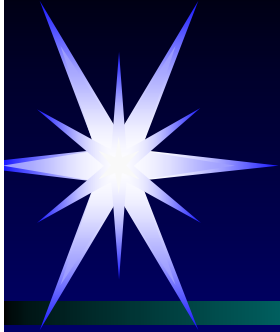


# 香港IBM用戶協會2008年年會

## 《管理致勝之道－求變，創新，提升優勢》研討會

香港中文大學  
工商管理學院

副院長(本科課程)暨行政人員工商管理碩士課程主任  
陳志輝教授



# How to meet change?

## 變幻才是永恆

- **In the long run, only the fittest can survive.** 變幻才是永恆
- **How to stay fit?** 怎樣維持「健康」？



# What's Wrong with SWOT?

## SWOT 的謬誤

### 環境分析

#### Environment Analysis

- 內在 **Internal**
  - S = 強項 **Strength**
  - W = 弱項 **Weakness**
- 外在 **External**
  - O = 機會 **Opportunity**
  - T = 威脅 **Threat**

市場  
目標  
**Objectives**

市場  
計劃  
**Strategic  
Planning**



# Comparing Self-centered & Outside-in Concepts

## 自我中心和外圍帶動概念比較

起點  
Starting  
point

強調  
Focus

方式  
Means

終點  
Ends

公司  
Company

現有產品及服務  
Existing  
products &  
services

宣傳和推廣  
PR and  
promotion

通過銷售量獲利  
Profits through  
sales volume

(a) 自我中心概念 The self-centered concept

市場  
Market

顧客需要  
Customer  
needs

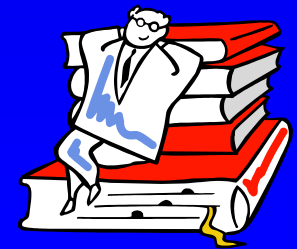
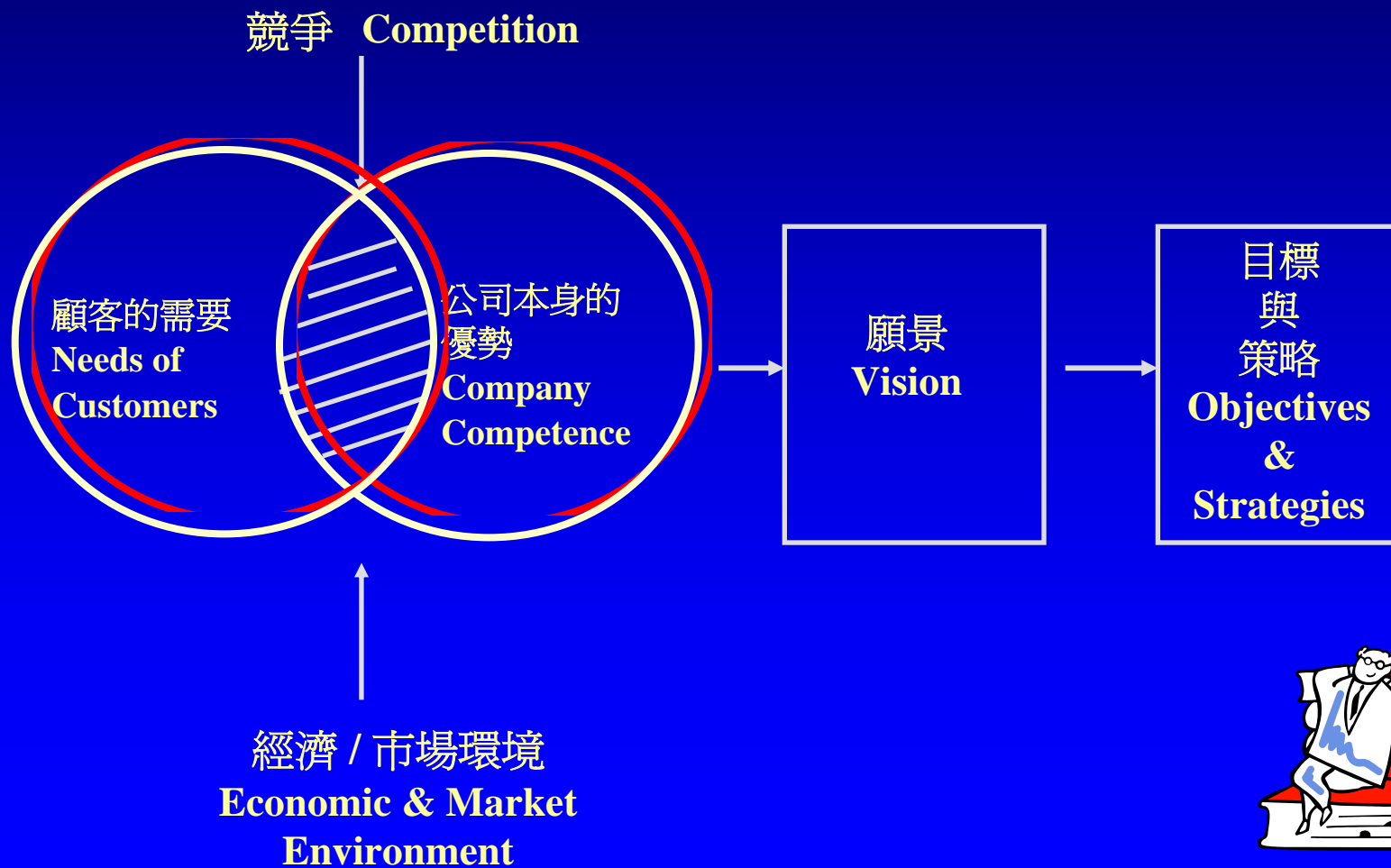
綜合營銷  
Marketing  
programme (4Ps)

通過顧客滿意獲利  
Profits through  
customer  
satisfaction

(b) 外圍帶動概念 The outside-in concept

# Tuning Our Mind Set: The Strategic Process

## 策略建立程序



# The Deepening Meaning of Left Circle 左圈的深層意義

× Right Circle Driven

× 右圈帶動

✓ Old Left Circles (LCs), New Needs

舊的左圈，新的需求

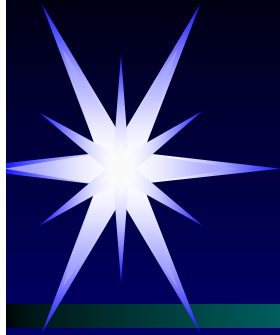
✓ New Left Circles (LCs) – Blue Oceans

新的左圈 – 藍海策略

✓ Inner Left Circles (LCs) – Teammateship

內左圈 – 團隊精神





# The Next Society

## 以受眾為中心：面向新經濟

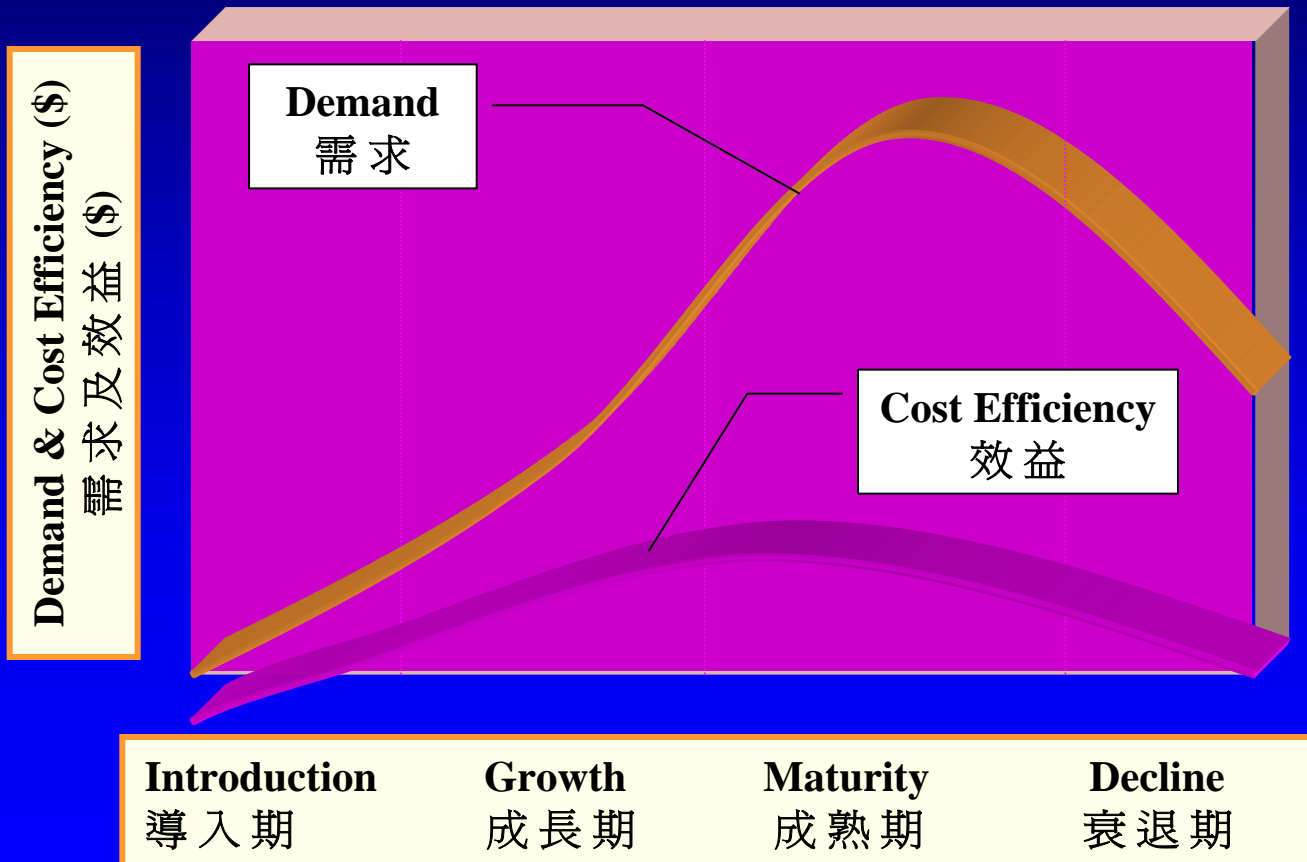
- ↪ **Life expectancy: older generation** 社會老化
- ↪ **Female society** 女性社群
- ↪ **Power shifted to customers** 顧客主導
- ↪ **Regional & Global competition** 地區及全球性競爭
- ↪ **Confederation: working with other parties** 與他人結盟
- ↪ **Disruptive Technologies** 具創意的演進

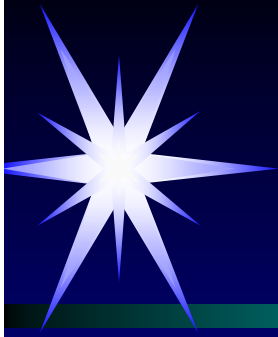


Source: Drucker, Peter (2001), Managing in the Next Society, Butterworth-Heinemann.

# Sales & Profit Life Cycles

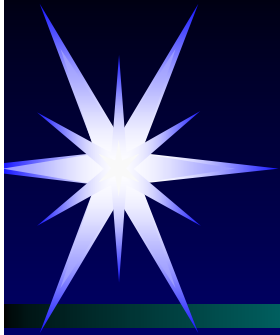
## 產品生命週期





# Buying Process 購買程序

	Target Market 目標顧客	Objectives 目的	Strategies 策略
Awareness (知)			
Comprehension (明)			
Liking (喜)			
Action (行)			
Habit (慣)			

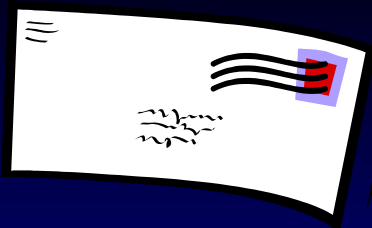
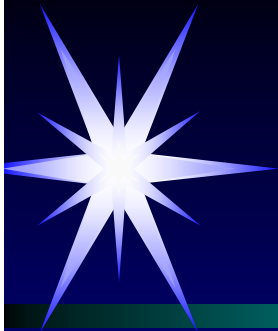


# Change Management

## 管理改革

- **Feeling of Urgency** 自覺
- **Team Building** 團隊
- **Bold Vision & Strategy** 膽子要大
- **Empowerment** 掃除障礙
- **Short-term Wins** 勝然後求戰
- **Wave after Wave** 一波接一波
- **A Change Culture** 約定俗成
- **See and Feel** 得民心者
- **More than a few Heroes** 上智爲間

Source: Kotter, John P. and Dan S. Cohen (2002), The Heart of Change, Harvard Business School Press.



*Prof. Andrew Chi-Fai Chan*  
*Associate Dean (Undergraduate Studies) &*  
*Director of EMBA Programme*  
*Faculty of Business Administration*  
*The Chinese University of Hong Kong*  
*Shatin, N.T.*  
*Hong Kong*

香港中文大學  
工商管理學院  
副院長(本科課程)暨  
行政人員工商管理碩士課程主任  
陳志輝教授

*Tel:* 852-2609-7764  
*Fax:* 852-2603-5473  
*E-mail:* [cfchan@cuhk.edu.hk](mailto:cfchan@cuhk.edu.hk)