Expatriate Programme	Shanghai	English	Apr. 15-18
	Shanghai	English	Sept. 22-25
Top Management			
CEO Programme	Shanghai	Chinese	Modular
Programme for Board Members	Beijing	Chinese	June 11-13
Senior Management			
Leading Corporate Growth through Value Creation	Shanghai	Chinese	Aug. 18-26
Advanced Management Programme ^{New}	Shanghai	Chinese	Nov. 21-28
Diploma in Hospital Management	Shanghai	Chinese	Modular
General Management			
Diploma in Management	Shanghai	English	Modular
	Beijing	English	Modular
Young Executive Programme ^{New}	Shanghai	English	Oct. 14-20
Strategy and Leadership			
Corporate Strategy	Shanghai	Chinese	Jul. 1-4(TBC)
Leadership & Change Management	Beijing	Chinese	May 30-June 2
	Shanghai	Chinese	Oct. 24-27
Organisation & Leadership	Shenzhen	Chinese	Aug. 26-29
Building Organisational Capability for Strategic Implementation ^{New}	Shanghai	Chinese	Jun. 17-19
	Beijing	Chinese	Sept. 16-18
	Shenzhen	Chinese	Nov. 4-6
Organisation and Management			
Human Resources Management	Shanghai	English	Mar. 11-14
	Shenzhen	Chinese	Jul. 9-12
	Beijing	Chinese	Oct. 15-18 (TBC)
Management of People	Shanghai	English	Dec.3-5
Marketing and Sales			
CEIBS — Columbia Joint Programme, Advanced Marketing Management	Shanghai	English	May 27-30
Pricing Strategy ^{New}	Shanghai	Chinese	May 14-16
Communication Management ^{New}	Shanghai	Chinese	Nov. 4-6
Managing Marketing ROI ^{New}	Shanghai	Chinese	Jul. 21-23
Building and Managing Brands	Shanghai	Chinese	Aug. 19-21
Sales Force Management	Beijing	Chinese	Apr. 22-24
Strategic Sales Force Management	Shanghai	English	Aug. 15-17
Winning and Keeping Key Accounts: More Sales	Shenzhen	Chinese	Jul. 16-18
Success through Key Account Management ^{New}	Shanghai	Chinese	Dec. 2-4 (TBC)
Finance			
Advanced Financial Management	Shanghai	Chinese	Nov. 19-22
Finance for Non-Financial Executives	Beijing	Chinese	June 26-29
	Shenzhen	Chinese	Sept. 2-5
	Shanghai	Chinese	Oct. 22-25
	Shanghai	Chinese	June 25-27
Production-Operations			
Managing Manufacturing	Shanghai	Chinese	Jul. 8-11
Supply Chain Management	Shanghai	Chinese	Sept. 2-5
Project Management	Shanghai	Chinese	Aug. 26-29

* Programme names are to be finalized

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中欧国际工商学院

CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

the learning interface

中欧国际工商学院是根据中国政府和欧洲联盟的协议，由上海市人民政府和欧洲联盟共同出资于 1994 年创办的一所非赢利性中外合作教育机构。

学院开设的 MBA、EMBA 和高层经理培训课程都由来自欧洲、北美和亚洲等地的著名教授执教。

CEIBS is a not-for-profit joint venture established in 1994 under an agreement between MOFTEC and the European Commission.

It offers a range of programmes including MBA, EMBA and Executive Education with a faculty drawn mainly from Europe, North America and Asia.

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