

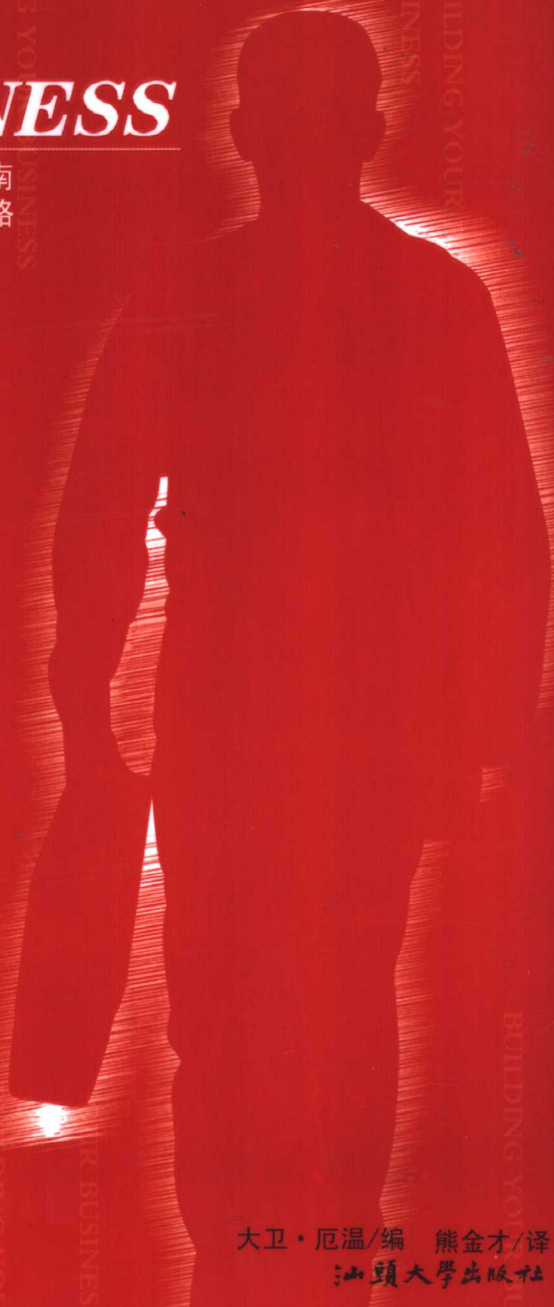


02

成功创建企业

BUILDING YOUR BUSINESS

中英对照 为创建企业提供指南
为经营管理提供战略



大卫·厄温/编 熊金才/译
汕头大学出版社

图书在版编目 (CIP) 数据

成功创建企业 / [英] 大卫·厄温编; 熊金才译.

- 汕头: 汕头大学出版社, 2004.2

书名原文: Building Your Business

7-81036-629-7/F·79

I 成... II. ①厄... ②熊... III. 企业管理 IV.F270

中国版本图书馆 CIP 数据核字 (2003) 第 097675 号

Building Your Business

Edited by David Irwin

Published by Hawksmere Group

© Chinese simplified characters language edition, Shantou University Press 2004,
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成功创建企业

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出版发行: 汕头大学出版社

广东省汕头市汕头大学内 邮 编: 515063

电 话: 0754-2903126 0754-2904596

印 刷: 广州市大一印刷有限公司

邮购通讯: 广州市天河北路 177 号祥龙花园祥龙阁 2205 室

电 话: 020-85250482 邮 编: 510075

开 本: 890×1168 1/16 印 张: 8.5

字 数: 210 千字

版 次: 2004 年 2 月第 1 版

印 次: 2004 年 2 月第 1 次印刷

印 数: 6000 册

定 价: 29.80 元

7-81036-629-7/F·79

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引言 创建你的企业

一、战略思考

战略的整个概念是非常简单的。尽管取得成效需要付出一些努力，但战略总的说来，就是制定目标并采取必要的行动来实现目标。当然，企业往往要承受来自组织内外的巨大压力。鲍伯·格雷特在对管理者刊物出版协会的书籍《董事会标准》发表评论时，描述了他所认为的4种令管理者进退维谷的境地。这些进退两难的状况是任何经营者都会遇到的：

- 经营者必须努力做到大胆进取，推动企业迅速向前发展，但同时，又要对企业保持有效的控制。
- 经营者必须对企业的所有活动都了如指掌，才能对公司的行动承担责任（随着企业的逐渐发展壮大，这一要求就显得愈加难以做到），但是同时经营者又必须从浩如烟海的日常事务中抽出身来，从更长远的角度来审视企业发展的方向并决定达到这一目标所应采取的措施。
- 经营者必须清楚认识短期性及地方性的相关问题，但同时又必须跟上充满竞争的市场和更为广阔的运营环境的最新趋势。
- 经营者必须致力于企业的商业需要，但同时应采取公平、负责的态度来对待员工和企业承受的压力，特别是企业发展壮大，要面对更为广阔的群体时，他更需做到上述要求。

当你进行战略思考时，将上述几点纳入考虑范围是最佳的途径。

每年都有许多有关战略或涉及其部分要素的著述。有些书籍包含

Introduction Growing your business

Strategic thinking

The overall concept of strategy is very simple. You have a goal and you do what is necessary to achieve that goal, though achieving a successful outcome may require some effort. There are, of course, enormous pressures on business both from within and outside the organisation. Bob Garratt, commenting on the Institute of Directors' publication, *Standards for the Board*, describes what he calls four directoral dilemmas. These dilemmas apply to anyone who is running a business:

- The proprietor must endeavour to be entrepreneurial and to drive the business forward whilst at the same time retaining effective control.
- The proprietor must be sufficiently knowledgeable about all the activities of the business to be answerable for its actions (even when small, but increasingly difficult as the business grows), yet must be able to stand back from day to day activities in order to take a longer term view of where the business is going and how to get there.
- The proprietor must be aware of short term and local issues whilst also keeping up to date with the trends in the competitive market place and in the wider environment.
- The proprietor needs to focus on the commercial needs of the business whilst acting responsibly and fairly to staff, business pressures and, particularly as the business grows, to the wider community.

Ideally all of these will be addressed during your strategic thinking.

It seems that a great number of books about strategy, or some element of it,

了一个简单的信息，但在实践中，要将其应用到较小的企业却不易做到。其它的书籍内容更为复杂，而且其传达的信息本身就不那么清楚，也就更不用说如何将其付诸实践了。

这信息其实相当简单，战略将你“从这儿带到那儿”。如果你能够驾驭战略，你就可以实现远大的目标。战略本身可能是相当简单的事实，如果战略越简单，它就越容易付诸实践。那么，一个成功的战略具有哪些特点呢？

我认为它包括如下几点：

- 首先，企业要有一个明确的目的——它们应当清楚自己要干什么。
- 其次，企业需要了解其发展的方向——它们必须要有远见和抱负——也许用美国学者约翰·科林斯和杰利·伯拉斯所提及的“大胆冒险的目标”就能清楚地说明这一点。
- 再次，企业至少需要了解其外部的动态，也即是必须要有远见。

为了尽量增加成功的机会，你需要明确目的、设计目标及制定计划。你应当监测计划执行的情况。有时你还需要采取一些矫正性措施以使公司在正常的轨道上运行。一个清晰而又简单的方向使企业经营与管理更加得心应手。你必须定期察看企业的优势、弱势并认真审视企业运营环境所提供的机遇和造成的威胁，以便提高效率。

战略明确了（比方说3~5年），你要做什么才能达到预期的目标。比特·特拉克认为战略就是将你的计划转化为成果的东西。企业总是明确

are written every year. Some of them have a simple message, though in practice it is not always easy to see how to apply that message in a smaller business. Others are more complex, and the message itself is less clear, let alone how to apply it.

The message is simple: strategy gets you 'from here to there'. If you take control of the strategy, you can achieve great goals. The strategy itself can be simple - indeed, the simpler the strategy, the easier it will be to implement. What, then, are the characteristics of a successful strategy?

I believe they are these:

- First, businesses need a purpose - they must be clear about what they do.
- Second, businesses need to know where they want to go - they must have vision - and ambition - perhaps demonstrated by using what American academics, John Collins and Gerry Porras refer to as 'big hairy audacious goals'.
- Thirdly, they need at least some idea of where the rest of the world is going - that is, foresight.

To maximise your chances of success in business, you need a purpose, you need goals, you need a plan, you need to monitor your performance against the plan and you may need occasionally to take corrective action to stay on course. A clear and simple direction will make leading the business far easier. To be effective you need regularly to look at your business's strengths and weaknesses and at the opportunities and threats posed by the environment in which you operate.

Strategy defines what you do to get you from where you are now to where you want to be, say, in three or five years' time. Peter Drucker asserts that

目的并定下目标。战略必须支持既定目的,同时它又必须和企业运行的环境相适应。战略会受到资源可利用率的限制,但它必须是以行动为中心的。按特拉克的话来说,战略“是将你所要做的转化为成功”。

许多小企业认为只有大型企业才必须进行战略规划或长期规划。亨利·敏兹伯格认为战略规划本身是一个矛盾对立的术语,因为在制定计划的同时又确保其战略意义是不大可能的。战略也许是有关未来的,但战略行动则是关于当前的措施。当然,那些行动必须和长远战略思考保持一致。简单地说,战略思考是一种面对客户和竞争者,对如何定位企业的思索。许多企业的确清楚了解它们将走向何方以及如何才能达到目的。但更多的企业更像是没有任何长远规划,只是盲目地在运营。暂请思考这样一个问题:你能够设想未来吗?当然,你完全有能力这样做——你有希望、抱负,而且你也许已经明确了目标并制定了要实现的指标。所以,你具有了格利·海莫尔和斯科·布罗拉德所说的“战略意图”——一种塑造未来的渴望和对未来的设想。他们更进一步指出,战略意图为三种要素提供了一个框架,这三种要素是方向感、发现感和归属感。

在竞争中得以生存并发展的企业总是能让客户受益,满足他们的需要,而且为让客户受益所定的价格同时涵盖了成本、再投资所需的资金以及满足所有者或股东要求的利润或红利。要有效地做到这一点,战略思考无疑是十分关键的,但如果要使这些战略得以有效地实行,规划同样至关重要。你知道如何才能实现你的目标吗?如果你已经知道该怎样做,那么你胸中已有了战略。战略并不需要很复杂。实际上,战略越简单,你就越容易记住它。用战略眼光来审视你的企业,这将有助于你更好地思考企

strategy is what converts plans into results. Businesses set a purpose and define goals. The strategy must support the purpose. It must fit the environment in which the business works. It will be constrained by resource availability. It must be action focused. In Drucker's words, strategy 'converts what you want to do into accomplishment' .

Many small businesses think of strategic or long term planning as something that is only undertaken by large businesses. Henry Mintzberg argues that strategic planning is a contradiction in terms, in that it is not possible to plan and to be strategic simultaneously. Strategy may be about the future, but strategic actions take place in the present. Those actions do, of course, need to be consistent with longer term strategic thinking. Strategic thinking is simply a way of thinking about how to position your business *vis à vis* your customers and your competitors. Many businesses do have a clear idea of where they are heading and how they expect to get there; many more appear simply to be 'in business' without really having any clear vision. Stop for a moment... can you imagine the future? Of course you can - you have hopes and aspirations and you may already have goals and targets. So you have what Gary Hamal and CK Prahalad call 'strategic intent' - a desire to shape your future and an idea of what that future might look like. They go on to suggest that a strategic intent provides a framework of three elements: a sense of direction, a sense of discovery and a sense of destiny.

The businesses that survive and prosper are those that meet their customers' needs by providing benefits to them at prices which cover the cost of providing them and provide both sufficient profit for reinvestment and a share of the profit or a dividend large enough to satisfy the owners or the shareholders. To do this effectively, it is important to think strategically but it is also important to plan if the strategy is to be implemented effectively. Do you know how you intend to achieve your aspirations? If so, you have a strategy. It doesn't have to be

业的总体目标并设计出实施方案。战略并不意味着束缚。相反地,它只是作为一个框架,使你能够保持企业在正常轨道运营的同时抓住随时可能出现的机遇。日本人把这称作——hoshin kanri——方向性管理。战略必须具有灵活性,但如果你没有长期目标,你将不能驾驭企业运营的方向。

比特·特拉克认为企业为了形成客户群体必须注重其外部环境。米歇尔·波特也持有相似的观点,他认为企业在市场中如何定位是至关重要的。

约翰逊和斯哥尔兹指出,行之有效的战略必须:

- 使企业的活动与其运营的环境相适应。
- 使企业的活动与其现有的资源或吸引追加资源的能力相适应。
- 反映股东,尤其是所有者的权益。
- 影响企业的长期发展方向。

更具体地说,你的任务就是使企业的资格(这包括其成员的知识水平、技术水平及经验)和资源能够有效地应对市场所创造的机遇和所形成的威胁。

战略思考对每一个企业而言,都是十分重要的,但小型企业更应当重视战略思考的作用,因为小企业更易受到市场变化的影响。

如果你现在正在阅读此书,你也许会想要形成战略以使企业发展壮大。但是,在企业发展的过程中,你或许需要调整战略。因此,很有必要在此提一提企业发展可能经历的阶段及其发展的方式。

complicated; indeed, the simpler you keep it, the easier it is to remember. Taking a strategic view of your business will help you to think about your over-arching goals and how you expect to achieve them. Having a strategy should not be seen as a straight jacket - but as a framework enabling you both to keep the business on course but also to exploit appropriate opportunities as they arise. The Japanese call this *hoshin kanri* - direction management. The strategy must be flexible, but without some long term objectives you will not be able to manage your direction.

Peter Drucker argues that businesses need to focus on the external environment in order to create a customer. Similarly, Michael Porter argues that the way a business positions itself in the market place is of paramount importance.

Johnson and Scholes note that effective strategies:

- Match the business's activities to the environment.
- Match the business's activities to its available resources or its ability to attract extra resources.
- Reflect the values and expectations of the business's stakeholders, particularly, their owners; and.
- Impact on a business's long term direction.

More specifically, your task is to match effectively the business's competences (that is, its knowledge, expertise and experience) and resources with the opportunities and threats created by the market place.

Thinking strategically is important for every business, but it is particularly important for the smaller business, since smaller businesses may be more vulnerable than larger businesses to changes in the market place.

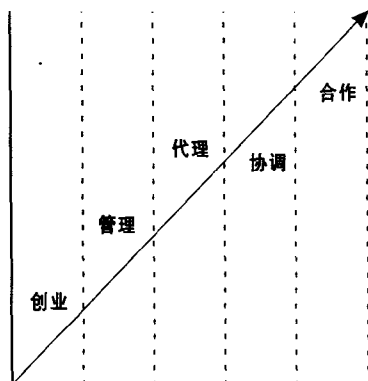
If you are reading this book, the chances are that you want to develop strategies which will help you to grow. As you grow, however, you may need to adjust your strategy. It may be worth mentioning, therefore, the likely stages of growth in your business and the ways in which businesses grow.

二、发展阶段

美国学者拉利·格雷尼指出，企业成败是发展和变革的结果。企业的发展经历了创业、管理、代理、协调和合作五个阶段。在进入下一个阶段以前，前一个阶段的末期往往会有变革出现。

在创业阶段，企业的重心是创造产品或提供服务，并为其打造市场。产品/服务的创造者往往是企业型或技术型的人才。大多数企业在这一阶段不可避免地会缺少经营管理或商务方面的经验。实际上，如果企业是由科学家或技术人员创办时，情况会变得更糟，因为他们创办企业的动机很可能是为了解决他们感兴趣的技术问题而不是为了获取市场回报。企业的结构是非正式，甚至是不存在的。沟通频繁但形式随便。因为企业仍相当幼小，所以这些问题无关紧要。在这一阶段，仅仅是通过市场结果来对企业进行调控。

如果在 20 年以前，企业不从某一较小的地区起步是不大可能的。然而，伴随着如此快速的技术革新速度，有些企业，尤其是以技术为基础的企业几乎是从创办之初就开始从事国际贸易。有些企业甚至一

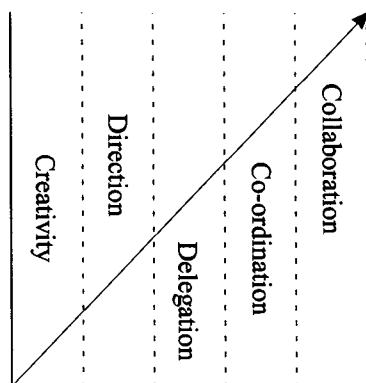


Stages of growth

An American academic, Larry Greiner suggests that businesses grow - or fail - through combinations of evolution and revolution - progressing through stages of creativity, direction, delegation, co-ordination and collaboration. A revolution at the end of each stage often precedes progress to the next stage.

In the creativity stage, the emphasis is on creating the product or service and creating a market for that product. The founders are usually entrepreneurially or technically oriented. Most businesses inevitably lack management and commercial experience at this stage; indeed, this is even worse where a business is started by a scientist or technologist whose motivation may stem from solving an interesting technical problem rather than from a desire to found a viable business. The structure is informal or non-existent. Communication is frequent and informal. This doesn't matter because the business is still pretty small. Control is exercised, if at all, simply through market results.

Twenty years ago it was highly unlikely that businesses would have started up other than on a local basis. Yet now, with the speed of technological innovation so great, some businesses, particularly technology based businesses will probably have started trading internationally almost from their first day - and



开始就有了国际性基地。尽管这听起来令人兴奋，但它同时也给企业的管控带来了大量的难题。

企业在发展过程中会遇到各种问题。提高生产效率也许需要更先进的知识。当员工的人数逐渐增多时，通过非正式的沟通来进行管理就日趋困难。有效的财务管理也需要制定相应的程序。所有这些都表明企业需要一个强有力的管理者来指挥企业向正确的方向发展。

管理着力于提高企业效率、建立有效的组织结构、形成具有激励机制的会计制度、制定预算及工作标准、确立更为正式的人际沟通体系并通过监测及成本中心控制企业。

但是，随着企业的发展，其阶层会变得越来越局限，而且在遵循惯例和自主创新之间往往会出现冲突。这使得代理显得尤为重要。

代理着力于扩展市场。它让员工承担起更大的责任并通过利润和奖金机制来激励员工。对企业的控制是通过成果报告及以利益中心责任来实现的。

但是，在某种程度上，这又会导致企业失控，成员之间缺乏协作。有些企业也许会拒绝代理这一做法，收回控制权。

然而，如果企业进入下一阶段，将会更注重与员工联合，同时也会致力于建立一个良好的体系，使得正式的规划程序、集中化的控制和通过计划及投资中心所实行的控制评估有效地结合起来。

但这又可能导致问题的解决需经过过多的繁文缛节。这就使协作成为必要。

协作需要参与型的管理风格。此种管理风格注重通过团队协作来解决问题，在通常情况下，协作还包含矩阵管理结构。这一阶段不大

some may even have been started with an international base. Whilst this may be very exciting it substantially increases the management control problems!

As the business grows, it experiences problems. Improving manufacturing efficiency may require greater knowledge. As the number of staff grows, it becomes more difficult to manage through informal communication. Procedures are needed for effective financial control. All this implies a need for a strong business manager, who provides direction.

Direction focuses on efficiency, a functional organisational structure, an accounting system with incentives, budgets and work standards, a more formal and impersonal system of communication and control through standards and cost centres.

However, the hierarchy becomes restrictive and there is a conflict between following procedures and taking initiatives. This implies a need for delegation.

Delegation emphasises market expansion. It gives staff greater responsibility and motivates them through profit centres and bonuses. Control is through reports and profit center responsibility.

This, however, leads to a sense of loss of control and lack of co-ordination. Some businesses may react against this to the extent of taking back responsibilities.

If the firm progresses to the next stage, however, there is more emphasis on consolidation and systems for co-ordination with formal planning procedures, centralised centre and review with control imposed through plans and investment centres.

This can lead to too much bureaucracy and the procedures taking precedence over problem solving. This leads to a need for collaboration.

Collaboration implies a participative management style with a focus on problem solving through teamwork and, commonly, a matrix type management