

## ■ IBM moves global procurement to China

IBM全球采购迁往中国

## ■ Sony Ericsson Increases Parts Procurement in China

索尼爱立信增加在中国的部件采购

## ■ Global sourcing trend creates big chances for Chinese auto parts industry

全球采购浪潮给中国汽车零部件产业带来巨大商机

## ■ Daimler Chrysler speeds up localization in China

戴姆勒·克莱斯勒加速中国本地化

## ■ The War for Talent

人才之争

## ■ The Competency Challenge

能力的挑战

## ■ China Inc. vs. the West Inc.

中国企业与西方企业

## ■ Procurement of In-Bev China

英博中国采购

中国采购  
管理评论

China's Procurement Review

Dragon Sourcing

2006年11月

第3期

IBM moves global  
procurement to China

## IBM全球采购迁往中国

IBM is moving its global procurement headquarters to China. Chief procurement officer John Paterson will relocate from New York to Shenzhen. It will be the first time the headquarters of a corporate-wide IBM division has been moved outside the U.S. The move, the first relocation of such a senior figure, could start a trend of firms shifting key buyers closer to overseas supplier bases.

IBM正将全球采购总部迁往中国。首席采购官John Paterson将从纽约搬至深圳。这是IBM集团规模部门的总部首次迁出美国本土以外，这也是重量级人物的首次移师，或许会掀起企业将关键采购人员迁往海外供应商基地的热潮。

Sony Ericsson Increases  
Parts Procurement in  
China索尼爱立信增加在中国的  
部件采购

According to Sony Ericsson, half of the company's cellphone parts and components procurement this year will come from China. Last year it bought CNY 22 billion worth of cellphone parts and components through its Beijing procurement center. The number in 2003 and 2004 were respectively CNY 5 billion and 10.5 billion. The parts will be used in its local manufacturing, as well as be sent to its plants in the rest of the world.

据索尼爱立信消息，今年该公司手

机零部件一半来自中国。去年通过其北京采购中心购买了价值220亿元人民币的手机零部件，在2003年和2004年分别是50亿和105亿元人民币。这些部件除了用于中国生产外，还被运往其在世界各地的工厂。

Global sourcing trend  
creates big chances for  
Chinese auto parts  
industry全球采购浪潮给中国汽车  
零部件产业带来巨大商机

Under great pressure to reduce costs, international automobile manufacturing companies are tending to do sourcing from low-cost countries especially China. It is reported that altogether, they will buy US\$5,000 billion worth of automotive parts every year, among which 70% will be from China.

在降低成本的重压之下，国际汽车制造企业转向从低成本国家尤其从中国采购，据报道，他们每年总共从这些国家购买价值5万亿美元的零部件，其中70%购自中国。

Daimler Chrysler speeds  
up localization in China戴姆勒·克莱斯勒加速中  
国本地化

Daimler Chrysler plans to increase its input on China-made auto parts by eight fold over the next two years. The annual expenditure on China-made auto parts will be increased from 100 million U.S. dollars to 840 million in 2008. The parts procured in China will be used in localized production by its joint ventures in China.

戴姆勒·克莱斯勒计划在未来两年内将中国制造的汽车部件的投入增加8倍，中国产汽车部件的年支出将从1亿美元提高到8亿美元。这些在中国采购的部件将用于其中国合资企业的生产中。

Honda, Nissan, Toyota  
to procure more auto  
parts from China本田、尼桑、丰田从中国  
购买更多汽车部件

Honda and Nissan hope to increase the percentage of locally-procured parts to 80% in a few years time from the current 70% and nearly 60% respectively, while Toyota has begun to use mainland-manufactured engines for its Camry sedan. About 70% of the parts for the Camry are procured locally and the percentage is going to be raised.

本田和尼桑希望在两、三年的时间内将中国当地采购部件的比例分别从目前的70%和接近60%提高到80%。丰田公司则开始在其凯美瑞轿车上使用中国大陆生产的引擎，70%的凯美瑞部件由中国当地生产，这个比率还会升高。

Mercedes-Benz, goal of 40%  
梅赛德斯—奔驰，目标40%

Mercedes-Benz, the world leading luxury car maker, now starts the selection process of local auto parts suppliers for its production lines in China. The goal is 40% localization.

梅赛德斯—奔驰全球领先豪华汽车生产商，为其在中国国内生产线挑选国内汽配供应商的程序已正式启动，目标是国内40%国产化。

## Peugeot Citroen, strategic supplier development conference

标致, 雪铁龙, 战略供应商发展大会

Dongfeng Peugeot Citroen Automobile Company organized its first strategic supplier development conference in September. It is estimated that in five years time, by 2010 when its annual production capability reaches 450,000 vehicles, the purchase amount will overpass 30 billion RMB. The company believes that development of strategic suppliers is critical to its future

success and sustainable growth.

神龙汽车公司九月份举行了首次战略供应商发展大会。未来五年, 预计到2010年, 当神龙公司产销规模达到45万辆以上时, 其采购金额将超过300亿元人民币。公司认为战略供应商对其未来的成功和可持续的发展是至关重要的。

## Ford to buy 2.3 billion USD of auto parts in China

福特从中国购买23亿美元汽车零部件

Ford Motor Co. plans to boost China sources and expects to buy

more than \$2.3 billion worth of auto parts in China for overseas use this year. This amount would be 63% higher than last years number. It will also build a new factory with Japanese affiliate Mazda Motor Corp. and local partner Changan Automotive Group. The plant will be launched in 2007 and located in Nanjing.

福特汽车公司计划推进中国采购, 预计今年从中国购买价值超过23亿美元的汽车配件用于海外生产, 比去年增长63%。它还将同日本马自达汽车公司以及中国合作伙伴长安汽车公司共同建造新工厂, 选址在南京, 2007年投入建设。

**Dragon Sourcing recently organized its second seminar, which attracted purchasing managers from various multinational companies in China. CEO, Mr. Richard Laub gave a speech titled "Human Resources and Organizational Best Practices". We extracted some of the key points here.**

**龙源公司近期组织的第二次研讨会吸引了许多跨国公司的采购经理。执行总裁刘李察先生发表了题为“人力资源及企业最优运作的演讲, 在此我们节选了部分内容。”**

## The War for Talent 人才之争

Procurement is emerging as one of the hottest job markets in China as a result of two major trends:

1. The emergence of China as a potential strategic source of supply for a wide range of categories.
2. The cutthroat competition between corporations for the domination of the Chinese market, and the entry of Chinese corporations as global competitors trying to compete internationally.

**These trends are creating significant competition for the recruitment and retention of procurement talent in China. In response to the challenge of recruit talent, companies are now diversifying their recruitment channels:**

1. Within their own organizations, transferring people from logistics and supply chain field.
2. Directly from universities, choosing graduates with BA degree.

3. Aggressively headhunting procurement professionals from other companies.

Retention of procurement talent is as big a challenge as recruitment itself. Being headhunted by other companies is by far the single most important reason for buyers to depart their procurement function in a given company. This is why companies are forced to concede double digit salary increases to their buyers.

Many companies are investing significantly in professional training and qualification programs in order to improve the skills of the buyers, and more importantly, to enhance their loyalty to the company.

**采购管理目前已成为中国最热的劳动力市场之一, 由两大主要发展趋势所导致:**

1. 中国正成为最大的战略资源产品供应市场。

2. 企业为占领国内市场的竞争日益激烈, 同时, 中国企业进入国际市场参与全球竞争。

**这些趋势造成了企业在中国市场聘用及留住采购管理专业人才的剧烈竞争。企业正将其招聘渠道多元化, 以回应招募人才所面临的挑战:**

1. 从企业内部招聘, 将物流和供应链人员转型成所需人才。
2. 直接从学校招聘, 挑选有学士学位的毕业生。
3. 越来越多地从其它公司搜寻采购人才。

留住人才如同招聘一样充满挑战。被其它公司挖走是迄今为止采购人员离开现任公司的最主要原因, 这也解释了企业为何被迫给其采购人员两位数的工资涨幅。

许多企业在职业培训和资格认证上投入大量资源, 以此来提高采购人员的技能, 同时更重要的, 是要增加员工对企业的忠诚度。

## The Competency Challenge

### 能力的挑战

Procurement function has undergone spectacular revolution over the last few years. Buyers are required to be highly skilled professionals. But due to the fact that many companies only recently made their decision of opening a buying office in China and have only recently started to recruit higher caliber buying professionals, the experience file of the buyers population in the survey appears usually low. A significant gap still exists between the ideal and the actual competency profile.

采购管理在过去这几年经历了重大的变革, 采购人员需是高技能的专才, 但是由于许多公司都是最近才作出决策在中国设立采购中心, 而且近期才开始招聘高水平的专业采购人员, 调查结果显示采购人员的经验较低, 采购人员应具备的技能和他们事实上所具备的技能之间仍然存在着显著的差距。



## Procurement the Most Underleveraged Opportunity in China

### 采购管理——在中国最被低估的职能部门

There are two very different procurement philosophies:

- The US/Europe mode 幸market driven model, relies essentially on competitive forces in global supply markets to drive supplier selection decisions.
- The Japanese model — “relationship” model, places absolute emphasis on the long term value of established buyer—supplier relationships.

Best practice corporations are

now striving to build procurement organizations capable of drawing the best of both models. Success is dependent on a companys ability to adopt a multi—faceted approach for various supply markets.

Chinese companies are at the intersection of these two philosophies. They are uniquely positioned to embrace a potentially new China procurement mode.

有两种截然不同的采购管理哲学:

- 美国/欧洲模式——“市场驱动”

## China Inc. vs. the West Inc.

### 中国企业与西方企业

The role and positioning of the procurement function is still very different between China and the West. Senior management in Chinese companies hasn't fully recognized the strategic importance of the procurement role. This also explains the difference in regards to the experience profile of buyers from Chinese corporations and those of Western corporations.

采购管理在过去这几年经历了重大的变革, 采购人员需是高技能的专才, 但是由于许多公司都是最近才作出决策在中国设立采购中心, 而且近期才开始招聘高水平的专业采购人员, 调查结果显示采购人员的经验较低, 采购人员应具备的技能和他们事实上所具备的技能之间仍然存在着显著的差距。

模式, 主要基于全球供应市场的竞争力作出对供应商的选择。

- 日本模式——“关系”模式, 完全强调买方和供应商之间建立起来的长期关系的价值。

最佳运作企业正试图建立可以整合这两种模式长处的采购组织, 成功取决于一个公司采取多面性的方式以适应市场变化的能力。

中国公司正处于这两种理念的十字路口, 他们定位独特, 采取一种新的中国采购管理模式。

## Conclusion Best HR Practices 结束语——最优人力资源运作

6 critical success factors have been identified as an effective human resources policy to leverage the best practices of the most experienced global corporations in this field.

- 1 Consider the HR base as the key strategic asset in procurement.
- 2 Fully integrate Chinese buyers into the global procurement network.
- 3 Conduct through evaluations of buyers performance.

- 4 Provide world class on and off—the-job training.

- 5 Engine in frequent team building activities.

- 6 Provide attractive short and long term rewards.

Please click the link below to review the whole content.

综合这一领域最有经验的国际化企业的最佳运作, 我们确立了有效人力资源政策的六项至关重要的成功因素。

- 1 人力资源基础作为采购管理的一项重要重要的策略性资产。

- 2 将中国采购人员完全融入全球采购管理网络。

- 3 以采购人员的绩效作为指导。

- 4 提供世界级水准的工作中和工作外培训。

- 5 经常参与锻炼团队精神的的活动。

- 6 提供富有吸引力的短期和长期奖励。

(Website link)

阅读全文, 请按如下链接:

## Procurement of InBev China

InBev Group, created by merger of Interbrew and AmBev and headquartered in Belgium, is a global brewer. In early 2006, the group acquired Fujian Sedrin Brewery and its total investment in China has reached 1.1 billion Euros. We had the honor to talk to Mr. Vojtech Ludvik, VP of Purchase of InBev Asia.

**Q: During your career, you went through sales, finance, marketing, general management, and also procurement. You mentioned that you consider procurement as the most interesting and challenging. Could you explain why?**

A: Companies started to realize only recently how important the procurement function is. It is an area that people can't find too many textbooks. They have to develop it usually by themselves, which is very tempting and challenging. I think I made a good decision seven years ago to try procurement.

**Q: After that you work in the procurement field. Now you come to work in China. Do you feel any difference?**

A: For me, this is a great personal opportunity. My father used to work in Asia, so it is not a completely new region to me. Before coming to Shanghai, I was in Central Europe. The business environment is very different, but in procurement there are many similarities. It's a lot about the common sense and commercial and people skills.

**Q: What makes InBev to establish a purchasing center here in Shanghai?**

A: We discussed the idea in headquarter some time ago, prior to my coming to Shanghai. Imagine we were buying goods in Europe or in Americas, mostly made in China, but sold through long chains of traders. One of the key arguments for setting up a special sourcing office for our company in China was to avoid inter-media outside of China.

One of the pillars of our corporate strategy is "world class efficiency". This translates to continuous improvement \* in area of performance as well as cost. The time when we were negotiating suppliers' margins is over. Today we look into cost details of our suppliers, trying to understand their cost structure and their sub suppliers' cost structure. We work with them to find a best way for cost reduction.

**Q: In the same Asia-Pacific region, the team in Korea has 6 professionals. But in China this number comes to nearly 70. Could you describe the organizational model?**

A: I have to say that we are working on two substantially different markets, business environments with different history and development. Procurement is not an exception. Purchasing in Korea is fully centralized. Our procurement team in China is still in the very early stage of development. We started to centralize purchasing last year for some key items, focused on savings, and successfully continue to do so this year. We are now in the middle of changing the structure and I am happy with the development.

**Q: Do you have any comments towards Chinese employees, especially those in the procurement sector?**

A: It's generally really a pleasure to work with them. Of course the working style we started to bring to these breweries is quite different. The roles of local procurement team are often closer to material management and transaction activities. What I call true procurement has four key responsibilities: implementation (make strategic plans, manage categories), local purchasing (define specifications, measure supplier performance, conduct negotiations, lead supplier process), strategic sourcing (understand business needs, create strategies, perform internal/external analysis), and procurement support (report, support system users). We need to choose the right people to do the right thing and focus on procurement activities.

**Q: You may have an expectation before you came to China. Is the situation same as you expected?**

A: It's better than I expected. I would say that you can find the same quality goods here as any other part of the world. It is our strategy to aim to develop local suppliers, to support local economy and to develop more customers for our products.





## 英博中国采购

英博集团，由Interbrew与AmBev合并而成，总部设在比利时，是一家全球性的酿酒商。2006年初，英博收购了福建雪津啤酒厂，在中国的总投资已达到11亿欧元。我们有幸采访了英博集团亚太区采购副总裁Vojtech Ludvik先生。

在您的职业生涯中，您曾在销售、财务、市场、管理以及采购部门工作过，您认为采购是最有趣和最富有挑战的，您能解释一下为什么吗？

企业到近期才开始认识到采购职能的重要性，它是一个人们找不到很多教科书的领域，通常要自己去开发，这是非常富有诱惑力和挑战性的。七年前我涉足采购，是一个明智的决定。

此后您就一直在做采购方面的工作，现在您来到中国，您感到有什么不同吗？

这对我个人而言是一个绝好的机会。我父亲以前在亚洲工作过，所以我对这个地区并不陌生。来上海之前，我在中欧。两地的商业环境大不相同，但是在采购方面还是有许多相似之处，包括很多常识性的东西以及

商业和人际技巧。

### 英博为何要在上海建立采购中心？

在我来上海之前，我们就在总部讨论这个提议。试想，我们在欧洲和美洲购买的产品，大多是中国制造，但都经过重重经销商。我们在中国设立采购中心其中一个关键的理由就是要避免中间商。

“世界级的效率”是我们公司战略的一大精髓，这就意味着在绩效和成本方面的不断改进和提高。喋喋不休地同供应商压价的做法已经过时了，现在我们分析供应商的成本细节，试图了解他们以及他们的供应商的成本结构，我们同他们一起找寻降低成本的最佳途径。

同样在亚太地区，韩国的采购团队只有六个人，而在中国则有七十人左右，您能描述一下它的组织模式吗？

可以说，这是两个截然不同的市场和商业环境，不同的历史和发展状况，采购也不例外。我们在韩国的采购是高度集中。在中国的采购团队仍处在初级发展阶段，我们从去年开始

对部分重要项目实行集中采购，以降低成本，今年也在顺利进行。目前我们正在调整结构，我对进展情况很满意。

### 您对中国员工，尤其是采购方面的员工如何评价？

总的来说，同他们一起工作非常开心。当然我们开始在这些酿酒厂推崇的工作方式有很大不同，当地采购团队的角色接近于物料管理和事务处理，而我所称为真正的采购应该具有四个主要职能：执行（策略制定，类别管理），当地购买（规格说明，供应商评估，商务谈判，供应商进度管理），战略采购（了解业务需求，确立战略计划，内外部分析），以及采购支持（报告，系统用户支持）。我们必须选择合适的人员去做正确的事情，集中在采购活动上。

您来中国之前可能会有一个期许，实际情况同您所期望的一样吗？

比我期望的要好。我想说，在这里可以找到同世界其它地方一样质量的产品。发展本地供应商，支持地区经济是我们一贯的方针，这也为公司的产品开发了更多的客户。