

卢馨 著

构建竞争优势

——中国企业跨国经营方略

*On Constructing Multinational
Competitive Advantages of Chinese
Enterprises: Systematically*

经济管理出版社

ECONOMIC MANAGEMENT PUBLISHING HOUSE

构建竞争优势

——中国企业跨国经营方略

On Constructing Multinational Competitive
Advantages of Chinese Enterprises: Systematically

卢馨 著



经济管理出版社

前 言

竞争优势对于一个企业的生存与发展具有至关重要的影响。在经济全球化和一体化纵深发展的今天，国际市场和国内市场日益融为一体，任何企业都不可避免地参与到国际竞争中。加入世界贸易组织后，我国企业面临的严峻挑战迫使企业走出国门，从各个方向上寻求营造跨国经营竞争优势的新途径。

我国加入世界贸易组织已经一年多了，目前全球 500 强企业中已有 400 多家在华投资，几乎所有的工业项目跨国公司都已进入。众多的大型跨国公司凭借其资金、技术、管理等方面的优势给国内企业造成了前所未有的竞争压力，迫使中国企业考虑如何进行跨国经营，充分利用国内和国际市场，在全球范围内最有效地利用各种资源。

经过 20 多年来的改革开放，我国已经初步完成了轻纺、家电等产业的进口替代，国民经济已进入了以结构优化和产业升级为特征的新时期。这些产业中的许多企业在激烈的国内市场和国际市场的竞争中不断成长壮大，实力增强。它们在国内市场相对饱和、内需相对不足的情况下，纷纷“走出去”，开拓国际市场。

随着经济的发展，国内资源如石油、天然气、黑色金属、有色金属以及渔业等资源的供求矛盾日益突出。如果单纯依赖一般进口贸易，极易受到国际初级产品市场价格波动的影响，于是许多企业主动出击，进行资源开发型对外投资。

伴随着经济全球化的发展，跨国公司日益成为全球经济增长的发动机和主力。联合国贸易与发展组织发布的《2002 年世界

投资报告》指出，目前全球著名的 6.5 万家跨国公司已通过 85 万多家海外公司渗透到世界各国和地区，2001 年，这些分支机构的雇员大约有 5400 万人，销售额大约为 19 万亿美元。随着对外直接投资超过国际贸易成为各国经济联系的主要形式，以国家为主体的世界经济逐步向以跨国公司为主体的世界经济转变，国家间的经济竞争实质上是各国跨国公司的竞争。所以，无论从政治上还是经济上来看，要提高我国的国家竞争力，就必须积极培育我国自己的跨国公司。

鉴于国际竞争形势和我国经济发展的需要，在 1997 年底，党的十五大报告就指出：中国的大中型企业“要以资本为纽带，通过市场形成具有较强竞争力的跨地区、跨行业、跨所有制和跨国经营的大企业集团”。2001 年我国的十五计划纲要指出：实施走出去战略，支持有实力的企业跨国经营，实现国际化发展。2002 年 11 月，江泽民同志在党的十六大报告中指出：“适应经济全球化和加入世贸组织的新形势，在更大范围、更广领域和更高层次上参与国际经济技术合作和竞争，充分利用国际、国内两个市场，优化资源配置，以开放促改革促发展”，“实施‘走出去’战略是对外开放新阶段的重大举措。鼓励有比较优势的各种所有制企业对外投资，带动商品和劳务出口，形成一批有实力的跨国企业和著名品牌。”

我国企业开展跨国经营已有 20 多年的历史，一批企业通过自身不懈地探索和创新，在国际竞争中取得了令人瞩目的成绩，如海尔、海信、春兰、万向等企业。还有一些企业经历了跨国经营失败的痛苦。而更多的企业面对日益临近的国际竞争压力，在茫然之中徘徊。

中国企业毕竟是跨国经营的后来者，规模往往都比较小，经济效益偏低，普遍缺乏跨国经营的竞争优势。即使在中国 500 强企业中，能够利用全球性资源跨国经营、进行全球性生产销售、

具备全球性发展战略和组织管理的也很少，在企业战略、企业管理、企业文化等软件方面，与发达国家跨国公司的差距就更为明显。许多跨国经营企业感觉到缺乏核心技术、缺乏世界性品牌、缺乏跨国经营人才等，这些问题都影响到企业跨国经营竞争优势的建立和发挥。中国企业跨国经营实践的发展在客观上迫切要求新的理论加以诠释和指导，同时，根据形势的变化进行理论创新。

然而，究竟什么是企业跨国经营的竞争优势？它有哪些特征？由哪些因素决定？如何衡量跨国经营企业是否具有竞争优势？跨国经营企业如何才能建立起竞争优势？这些问题都是摆在我们面前的极富挑战性的前沿课题，需要我们做出理性的回答。

国内外理论界一直在努力寻找可以有效地指导全球化条件下企业跨国经营竞争优势实践的理论框架，可谓众说纷纭，各有千秋。现代国际直接投资理论、跨国公司理论和企业国际化理论等都对企业跨国经营中的竞争优势及其相关问题有所涉及和研究，从海默的“垄断优势论”到邓宁提出的“国际生产折衷理论”，围绕着跨国公司和企业跨国经营优势问题，提出了许多有价值的观点。但是，这些理论的研究对象是发达国家的跨国公司，强调只有企业具备了一种或多种竞争优势，企业才能够进行跨国经营，却忽视了竞争优势的形成过程以及变化过程的分析。另外，在全球化的环境条件下，随着经济的发展和科技的进步，企业跨国经营活动也达到一个前所未有的水平，这些经典的跨国经营理论的局限性逐渐凸现，集中表现在不能将这些理论直接用于解决当前中国企业跨国经营的现实问题。

企业战略管理领域有关竞争优势的研究，揭示了竞争优势的本质和来源，反映了市场经济条件下的普遍规律，为中国企业的跨国经营提供了可资借鉴的理论。但是，跨国经营有其独特的活动链，在国内已具有竞争优势的企业如何在国际市场上发挥自己的竞争优势？尚不具备国内竞争优势的企业如何通过跨国经营形

成竞争优势？对于处于经济转型、转制过程中的中国企业，在市场化、国际化双重压力下，如何成功地走出去，在国际竞争中立于不败之地，等等，都有待于基于我国现实的研究来提供有针对性的系统的解决方案。

近年来，国内对跨国经营及其竞争优势的研究主要有如下几种代表性的研究思路：应用现代对外直接投资理论或是应用企业国际化理论，研究中国企业的跨国经营；从企业国际竞争力的角度来研究企业跨国经营；应用跨国公司理论，研究中国跨国公司的成长战略等内容。

从国内研究跨国经营竞争优势的现状来看，尚不能满足迅速发展的跨国经营实践的需要，主要有以下几方面的不足：对竞争力、核心能力与竞争优势的内涵没有达成共识，各种概念混为一谈；结合调查结果和个案进行实证分析过多，理论上的系统研究较少；针对出现的具体问题，事后分析多，而事前的指导不足；侧重在宏观上研究企业跨国经营战略模式的较多，从企业的层面上研究如何构建跨国经营竞争优势的较少。

正是基于这样一种背景，笔者选取这一课题进行研究，试图在这一领域取得理论上的突破，同时，又对实践具有指导意义。

本书在管理学的理论框架上，研究中国企业跨国经营竞争优势的系统构建。论文从中国企业跨国经营的现状分析入手，首先揭示了中国企业跨国经营的特征和背景，指出缺乏竞争优势是影响中国企业跨国经营发展的核心问题；其次，在理论上，通过回顾跨国公司理论中有关跨国经营竞争优势的理论观点以及战略管理领域中对竞争优势来源的研究结果，为跨国经营竞争优势系统寻求理论依据；再次，从实践中，考察非全球化时期和全球化以来跨国公司的竞争优势的变迁规律，掌握全球化条件下跨国经营环境对竞争优势的要求；最后，有机地结合现有的理论，提出跨国经营竞争优势的系统结构和体系，剖析了影响企业跨国经营竞

争优势的内部和外部因素,阐述了优化这些因素影响应当处理的矛盾关系,由此建立构建跨国经营竞争优势系统的理论框架。在此基础上,针对中国企业跨国经营的现实条件,提出了从各个层次上系统构建跨国经营竞争优势的思路与措施。

本书以科学、高效、规范、实用为原则,运用矛盾分析法、案例分析法和比较分析法等方法,从管理学角度进行动态分析和研究,努力做到以下几点:

第一,通过规范研究,对现有的跨国公司理论和竞争优势理论进行梳理,从中寻求有机结合点,提炼理论观点。

第二,运用历史分析和比较分析,纵向比较 20 世纪以来不同的跨国经营环境对竞争的不同要求,揭示出跨国经营竞争优势变迁的一般规律。

第三,综合分析 with 逻辑归纳相结合。跨国经营竞争优势涉及的领域较广,比较难于把握,既有对不同领域中传统理论的回顾,也有对当前颇受关注的理论的介绍。

第四,案例分析。对国内外企业跨国经营竞争优势的整体把握和对个案的具体分析,佐证立论。

第五,运用矛盾分析,分析企业内部因素、母国环境因素和东道国因素对跨国经营竞争优势的影响以及企业构建跨国经营竞争优势应当处理的矛盾关系。

本书坚持系统观和矛盾观,它不是为了解决某几个专业管理方面的问题,而是把企业跨国经营竞争优势看成一个系统,着力探索竞争优势系统的内在联系和影响因素,并考察竞争优势的动态变化过程。在进行理论研究和创新的基础上,强调其应用价值和可操作性,使其对中国企业跨国经营实践具有一定的指导意义。本文在研究内容和研究方法上的创新如下:

第一,对中国企业跨国经营的研究,本书力图突破传统的从管理职能,如战略、组织、营销、人力资源、财务等方面孤立地

研究企业跨国经营的思路，首次对企业跨国经营的核心问题——竞争优势进行了较为系统的研究，着力从跨国经营竞争优势的系统构建研究中国企业跨国经营的发展机制。

第二，在广泛借鉴现有研究成果的基础上，对竞争优势、企业竞争力与核心能力等概念进行了辨析，比较全面地剖析了它们之间的关系，并对跨国经营竞争优势的内涵特征，及其与企业国际竞争力的关系等问题进行了较为深入的探讨。

第三，对跨国经营竞争优势的研究，不仅将前人有关竞争优势理论中的科学之处有机地整合起来，动态地、分阶段地分析在不同的跨国经营环境中跨国经营竞争优势的表现，探索跨国经营竞争优势变迁的一般规律。而且还提出了企业跨国经营竞争优势是一个多层次的综合系统，由基于愿景与战略层的竞争优势、基于资源与能力层的竞争优势、基于价值链配置层的竞争优势和基于产品与市场层的竞争优势所组成。它们之间相互作用、相互转化、相互支撑，构成了跨国经营竞争优势的动态体系。再则本文剖析了影响企业跨国经营竞争优势的内部和外部因素，深入研究了各种内外因素对企业跨国经营竞争优势可能造成的有利影响和不利影响，阐述了优化这些因素影响应当处理好的九大矛盾关系，富有理论价值和应用价值。

第四，在研究方法上，首次运用矛盾管理学的基本原理，即运用矛盾分析方法来分析和研究影响企业跨国经营竞争优势的外因及内因，提升跨国经营竞争优势过程中的主要矛盾，探索中国企业跨国经营竞争优势的一般规律。

本书对中国企业跨国经营竞争优势的系统研究将丰富跨国经营竞争优势理论，特别是对发展中国家跨国公司理论做了重要的补充。

ABSTRACT

It's a problem of important academic and practical meaning for Chinese multinational enterprises to construct competitive advantages in multinational operating activities. Enhancing competitive advantages is the external demand of multinational operating activities of Chinese enterprises and it is the necessary selection for the growth of Chinese enterprises in the condition of globalization. It's also the realistic need to develop the economy of China. After more than 20 years' development, the competitive capabilities of Chinese multinational enterprises have been raised. But it's a pity that most enterprises are in a fragile situation in the drastic international competition so far. The evidences are: most companies are short of experience and human resources during multinational operating activities, lagging in managing methods, limited in technology and fund, and are inadequate in trademark advantage. Additional, because of the lacking of the information and being hindered in language and culture, many companies are operating in a rough situation in multinational activities. So one of the crucial problems for Chinese multinational enterprises is be short of competitive advantages.

The book discusses the systematic construction of multinational competitive advantages for Chinese enterprises on a framework of management theories. multinational activities, the book describes its characters and backgrounds. And then indicates that the core prob-

lems influencing the multinational operating activities are lack of the competitive advantages. Through reviewing the theories about competitive advantages in the field of Multinational Corporation and the research on the source of the competitive advantages in the area of the strategic management, the book establishes a theoretic foundation for build a system of competitive advantages in multinational operating activities. After that, the book explores the evolving rule of the competitive advantages in multinational operating activities since the period of globalization and during the period of non-globalization, detects the requirements of multinational to competitive advantages. At last, the book integrates the theories available to bring forward the systematic structure and system of competitive advantages in multinational operating activities. And we explore the external and internal factors that affect competitive advantages in multinational management, expatiate the ambivalent relation should be dealt with to optimize the factors and effects, then we design a theoretic framework of the system of competitive advantages in multinational management. After that, aiming at the realistic condition of Chinese multinational companies, we proposed the train of thoughts and measures on how to construct competitive advantages in multinational management on each level.

This book is composed of six chapters.

Chapter I brings forward the problems. First, we discuss the concepts of multinational operation and foreign direct investment, international operation, internationalizing company, multinational company, etc, point out our research object is multinational operating activities of Chinese company. And we specially explore the actuality of Chinese multinationals and their characters in operation as

a whole. The chapter summarizes the domestic environment and background of Chinese companies' multinational management, and concludes its particularities.

Having passed through the stage of tentative start and the stage of slow development, Chinese companies' multinational operating activities is finding itself in a condition of quick developing. Many companies have made great achievement: they have succeeded in entering the foreign markets, the number of the companies that ranked top 500 in the world is increasing, the market share of Chinese multinational is rising yearly. These achievements have accumulated the experience for Chinese multinationals to improve their multinational management.

The characters of Chinese companies' multinational management are determined by their domestic environment, because they are state-owned companies, multinational management happened in the background of planned-economy, these companies are in the reforming process, multinational companies are undeveloped enterprises, etc.

The core problem of Chinese companies' multinational management is lack of competitive advantages. The problem has exhibited in several aspects: first, multinational management is absent of strategic direction. Second, existing advantages haven't been integrated systematically, such as: production and profit margin is low, companies are too small, scope-economy is lacked, ability of R&D is low, technological advantages are weak, managers with globalization are lacked, the advantages of resource are inadequate. Third, in the view out of the companies, their competitive advantages are short of effective support, such as: systems of market and law are

distempered, the system of governance on foreign investment can not meet the needs of multinationals, the policy direction of guiding is not in focus and lack the cooperation and support of relevant policies, the system of information services is lacked.

Objectively, the development of Chinese companies' multinational management needs new theories to explain and direct, and keep innovating in theory and practice according to the change of situation.

Chapter II and Chapter III summarize and analyze the competitive advantages in multinational management both theoretically and practically.

Based on understanding the meaning of competitive advantages in multinational management, Chapter II reviews the existing theories to absorb its distillate and provide theoretic reference for Chinese multinational. First, We discuss the meaning of several concepts: competitive advantages, competitive, capability core competences, and international competitive capability of company. We find out their differences and relations, and point out that the subject of the paper is Chinese companies' multinational management. Second, we review the major genres in theories of multinationals and strategic management. Among the theories, theory of monopoly advantages and theory of international production discuss the categories and contents of competitive advantages in multinational management, theory of industry analysis and theory of resource and core capability tell us the source of competitive advantages. These theories make up the theoretic base of our research of competitive advantages of Chinese companies' multinational management.

On the base of the review of theories in chapter II, Chapter III

explores the evolvement history of competitive advantages in multinational management according to multinationals' practice and its evolvement regularity. There are two subjects in this chapter: The first one is to explore the common rule of competitive advantages in multinational management' evolvement according to the variance of competitive environment. We want to generalize the characters of competitive advantages in multinational management in developing countries, and to provide some revelations and references for Chinese multinationals. The second one is to analyze the international environment and exhibitions of Chinese multinationals' competitive advantages, we describe the requirements of international situation they are in, and acquire a clear thought on how to build the future competitive advantages. The characters of multinationals' operating environment in the era of globalization are: globalization of economy, unification of territories' economies, release of governance, extensive application of information technologies, increase of international or multinational industries. The characters of environment determined the change of companies' operating models. So new characters have appeared in international competition: the scope of competition is expanding, dynamic hyper-competition, emphases of competition varied, competition and cooperation coexist, requirements of competition heightened, roles of competition increased, levels of competitive advantages increased, sources of advantages multiplied.

According to historical and contrastive analysis, we find that: the foundation of companies' success and source of competitive advantages are changing thoroughly with the variation of economic environment. Competitive advantages in multinational management

will also show different characters in each period with the variation of environment.

On the base of analysis in chapters III before, Chapter IV and Chapter V attempt to build the academic framework of competitive advantages in multinational management.

In Chapter IV, we attempt to build the compositive system of competitive advantages in multinational management. There are four parts in the pattern: Competitive advantages based on vision and strategy, competitive advantages based on resource and capability, competitive advantages based on allocation of value-chains, and competitive advantages based on products and markets. The four factors interact, inter-transform, support each other and make up the dynamic system of competitive advantages in multinational management. The relation between level structures is the evolvement and transform from potential advantages to actual ones. The contents of competitive advantages dominants in each level will change with the environment of international competition. Companies should build dominant advantages in each level and pay attention to its construction, maintain, update, and utilization. Levels in competitive advantages in multinational management are different in function, content, and source. Competitive advantages in multinational management will be a synthetic system of many levels. Multinationals can't win the game with only one advantage. Successful multinationals should create and manage a dynamic system of competitive advantages, and acquire the dominant advantages in each stage of its operation. Multinationals should keep on developing new resources and capabilities and updating competitive advantages to ensure success with the development and evolvement in operation.

Chapter V emphasizes the factors affecting the system of competitive advantages in multinational management and optimizing the antinomy relations of the effects. This chapter explores external and internal factors' advantageous and disadvantageous effects to multinationals' competitive advantages from three aspects: the inside of company, the environment of host country and domestic environment. We expatiate the nine antinomy relations should be dealt with well to optimize these factors: strategy with tactics, centralization and decentralization, big company with small company, centralization with separation, amalgamation with decompose, globalization and localization, market capability with competition, investment cost with growth of company.

In the Chapter VI, we systematically resolve the practical problems of Chinese companies' competitive advantages in multinational management. And this chapter proposes practical solutions for Chinese companies to construct competitive advantages in multinational management on four levels: first, the core problem of building competition advantages in vision and strategy is to establish vision and strategy, rebuilding companies' philosophy, building up global values; defining objects of multinational management, establishing the base of advantages; looking for opportunities in international market, detecting location advantages; plan competitive strategy, build competitive advantages. Second, accumulating strategic assets and building core competences is the base of constructing of competitive advantages. And it will be realized by building a platform of system, building management advantages, upgrading technological advantages and utilizing external resources. Third, building competitive advantages in allocation of value-chain is the main subject of optimiz-

ing value-chains. Companies should build speed advantages from two aspects: selecting crucial steps and redesigning business process. Fourth, building competitive advantages of products and markets will depend on occupying market share and raising advantages in trademark. The direction of company's success is building network of marketing, constructing customer's loyalty, and figure trademarks at last.

企业应通过选择关键步骤和重新设计业务流程来建立速度优势。第四，产品与市场的竞争优势将取决于占领市场份额和提高商标优势。企业成功的方向是建立营销网络、构建客户忠诚度、最后树立商标。

企业应通过选择关键步骤和重新设计业务流程来建立速度优势。第四，产品与市场的竞争优势将取决于占领市场份额和提高商标优势。企业成功的方向是建立营销网络、构建客户忠诚度、最后树立商标。

企业应通过选择关键步骤和重新设计业务流程来建立速度优势。第四，产品与市场的竞争优势将取决于占领市场份额和提高商标优势。企业成功的方向是建立营销网络、构建客户忠诚度、最后树立商标。

企业应通过选择关键步骤和重新设计业务流程来建立速度优势。第四，产品与市场的竞争优势将取决于占领市场份额和提高商标优势。企业成功的方向是建立营销网络、构建客户忠诚度、最后树立商标。

企业应通过选择关键步骤和重新设计业务流程来建立速度优势。第四，产品与市场的竞争优势将取决于占领市场份额和提高商标优势。企业成功的方向是建立营销网络、构建客户忠诚度、最后树立商标。

企业应通过选择关键步骤和重新设计业务流程来建立速度优势。第四，产品与市场的竞争优势将取决于占领市场份额和提高商标优势。企业成功的方向是建立营销网络、构建客户忠诚度、最后树立商标。

序 一

企业跨国经营的竞争优势是现代企业管理的前沿问题，它处于国际经济学和企业管理学等多门学科的交汇处。选择这个问题进行研究，不仅需要扎实的理论功底和娴熟的驾驭现代研究工具的能力，而且更需要敢于向难题挑战的勇气，卢馨同志正是选择以此为题，作为自己的博士论文。该本论著是她在自己博士论文的基础上，经过一定的修改和补充而形成的，作为她的导师，我由衷地感到欣慰。

作者通过对国内外相关文献研究的分析、归纳，考察了跨国公司发展理论与过程及其变迁规律，在已有研究成果的基础上，对竞争优势、企业竞争力和核心能力等概念进行了辨析，并对跨国经营竞争优势的内涵、特征及其与企业国际竞争力的关系等进行了较为系统的分析与研究。书中重点研究了竞争优势的结构体系，并结合中国企业的实际，设计了跨国经营竞争优势的整体构建方式。

该本论著的创新之处在于把矛盾论与系统论有机集成创新，针对企业跨国经营过程中亟待解决的竞争优势问题，提出了企业跨国经营竞争优势是一个基于远景与战略层、资源与能力层、价值链配置层和产品市场层的竞争优势所组成多层次的综合的动态系统，进而对影响跨国经营竞争优势的因素进行了优化分析与处理。该本论著的研究既能把握全局、高瞻远瞩，又重点突出、利于操作，对我国企业跨国经营研究和实践均具有直接的参考价值和借鉴意义。该书系统性、逻辑性强，层次清晰，文笔流畅，体现了作者深厚的理论基础和较强的分析研究能力。