科隆公司进入中国市场的模式、路径变化与

中国管理

中国管理

1978

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”

—— **Dubbick**

1.3

1987 3

1400

—— · (Shanghai Guanghua-Altometer Instrument Co., Ltd. , SGAIC)

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SGAIC SGAIC

100% Rademacher-Dubbick

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SGAIC

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20 SGAIC

(CNAL)

SGAIC TUV

EIQA ISO9002 SGAIC

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SGAIC 3

SGAIC

SGAIC

IFC090

K450 SGAIC

K300 SGAIC

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SGAIC

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SGAIC

60% 90 SGAIC

SGAIC

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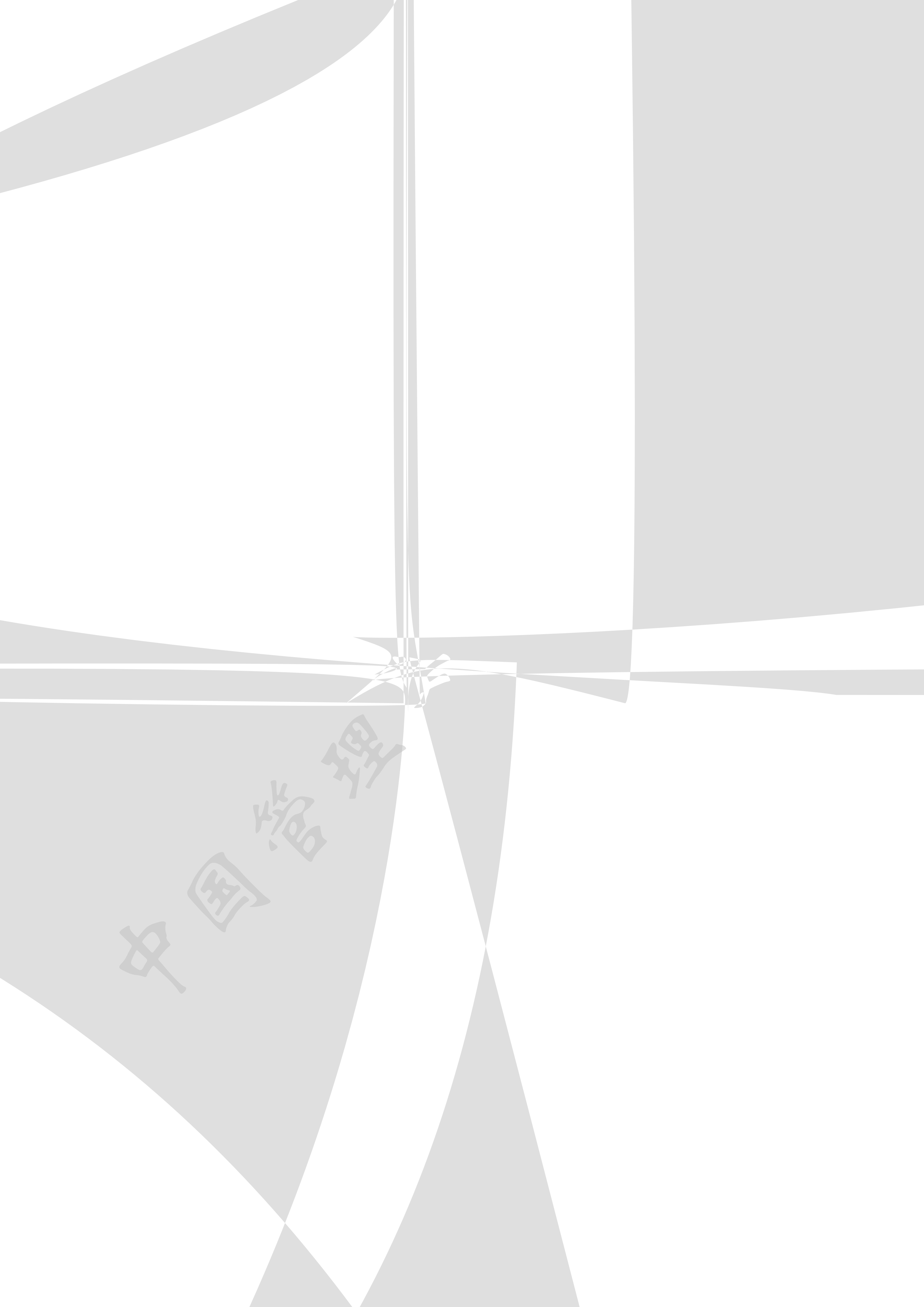

中国管理

2.4

1999 12

— ( ) (KMIC)

KMIC

2002 SGAIC

SGAIC

SIEMENS SNNA

SGAIC

SGAIC

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SGAIC

SGAIC

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2003 30

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( ) (KROHNE Measurement Technology (Shanghai) Co. Ltd. KMTS) DUBBICK

“

”

—— DUBBICK

3.2

KMTS (ALTOMETER)

OPTIFLUX KMTS

SGAIC KMTS

KMTS

KMIC

2

DN3000mm (

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2 1)

KMTS

6

8~9

KMTS 4

40%~50%

KMIC 9 17

SGAIC

4

KMTS

KMIC SGAIC

KMTS

KMTS SGAIC

4.1

KMTS

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SGAIC 2005 SGAIC
Haag SGAIC
KMTS 20 SGAIC
SGAIC
SGAIC SGAIC
KMTS KMIC

6,975

KROHNE entrance model into Chinese market, shift in route and equity restructuring

Abstract:

German LUDWIG KROHNE founded in 1921, is a global company competent in producing and selling flow and level instruments. This case depicts the background and development course of joint venture and wholly owned company created by KROHNE in China, with the emphasis on the conflicts and game playing between joint venture and Germany wholly owned company and the contradiction between Sino-Germany managers of joint venture. In 1987, KROHNE established the joint venture company SGAIC in Shanghai, and then reinvented a great amount of money to create a wholly owned marketing company KMIC in 1999 and a wholly owned manufacturer in 2003 respectively. The joint venture SGAIC and wholly owned company KMTS nearly have completely the overlapped product line, but have not exactly the same sales channel. Coming to 21st century, SGAIC and KMTS rivaled each other and beat down the price. Meanwhile, China and German launched competition for disinvesting the equity of SGAIC for years. Why did KROHNE created joint venture and wholly owned company with the same product line in Chinese market? How could KROHNE select the proper entrance model and development route and restructure equity timely according to the specific

-2.2% CAGR 6.2%

CAGR 2%

2005 23

ARC /

5 CAGR

10.7% 2003 3.8 2008 6.4

220

ARC

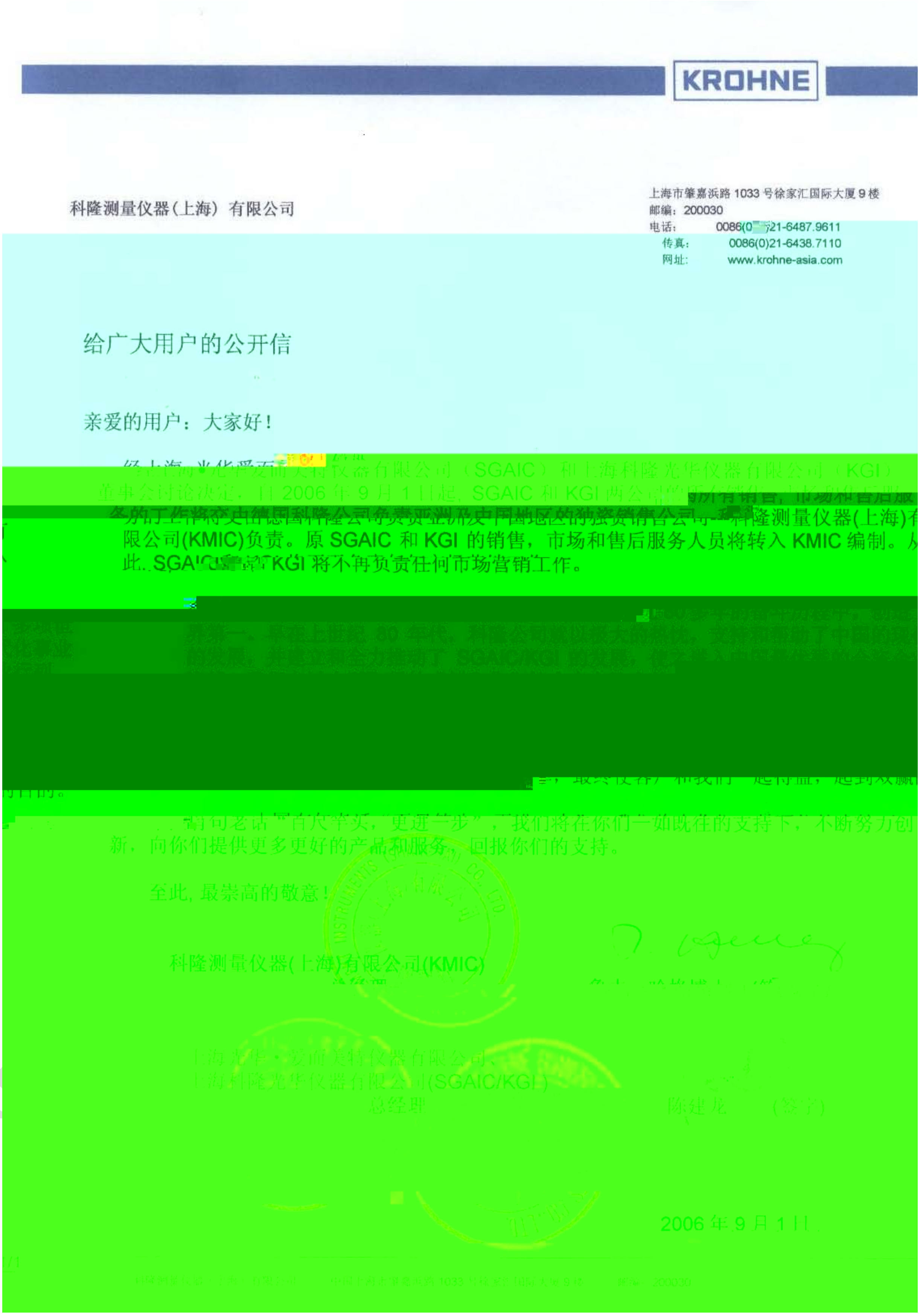
2

KROHNE
2.497

1

中国案例共享中心

中国管理案



KROHNE

科隆测量仪器(上海) 有限公司

上海市肇嘉浜路 1033 号徐家汇国际大厦 9 楼
邮编：200030
电话：0086(0)21-6487.9611
传真：0086(0)21-6438.7110
网址：www.krohne-asia.com

给广大用户的公开信

亲爱的用户：大家好！

经上海▪光华爱而美特仪器有限公司（SGAIC）和上海科隆光华仪器有限公司（KGI）董事会讨论决定，自 2006 年 9 月 1 日起，SGAIC 和 KGI 两公司的所有销售，市场和售后服务的工作将交由德国科隆公司负责亚洲及中国地区的独资销售公司—科隆测量仪器(上海)有限公司(KMIC)负责。原 SGAIC 和 KGI 的销售，市场和售后服务人员将转入 KMIC 编制。从此，SGAIC 和 KGI 将不再负责任何市场营销工作。

[illegible] 早在上世纪 80 年代，[illegible] SGAIC/KGI 的发展，[illegible]，最终使客户和我们一起得益，达到双赢的目的。

[illegible]句老话“百尺竿头，更进一步”，我们将在你们一如既往的支持下，不断努力创新，向你们提供更多更好的产品和服务，回报你们的支持。

至此, 最崇高的敬意！

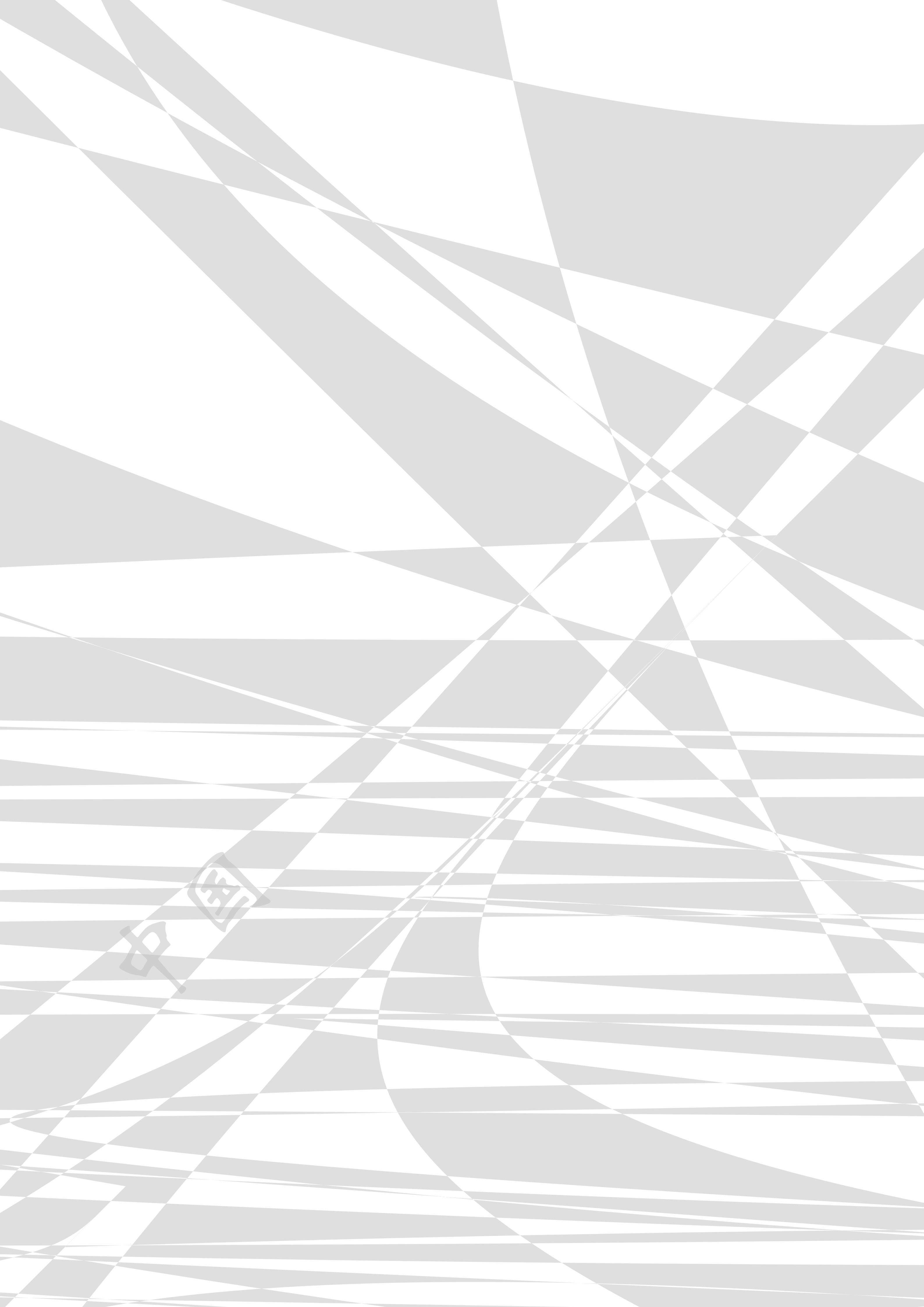
科隆测量仪器(上海)有限公司(KMIC)
总经理 [illegible]

上海光华·爱而美特仪器有限公司、
上海科隆光华仪器有限公司(SGAIC/KGI)
总经理 陈建龙 （签字）

2006 年 9 月 1 日

1/1

科隆测量仪器（上海）有限公司 中国上海市肇嘉浜路 1033 号徐家汇国际大厦 9 楼 邮编：200030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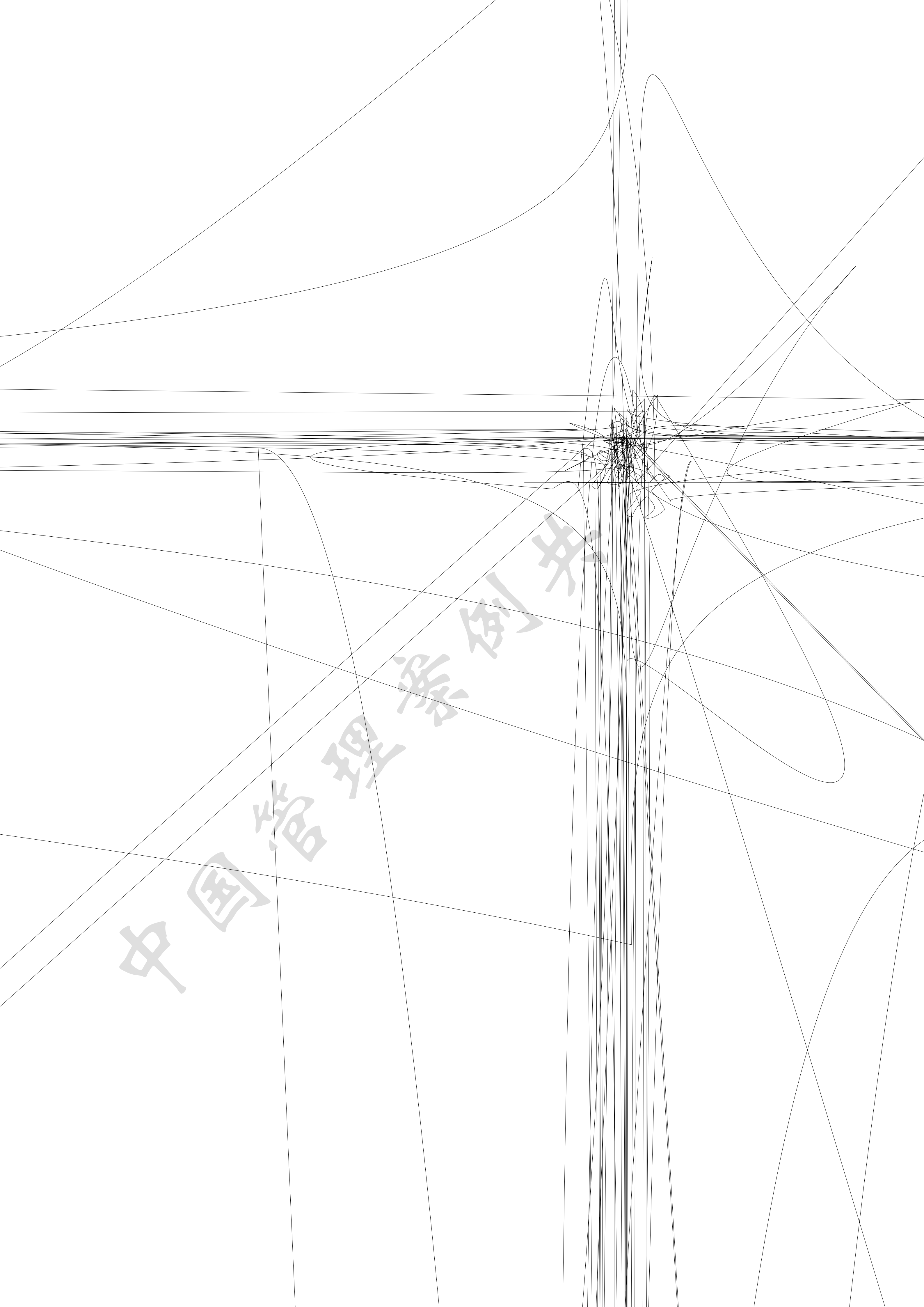
国管理案例共享中心

中国

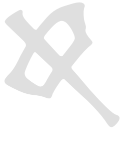


中国管理案例共

中国治理

中国管理案

中国管理案



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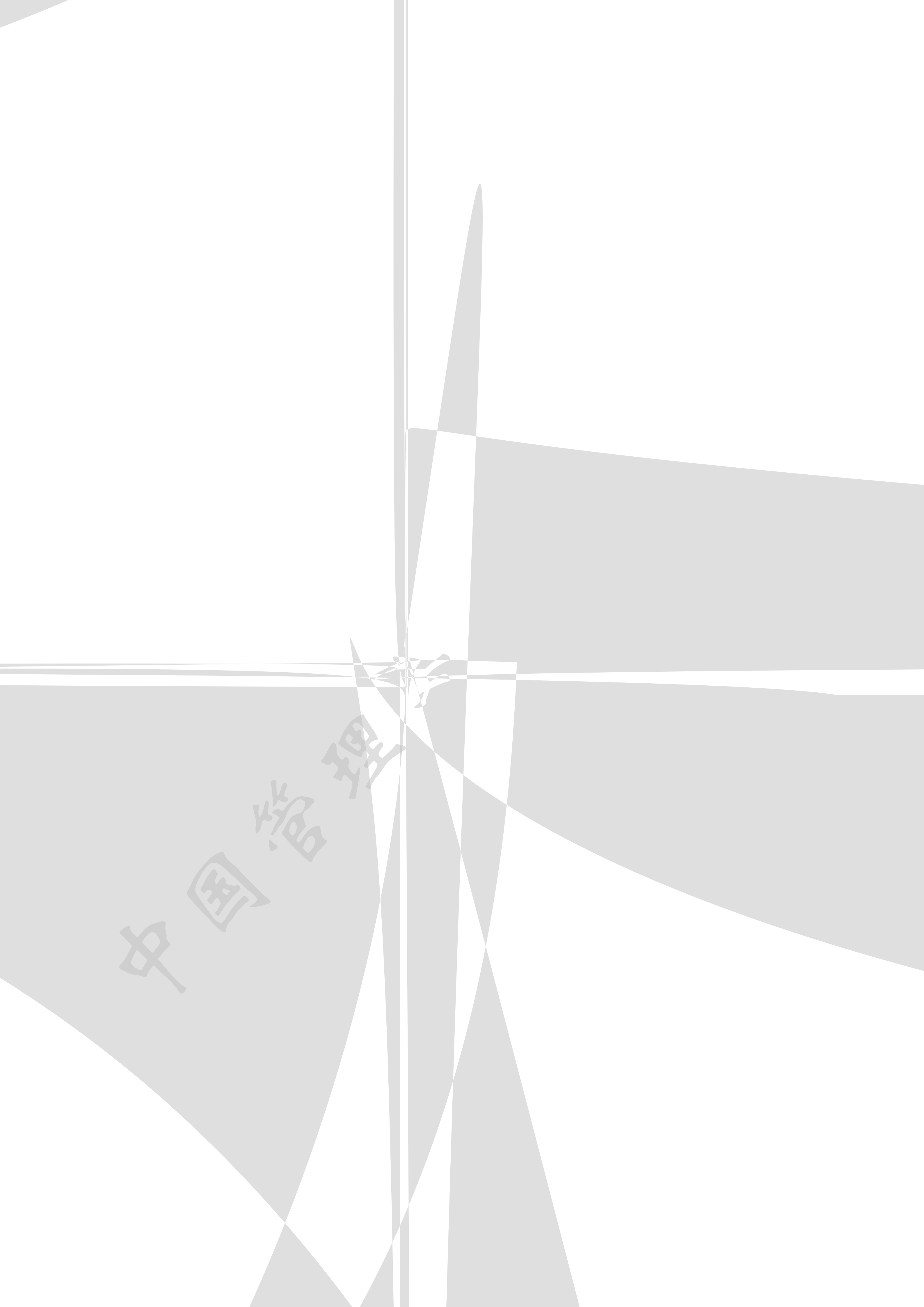

中国管理

[illegible]	[illegible] [illegible]
[illegible] [illegible]	[illegible] [illegible] [illegible]

11,318

案例模板二：中油化建组织变革之路

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2008 11 20 A
2009
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2007 3

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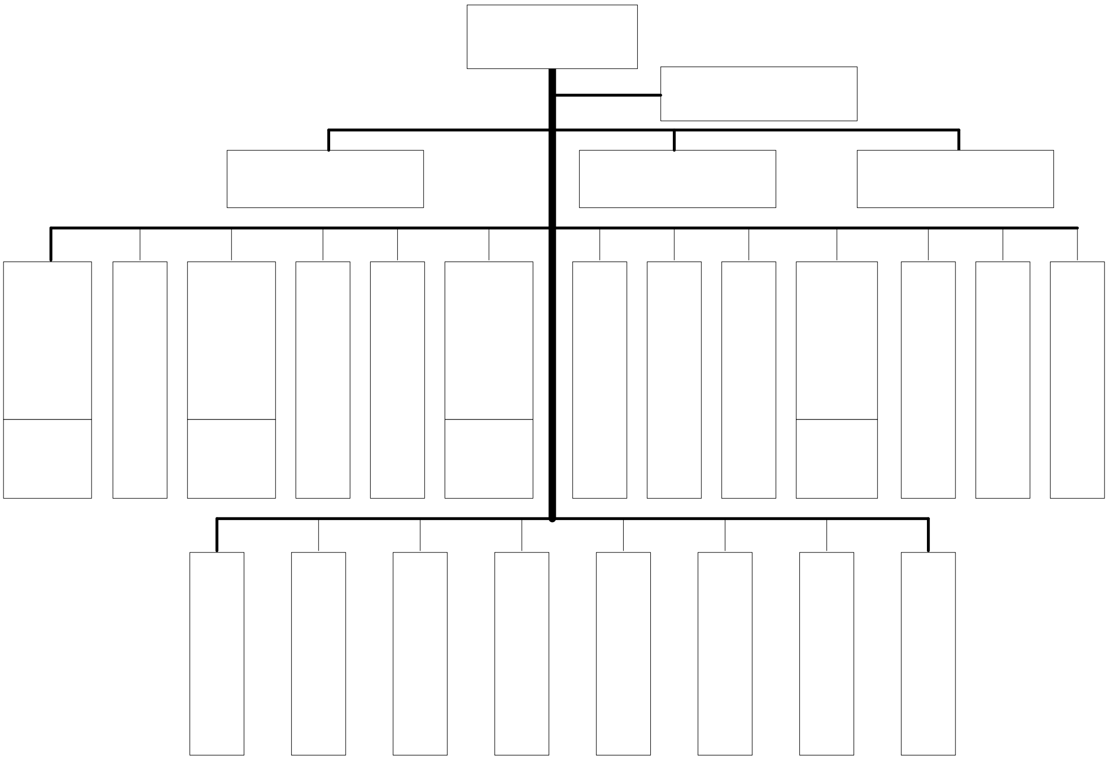

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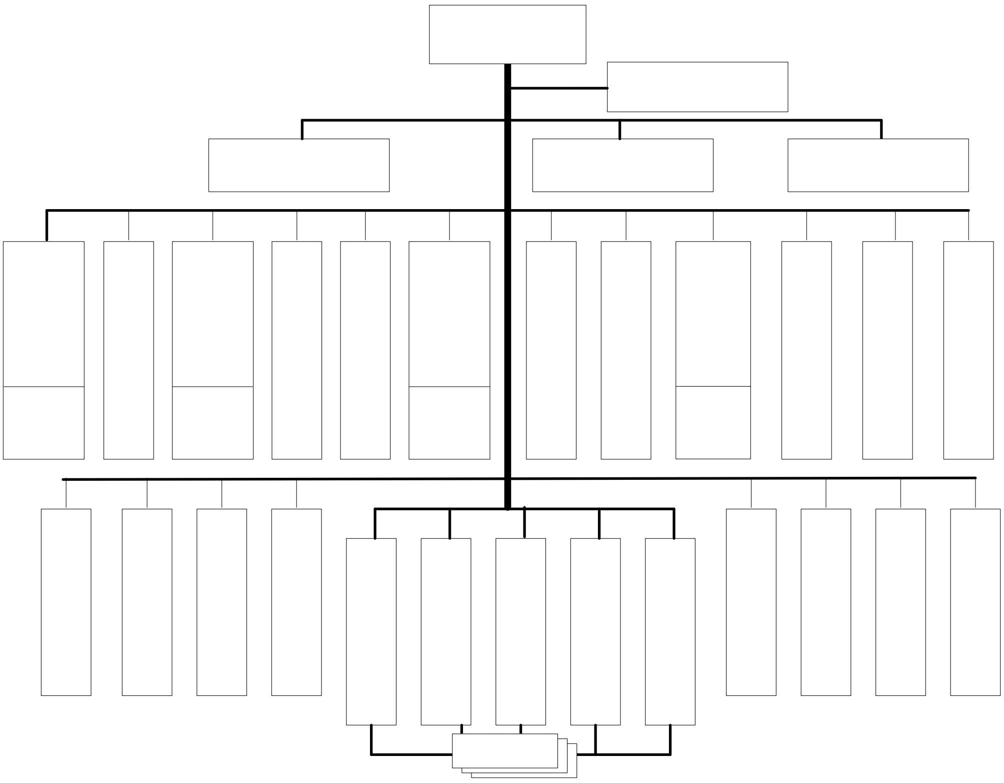

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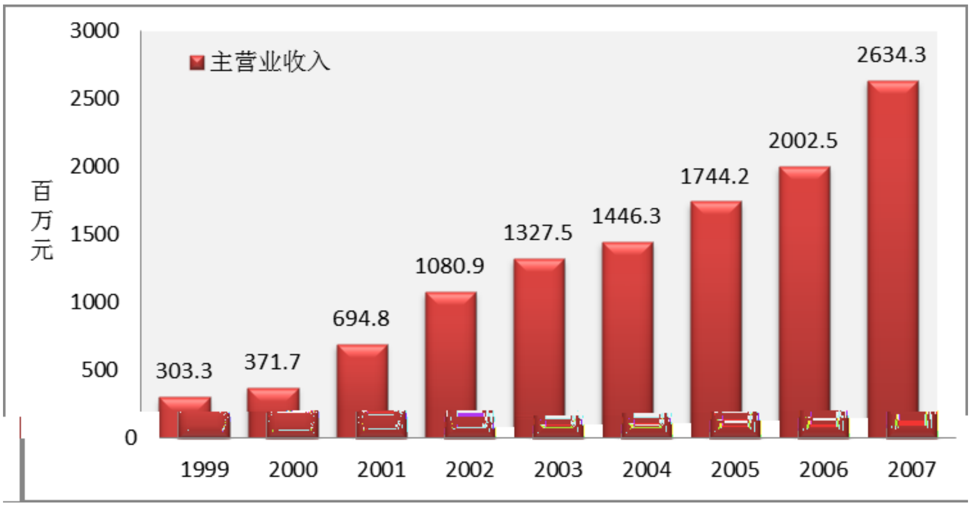
1999-2007 3 4



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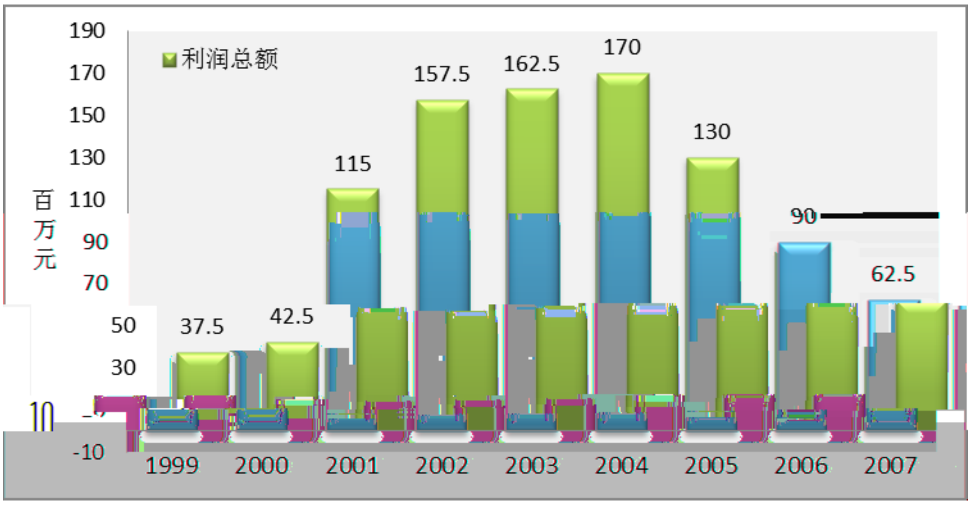

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2006

2007 2

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EPC

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2009

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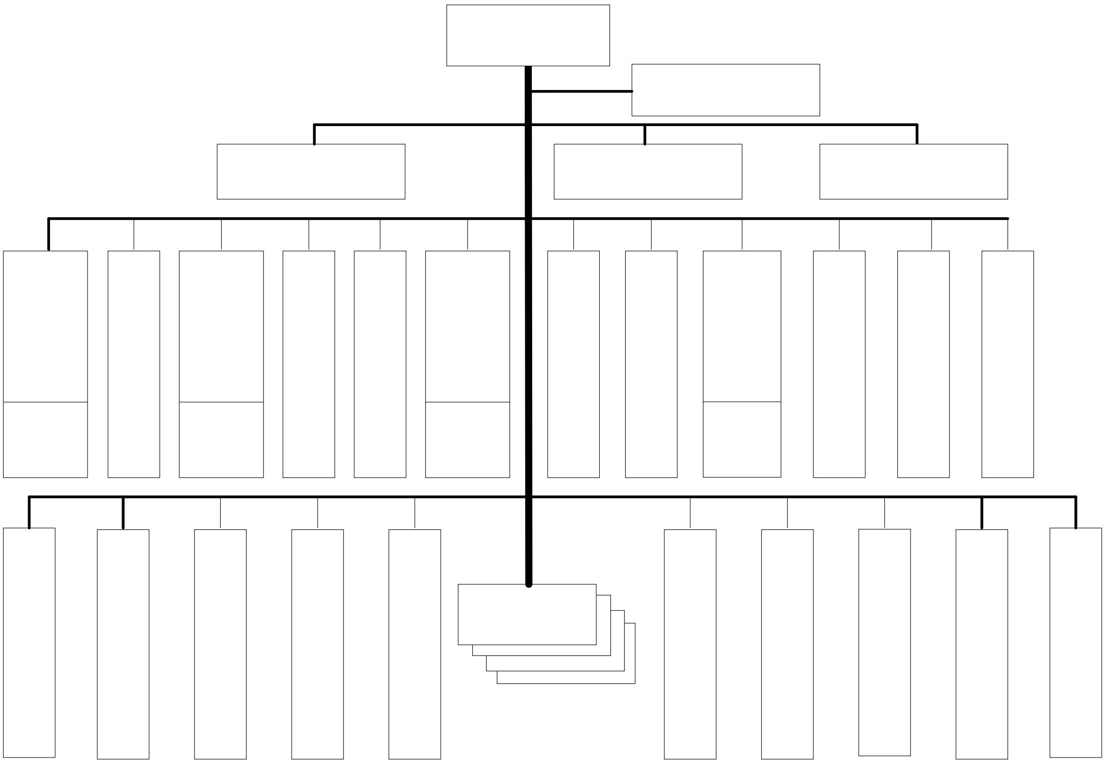

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2009

EPC

The Path of Organizational Changes in JCC

Abstract In order to be accustomed to the increasingly complex and ever-changing external environment, the modern enterprise treats organizational change as an important and indispensable means of survival and development. More and more enterprises achieve the integration of resources, strengthen the strategic objectives and improve the organizational effectiveness through organizational changes. Under the case of the path of organizational changes of China Petroleum JiLin Chemical Engineering &Construction Company(JCC) in the past 10 years, this article elaborates the background, process and results of the organizational changes, as well as other changes embodied in the organizational changes such as the changes of strategic planning, coordination mechanism and remuneration system.

Key words organizational change; organizational structure; project management; strategic planning; case study

(9738)

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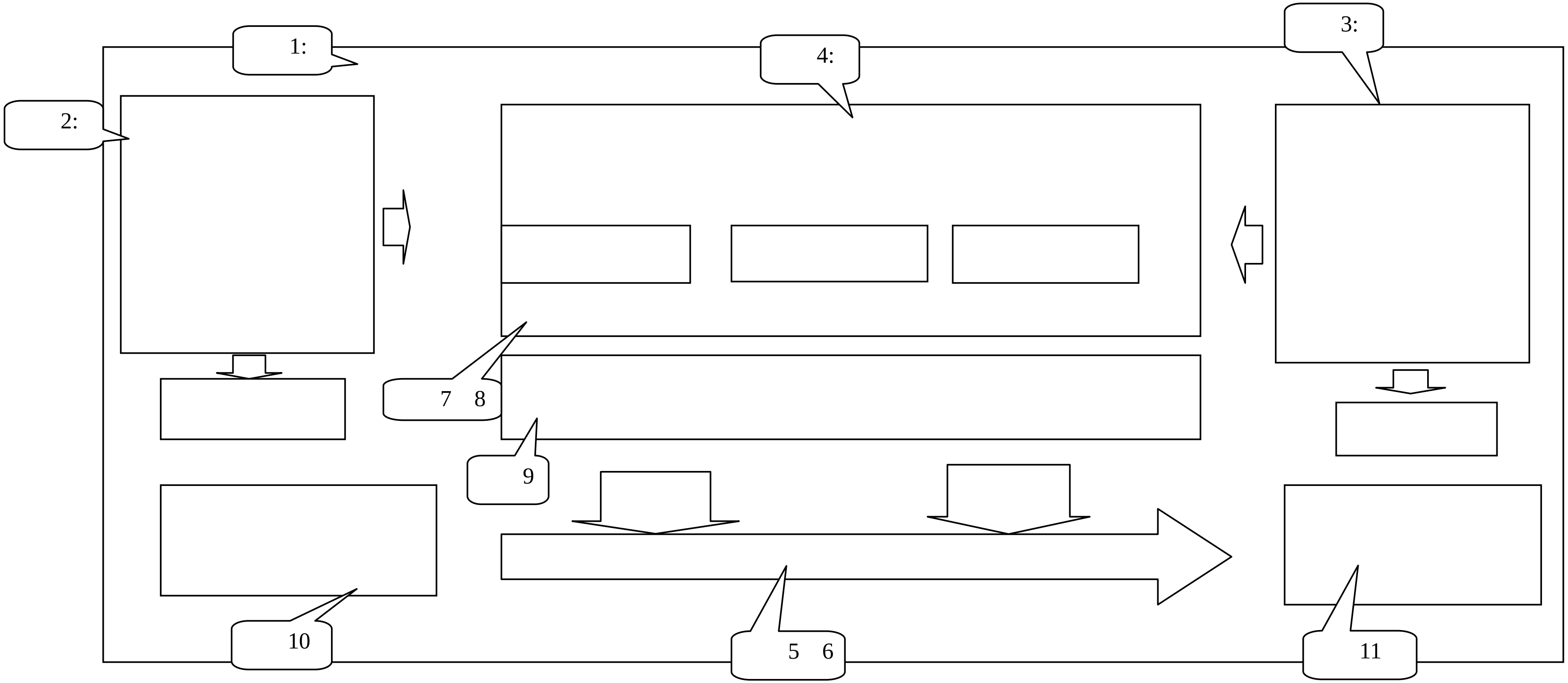
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6749

中国管理

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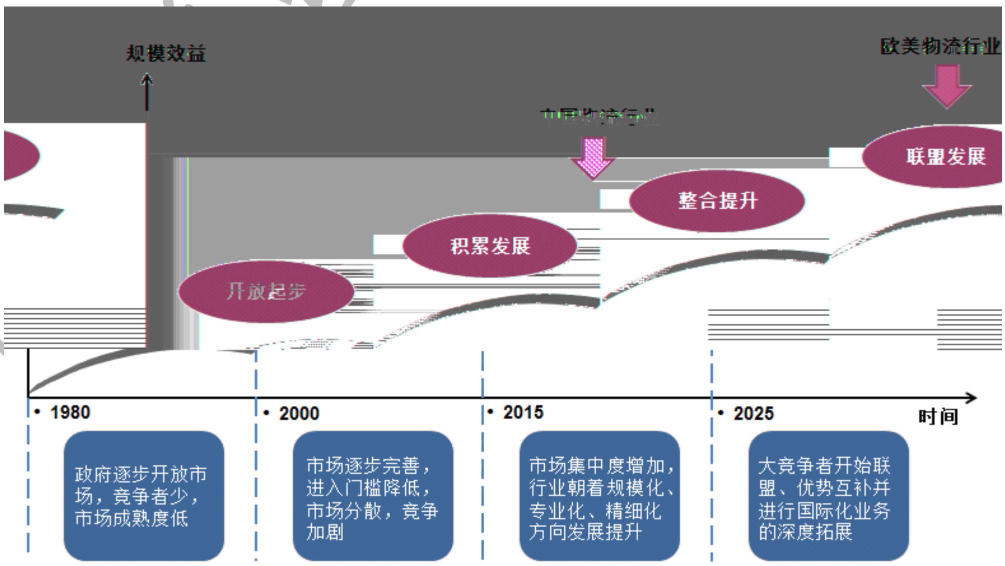
规模效益
欧美物流行业
中国物流行业
联盟发展
整合提升
积累发展
开放起步
1980
2000
2015
2025
时间
政府逐步开放市场，竞争者少，市场成熟度低
市场逐步完善，进入门槛降低，市场分散，竞争加剧
市场集中度增加，行业朝着规模化、专业化、精细化方向发展提升
大竞争者开始联盟、优势互补并进行国际化业务的深度拓展

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中国管理

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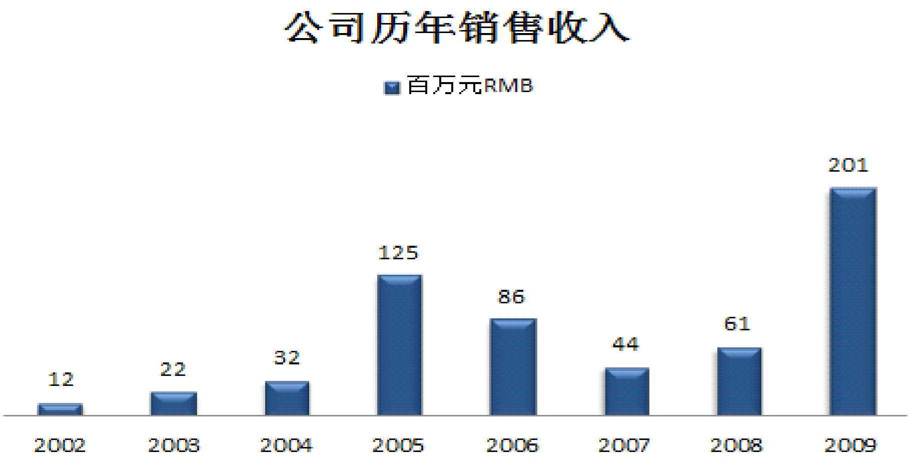

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2001

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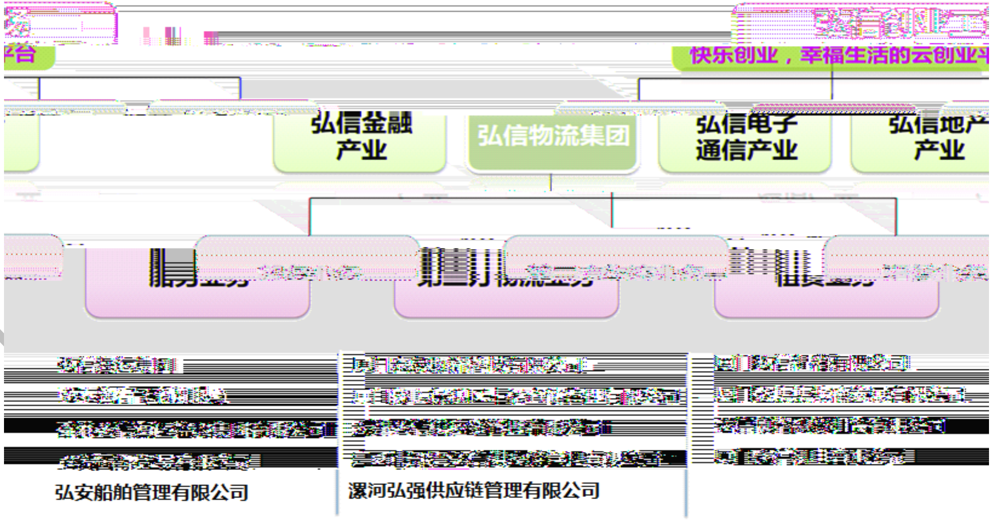
台
快乐创业，幸福生活的云创业
弘信金融产业
弘信物流集团
弘信电子通信产业
弘信地
产业
弘安船舶管理有限公司
漯河弘强供应链管理有限公司

5

中国管理案例共享中

3.2.1

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2007 A 20

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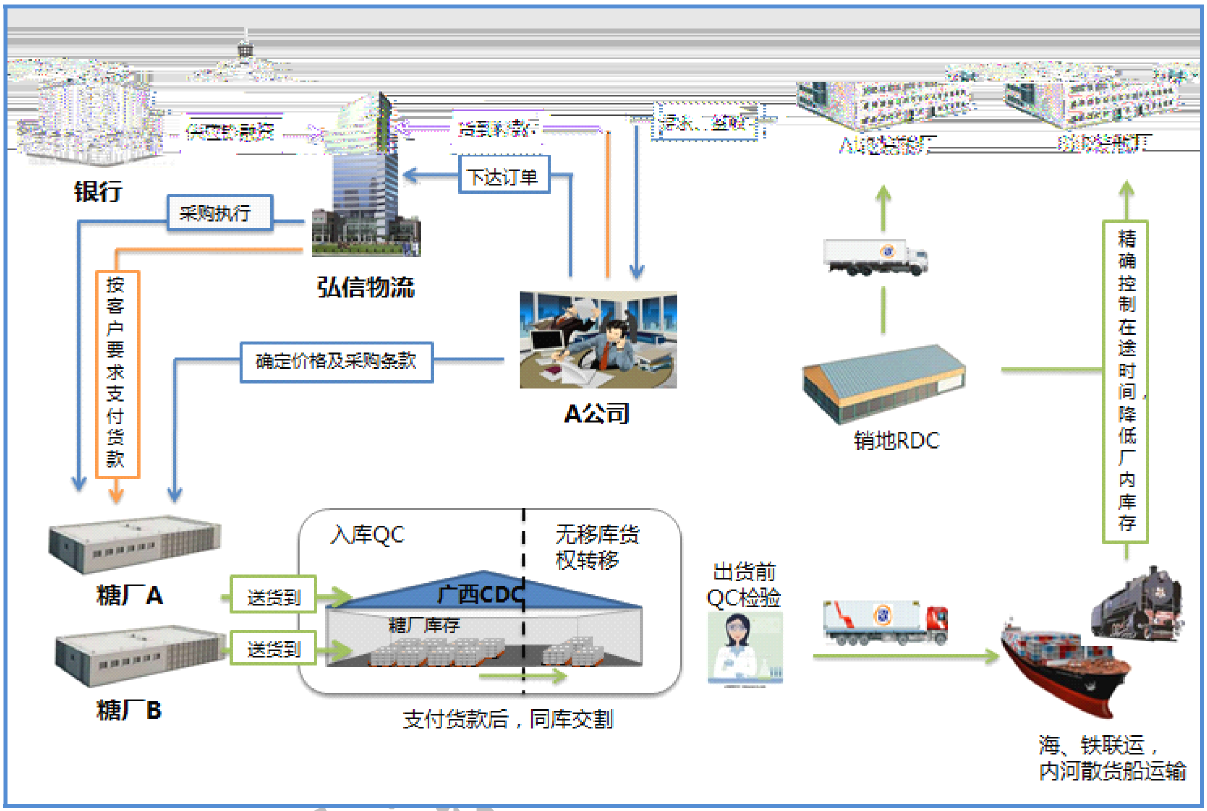
银行
采购执行
弘信物流
下达订单
按客户要求支付货款
确定价格及采购条款
A公司
销地RDC
精确控制在途时间，降低厂内库存
入库QC
无移库货权转移
广西CDC
糖厂库存
糖厂A
糖厂B
送货到
送货到
支付货款后，同库交割
出货前QC检验
海、铁联运，内河散货船运输

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中国管理

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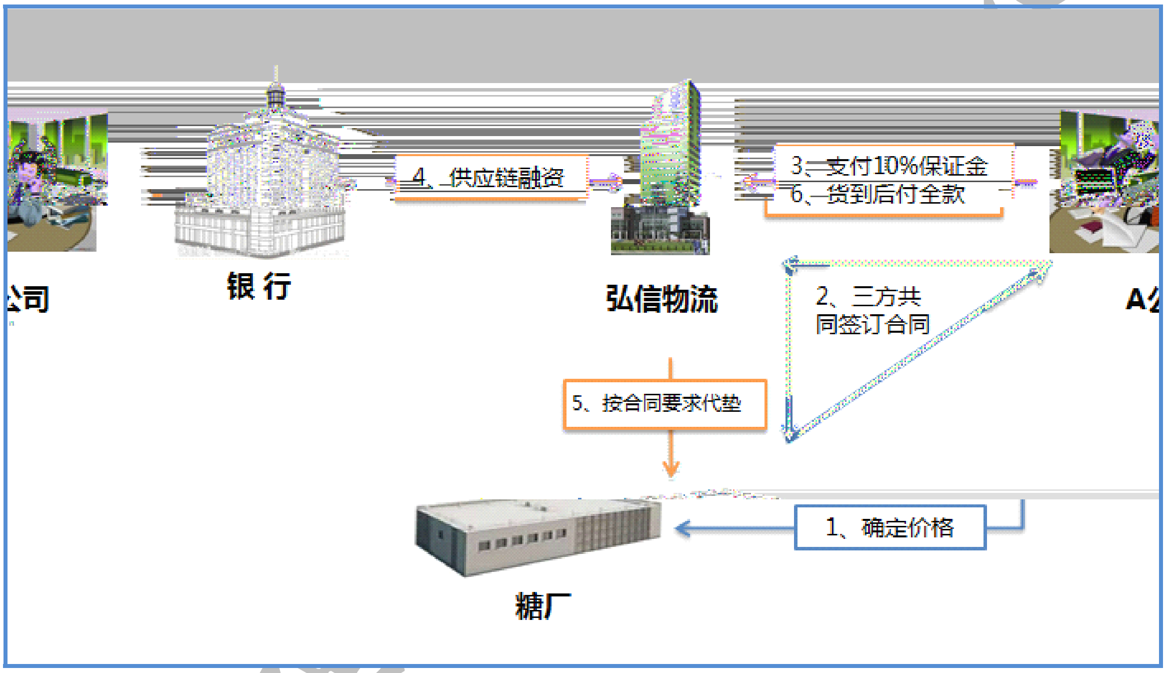
公司
银 行
4、供应链融资
弘信物流
3、支付10%保证金
6、货到后付全款
A公
2、三方共同签订合同
5、按合同要求代垫
1、确定价格
糖厂

7

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A

中国管理

Central Distribution Center CDC

15 / 30 /

A

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2

A CDC

Quality Control

QC

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QC 10 A

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3.3.3

Regional Distribution Center RDC A 20

“ RDC+JIT Just-in-time ”

A

RDC A

2-3

30-40 2-3 8

A

RDC A

中国

3.4

QC

JIT

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“ ”

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8484

Hongxin Logistics-Transformation to the Integrative Service Provider for Supply Chain

Abstract:

Under the development of the logistics industry in the mainland of China, this business case described Hongxin Logistics, a private company, how to transform to an integrative service provider for supply chain from a small company with traditional business about trailer and freight forwarding. With the beginning of a serious fire disaster happened to the central warehouse just five days before the Mid-autumn Festival, the case illustrated President Mr. Zhen Li how to deal with critical challenges, opportunities and related decision-making faced by Hongxin Logistics during different transformation phases. The solutions to Sugar Supply Chain Integration have been emphasized. This case can be used in Operations Management, Supply Chain Management, Strategy Management and Business Model for MBA and senior undergraduates, and it provided a good opportunity to discuss the subjects of supply chain integration, supply chain finance, supply chain inventory, and business model evaluation.

Key words: Supply Chain Management; Supply Chain Integration; Supply Chain Finance; Supply Chain Inventory; Business Model Innovation

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2. A

3. “ ” A

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VMI

CDC RDC JIT

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CDC+VMI+QC +CDC+VMI+QC RDC+JIT

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CDC CDC

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[1] 1

1PL 2PL

3PL 4PL 5PL 5

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[1] . — 1PL 5PL . 2001 . 2001 10 25

中国

中国管理案例共享中

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2 3PL 2003 A “
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2005 A 2007
2007 A

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Non-asset-based

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SAP ERP

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CDC VMI

LMI CDC CDC

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CDC QC A

RDC JIT

RDC

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JIT

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A CDC+VMI+QC

+CDC+VMI+QC RDC JIT

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A 40

20 QC 15 10%

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1 “ ”

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J·

Donald J.Bowersox

Gerard Cachon Christian Terwiesch Matching Supply with Demand: an Introduction to Operations Management McGraw-Hill, 2006 12

90

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VMI CDC

RDC JIT

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CDC+VMI+QC +CDC+VMI+QC RDC+JIT

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2010 2011 2012 6.09

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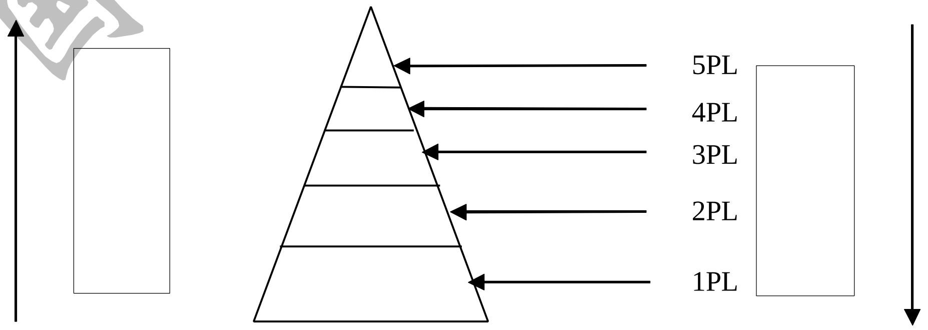
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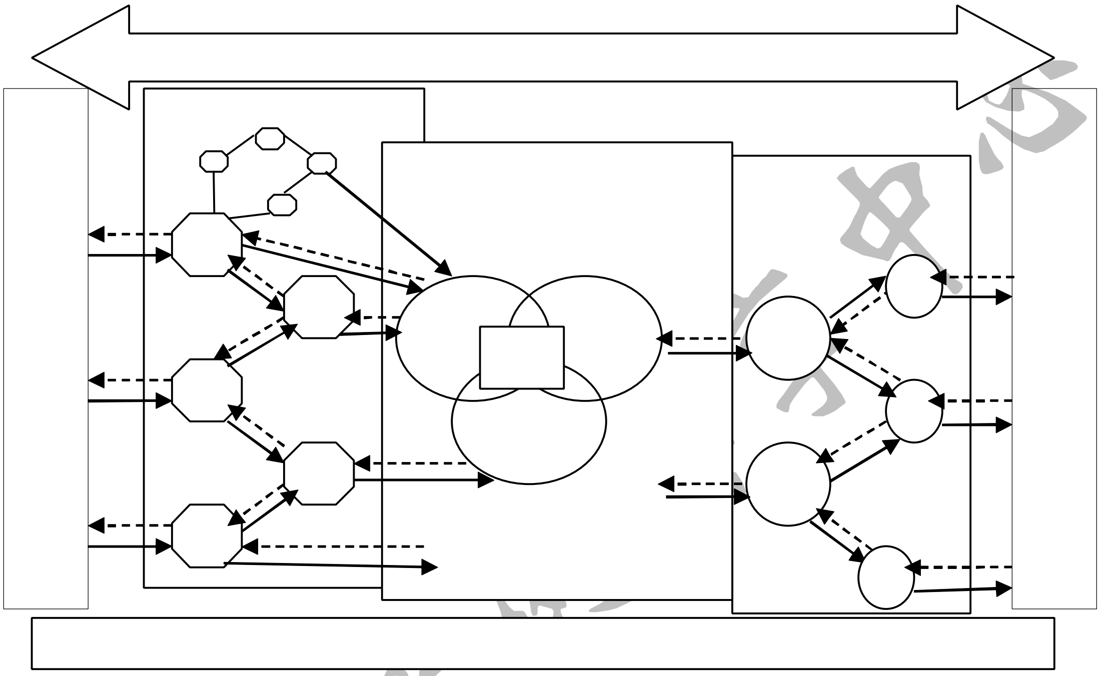

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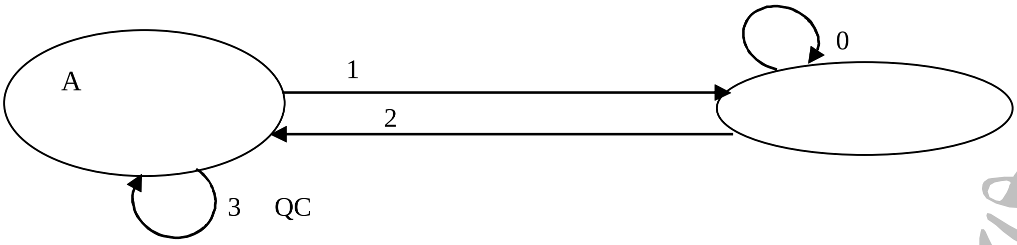

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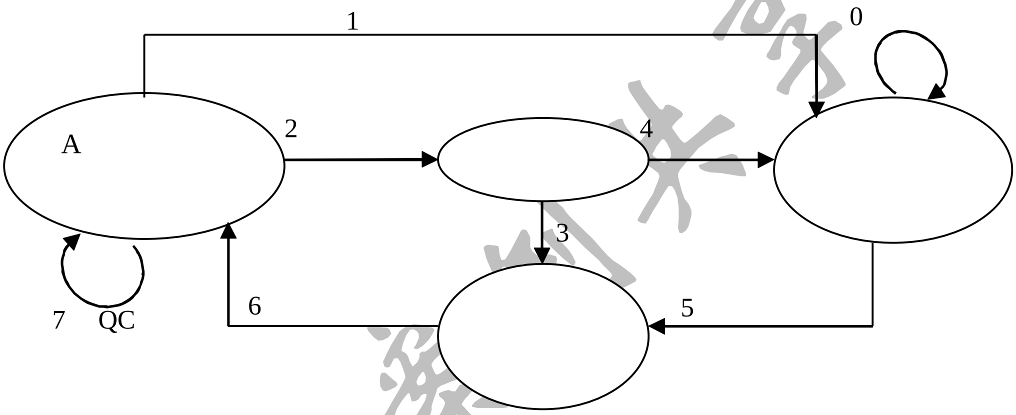
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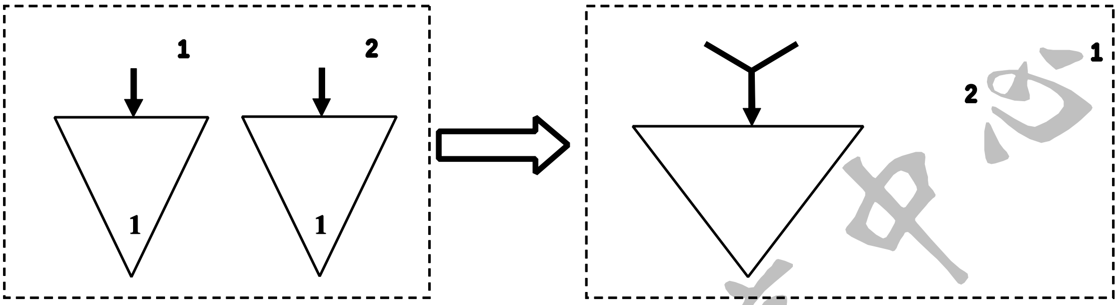

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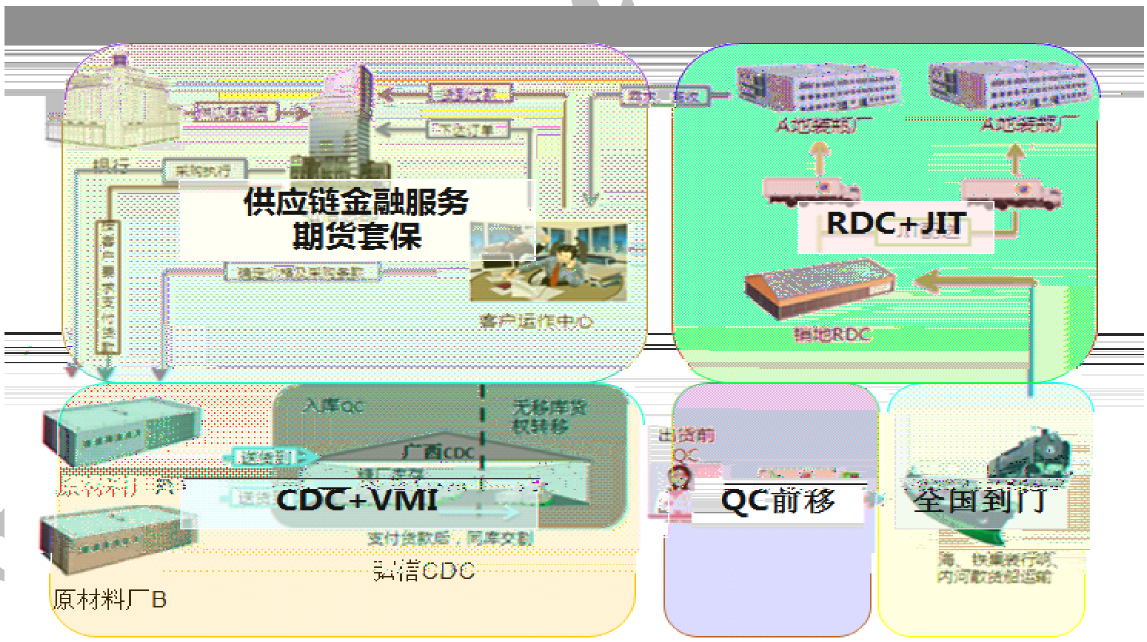
银行
采购执行
下达订单
供应链金融服务
期货套保
客户运作中心
入库QC
无移库货权转移
广西CDC
送货到
CDC+VMI
支付货款后，同库交割
弘信CDC
原材料厂B
A地装配厂
A地装配厂
RDC+JIT
销地RDC
出货前QC
QC前移
全国到门

例共享中心

9

<table>
<tr><td></td><td></td><td>+CDC+VMI+QC</td><td>+CDC+VMI+QC
+RDC+JIT</td></tr>
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<td>VMI A
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QC A
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<tr><td>1</td><td>25</td><td>20 (QC15</td><td>15</td></tr>
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RDC+JIT A
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28 / JIT
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QC
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QC15</td><td>30</td><td>3</td></tr>
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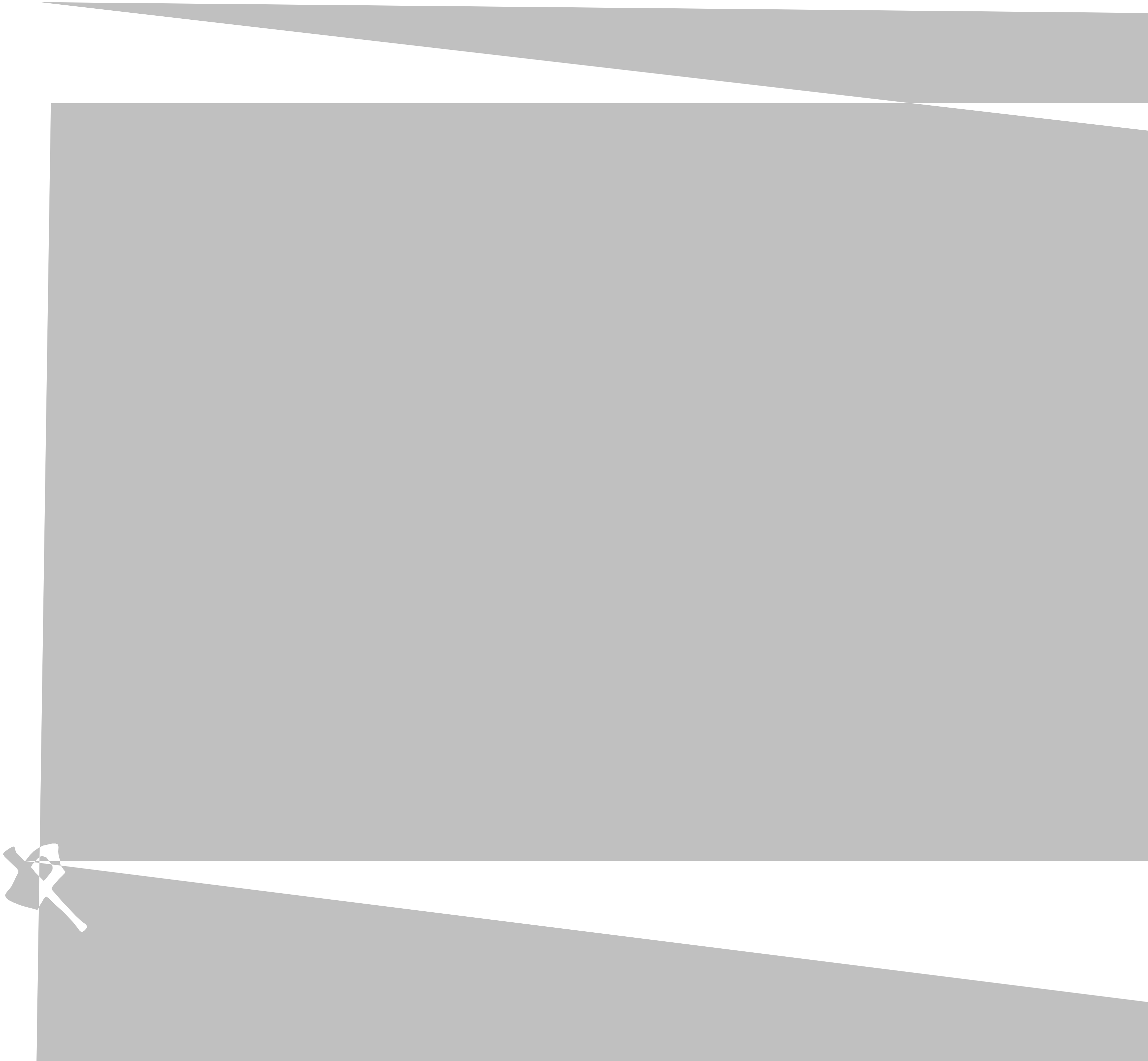

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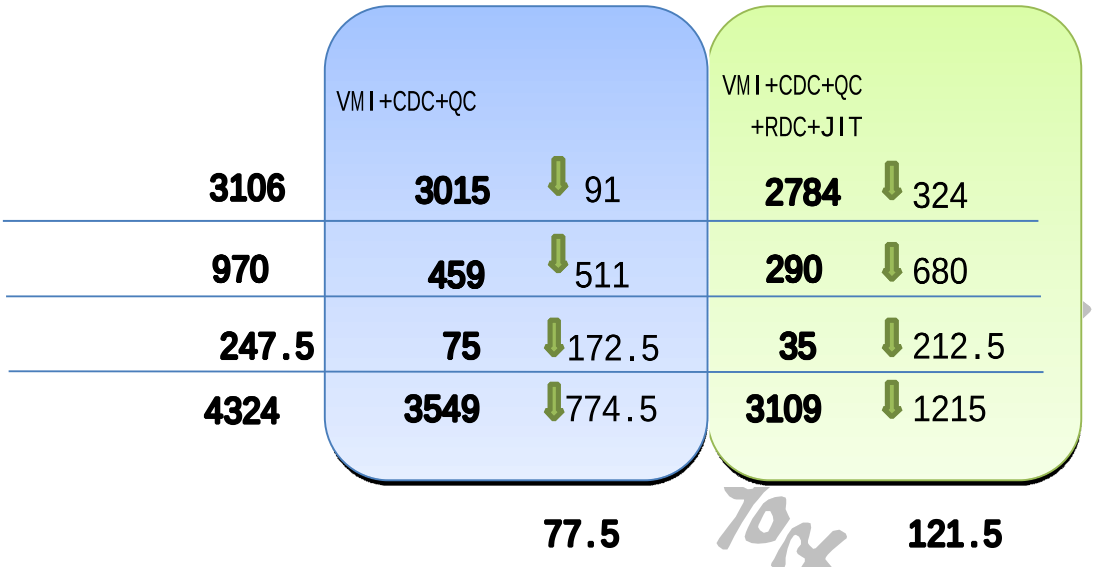
<table>
<tr><td></td><td></td><td></td><td>QC</td><td></td><td></td><td></td></tr>
<tr><td></td><td>5</td><td>20</td><td>15</td><td>0</td><td>25/2</td><td>52.5</td></tr>
<tr><td></td><td>10</td><td>20</td><td>10</td><td>25</td><td>5/2</td><td>67.5</td></tr>
<tr><td></td><td>15</td><td>20</td><td>5</td><td>25
5</td><td>5/2</td><td>72.5</td></tr>
<tr><td>…</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td></td><td>40</td><td>20</td><td>0</td><td>35</td><td>5/2</td><td>97.5</td></tr>
</table>
8333 *5000 / *10%/360 *52.5
=61 5 +20 +15 +25 /2
~ 1665 *5000 / *7 *10%/360
*82.5 =133</td><td>10%
A
4.86%*1.002 =4.87
<table>
<tr><td></td><td>A</td><td>B</td><td>QC
C</td><td>D</td><td>E</td><td></td></tr>
<tr><td></td><td>5</td><td>20</td><td>0</td><td>5</td><td>10/2</td><td>35</td></tr>
<tr><td></td><td>10</td><td>20</td><td>0</td><td>10</td><td>5/2</td><td>42.5</td></tr>
<tr><td></td><td>15</td><td>20</td><td>0</td><td>10</td><td>5/2</td><td>47.5</td></tr>
<tr><td></td><td>20</td><td>20</td><td>0</td><td>10</td><td>5/2</td><td>52.5</td></tr>
<tr><td></td><td>25</td><td>20</td><td>0</td><td>10</td><td>5/2</td><td>57.5</td></tr>
</table>
A+B A
C+D+E A</td><td>10%
A
4.86%*1.002
=4.87
<table>
<tr><td></td><td>A</td><td>B</td><td>QC
C</td><td>D</td><td>E</td><td></td></tr>
<tr><td>1</td><td>20</td><td>30/2</td><td>0</td><td>0.5</td><td>10*3/2</td><td>50</td></tr>
</table>
10000
30 3
1000 10000
30/2=15
A 3
3/2=1.5
20</td></tr>
</table>

中国管理案例共享中

	= QC + /5+ = 85 +62.5 /5+20 =49.5	=35 /10 +4 =7.5	
	2 =621.3 +194 +49.5 =864.8 10 =863.9 *5=4324	1 =301.5 +45.9 +7.5 =354.9 10 =354.9 *10=3549	1 =278.45 +29 +3.5 =310.95 10 =310.95 *10=3109.5

10



	VMI+CDC+QC		VMI+CDC+QC +RDC+JIT	
3106	**3015**	↓91	**2784**	↓324
970	**459**	↓511	**290**	↓680
247.5	**75**	↓172.5	**35**	↓212.5
4324	**3549**	↓774.5	**3109**	↓1215
		77.5		**121.5**

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