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国际贸易与竞争 (第二版)

战略与管理案例与要点

正版

哈佛商学院案例教程

International Trade and Competition
Cases and Notes in Strategy and Management

David B. Yoffie
Benjamin Gomes-Casseres



东北财经大学出版社



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出版者的话

当今的世界是一个变革的世界，政治体制在变革，经济结构在变革，管理方式在变革，思想观念在变革……从东方到西方，从中国到世界，一切无不处在变革之中。毫不例外，管理教育也正面临着一场深刻的变革。在以 MBA (Master of Business Administration, 通常译为“工商管理硕士”) 教育为主干的应用型管理教育大行其道的同时，一种以经典案例为主要素材、强调培养实务操作能力、反对一味灌输抽象理论的所谓“案例教学法”(Cases Methods) 逐渐取代了传统的管理教学模式，并以惊人的速度风靡全球。

作为世界 MBA 教育发祥地的美国哈佛大学工商管理研究生院 (Graduate School of Business Administration, Harvard University, 通常简称 Harvard Business School, 即“哈佛商学院”), 同时也是管理专业案例教学的首创者和积极倡导者。哈佛商学院经过近一个世纪的发展, 已经无可争辩地登上了全世界 MBA 教育的制高点, 哈佛商学院 MBA 已经成为全球企业管理界一块光芒四射的“金字招牌”。个中原因除了素来坚持严格的学员遴选制度之外, 主要应归功于独具一格的案例教学方法。

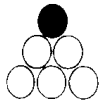
毋庸讳言, 我国的管理教育尚处于“初级阶段”, 亟待借鉴发达国家的成功经验, 包括先进的教学方法、权威的教学素材和科学的教学体系。为此, 我们通过多方努力, 终于开通了一条通过合法途径引进哈佛商学院案例教程的渠道, 并及时推出了首批十余种图书。按照预定计划, 我们将在今后两到三年内, 陆续推出哈佛商学院 MBA 其他主干课程案例教程的英文 (影印) 版和相应的中译版, 以满足国内管理教育尤其是 MBA、经理培训项目 (ETP) 师生和其他有关人士的迫切需要, 为推动我国管理教育改革和向国际接轨的步伐贡献一份绵薄之力。

对于本套系列教材在选题策划、翻译、编辑、出版以及发行工作中存在的缺点和不足, 恳请广大读者不吝指正, 我们在此先致谢忱!

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For our wives, Terry and Susan



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ABOUT THE AUTHORS

DAVID B. YOFFIE is the Max and Doris Starr Professor of International Business Administration at the Harvard Business School. He's currently head of the required MBA course on Competition and Strategy, and faculty chair of the HBS executive program on Managing Global Opportunities. Professor Yoffie's research and consulting have focused on international trade and competitive strategy. He is a director of Intel Corporation and consults for several Fortune 500 industrial firms as well as large service companies. He has written more than twenty articles on international trade and firm strategy, which have appeared in such journals as the *Harvard Business Review*, *California Management Review*, *Journal of Forecasting*, and the *American Political Science Review*. Professor Yoffie is the author or editor of five books, including *Beyond Free Trade: Firms, Governments and Global Competition* (HBS Press, 1993), and *Strategic Management in Information Technology* (Prentice Hall, forthcoming 1993). Professor Yoffie has also written fifty case studies on competitive strategy and international management issues. More than 400,000 copies of his cases have been sold to students and corporations.

BENJAMIN GOMES-CASSERES is an associate professor at the Harvard Business School. His writings on cross-border alliances have appeared in a wide range of journals, including the *Sloan Management Review*, *Journal of International Business Studies*, *Journal of Economic Behavior and Organization*, and as chapters in edited books. He is the co-editor (with Yoffie) of *The International Political Economy of Direct Foreign Investment*, and is currently completing a book on the role of cross-border alliances in high-technology industries. He has been a consultant and educator for many companies, including Abbott Laboratories, Digital Equipment Corporation, Hewlett-Packard, General Electric, Intel, and Xerox.

PREFACE

Patterns of international trade and competition have been changing dramatically in recent decades, with serious consequences for business strategy. With change has come increasing complexity, and international managers today find themselves dealing with new issues ranging from cross-border alliances to responding to competitors backed by powerful governments. Standard economic textbooks are of little use in this context, and traditional business strategy casebooks all too often ignore the richness of international competition. This book aims to fill this gap by introducing readers to a practical yet sophisticated framework for managing international competition.

THE CHANGING GLOBAL ENVIRONMENT

The past fifteen years have seen dramatic shifts in the structure of international trade and competition. First, international trade has become more volatile. It grew every year from the late 1950s until 1975, at a rate (7 percent per annum) that exceeded the growth of world GNP. Since then, its growth has fluctuated widely, and in most years trade grew less than world GNP. Second, the composition of trade has changed. It was dominated by raw materials and agricultural products during the last two centuries, but in the past twenty years, growth in manufacturing exports outpaced the growth in raw material shipments. Third, the geographic pattern of trade has been changing. Since 1984, trade across the Pacific has exceeded trade across the Atlantic.

These shifts have been accompanied by changes in the international competitive environment, and in the positions of individual firms.

Dominant American firms are being challenged increasingly by Asian and European companies. In aerospace, for example, Airbus captured over 30 percent of the world market by 1992, up from zero in the early 1970s; in semiconductors, Japanese firms accounted for almost 45 percent of the world market. As a result, U.S. firms have been forced to deal with new competitors at home and abroad. Often, the strategies of these new entrants differed from those of traditional competitors, and many of them benefited from advantages rooted in their home-country environments.

The role of government policy has also grown. In the 1960s and early 1970s, trade negotiations sponsored by the General Agreement on Tariffs and Trade (GATT) reduced tariff barriers to their lowest level in the postwar period. Since then, however, nontariff barriers, such as quotas and orderly marketing agreements, have become common in industries ranging from steel and textiles to telecommunications and semiconductors. In addition, government policies are creating new regional economic blocs. Europe is scheduled to reduce all trade barriers within the European Community by the end of this year, and the United States, Canada, and Mexico are exploring the feasibility of a North American Free Trade Area.

Managing the challenges of international competition has always been important for European and Japanese firms, but has only recently become so for American firms. While trade was still a minor activity, few American executives had to be concerned with the international competitiveness of their products. In the 1980s, the U.S. trade deficits raised their attention to this issue. Suddenly, American firms realized that they needed to exploit their competitive advantages abroad, manage competition with imports, and deal with foreign government policies. And the world did not become any simpler for the non-American firms—they, too, had to learn new ways of competing in the new global environment.

PURPOSE AND CONTENT OF THIS BOOK

This casebook was written to address these issues primarily from the perspective of general managers. The focus here differs from that of existing case- or textbooks in international business, which usually concentrate either on the management of the multinational enterprise, or on theories of international economics. This book seeks to blend theories of international trade and political economy with practical, managerial issues. As such it provides a framework for understanding and managing the impact of international competition on business strategy.

The material for this book grew out of a popular second-year elective course at Harvard Business School entitled "Managing Interna-

tional Trade and Competition.” David B. Yoffie created the course in 1987, and Benjamin Gomes-Casseres developed it further between 1990 and 1993. The course, like this book, has three primary objectives:

1. To develop a conceptual framework for managers that will improve their ability to compete internationally;
2. To explore the critical sources of international competitive advantage available to firms—country environments, government policies, and firm capabilities; and
3. To provide an understanding of key institutions and regulations of international commerce, such as the GATT and U.S. trade law.

Issues of international trade have traditionally been taught in economics departments rather than in business schools. Trade was considered important mostly for national economies and government policies. In this view, firms were more concerned with marketing and investment. This division of labor between international business and international economics is changing. Economic theory has begun to incorporate firm strategy in its models, and business research is now drawing on economic and political science concepts. This book is based firmly on this multidisciplinary foundation. It starts from the premise that the strategic problems and opportunities of international competition merit serious and explicit managerial attention.

ORGANIZATION OF THIS BOOK

Strategies for international competition are both complex and distinct from those of domestic enterprises. All firms—in both domestic and international competition—compete partly on the basis of their distinctive capabilities. But international managers can draw competitive advantages from two additional sources that are often irrelevant in purely domestic competition: their firm’s country base and their government’s policies. The book examines in depth how to manage these three sources of advantage.

Part 1 provides an introduction to the most relevant economic theories about international trade and competition. This body of thought evolved over time. It started from the basic notion that comparative advantage was based on fixed country factors, e.g., relative factor costs and productivity. These determined who exported what to whom. But modern concepts of dynamic comparative advantage have come to recognize the important roles of firm strategies and government policies in shaping these trade patterns. The cases in the rest of

the book focus on how managers can use this new perspective in formulating international strategy.

In the framework of this book, the role of countries is still important in international competition. A firm's home country typically provides it with some advantages over foreign competitors, but may also saddle it with disadvantages. Managers must leverage their firm's country assets while neutralizing or overcoming its liabilities. These subjects are addressed in the cases in Parts 2 and 3, which examine the role of country factors in the evolution of global competition, and in the design of firm strategy. The cases show that country factors are not passive determinants of firm performance—they can and ought to be managed explicitly.

Aside from country factors, international competition is influenced by a host of firm-specific factors. These are not tied to countries or dependent on country conditions, but are rooted in the firm's own strategy and structure. They depend, for example, on the firm's organizational network, its technical capabilities, and its managerial know-how. International managers have to understand how to build such firm-specific advantages and exploit them abroad. Parts 4 and 5 examine two situations in which firm strategies are critical—trade intermediation and cross-border alliances. The latter have become particularly popular in recent years; the cases here allow a comprehensive and critical analysis of alliance strategies.

Country factors and firm strategies are often enhanced by public policies. Parts 6, 7, and 8 therefore focus on the role of governments in international competition. Government policies can protect home markets, and help firms gain access to foreign markets, acquire foreign technology, and overcome economic barriers to entry. The cases examine the political and economic forces that drive the making of trade policies, the implications of such policies for firm strategies, and the role of industrial policies in international competition.

NEW PARTS IN THE SECOND EDITION

The core concepts in this second edition are, for the most part, the same as in the first edition of this book. But half of the cases are brand new, and many of the others have been revised. These new cases address such current topics as the emergence of global competition, the role of cross-border alliances, the rise of regional free-trade areas, and the impact of industrial policy. Only Parts 1 and 4, which address classic issues, have remained unchanged. But Parts 2, 5, and 8 are new, and Parts 3, 6, and 7 have been revised and expanded.

These revisions strengthen the basic message of the book. They allow students to delve more deeply into how international competitive advantage can be managed. They also represent a richer set of ac-

tors. There are more non-American firms represented in these cases than in the first edition, and the material on foreign-country conditions and government policies is more detailed. Almost all the teaching notes in the instructor's manual have been improved, and new ones added; all are based on several years of teaching the material in both MBA and executive programs. Finally, we have developed a series of videotapes complementing these cases, which are available from Harvard Business School.

ACKNOWLEDGMENTS

This second edition, as the first, benefited from the help of many people. Professors Michael Enright, John Goodman, and Helen Shapiro, all colleagues of ours at the Harvard Business School, each wrote one case in this volume. The book would have been incomplete without their valuable contributions.

We are also indebted to several colleagues who taught the cases and gave us useful feedback. Members of the teaching groups from two Harvard courses—"Business, Government, and the International Economy" and "Competition and Strategy"—provided constructive comments on several cases. We are also grateful to Yair Aharoni from Duke University, Jim Austin, Kim Clark, George Lodge, Michael Porter, Michael Rukstad, Richard Rosenbloom, and Richard Vietor, all from the Harvard Business School, who took added time to read many of these cases or attend the class sessions. Their comments helped strengthen the cases and related teaching notes.

Many companies provided access to their top executives; without that, most of these cases could not have been written. These companies include Airbus Industrie, B-W Footware, Fusion Systems Corporation, General Dynamics, General Electric, Hoechst, Lotus Development Corporation, Mips Computer Systems, Motorola, Swissair, Xerox, and Zenith. Top executives from many of these companies also visited our classes at Harvard, and provided personal comments that are available on videotape. Staff and executives from the Semiconductor Industry Association and the National Machine Tool Builders Association also gave generously of their time.

The funding for this book was provided by the Harvard Business School. The Division of Research under Professors Ray Corey, Jay Lorsch, and Warren McFarlan provided all the travel and logistical support any author could hope for. The Directors of Research overseeing our work, Professors Thomas McCraw and Michael Yoshino, were especially encouraging and supportive. Several research assistants helped dig up data, interview executives, and write and rewrite the material; their names appear with the individual cases. And the students in our courses—both MBA candidates and executives—were

critical in fine-tuning the material and helping us understand how best to teach it. Finally, this book would never have been completed without Cathyjean Gustafson. Not only did she prepare the final versions of many of the cases, but she kept our courses and this project on track and provided critical quality control.

David B. Yoffie
Benjamin Gomes-Casseres

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