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https://www.100test.com/kao_ti2020/503/2021_2022__E8_AF_BB_E6_96_B0_E9_97_BB_E7_c85_503138.htm 缺少高管阻碍中国企业海外扩张 咨询公司麦肯锡(McKinsey)进行的一项中国企业调查显示，缺乏有国际经验的高管，增加了中国企业进行海外收购的难度。 A dearth of executives with international experience is complicating efforts by Chinese companies to make overseas acquisitions, according to a survey of Chinese enterprises conducted by consultants McKinsey. 尽管涉及中国集团的跨境交易数量在加速增长，但75%的受访公司表示，缺少合格高管阻碍了其国际扩张计划。 Although the number of cross-border deals involving Chinese groups was accelerating, 75 per cent of the companies polled said a lack of qualified executives was holding back international expansion plans. “具有国际企业工作经验的中国经理人相对较少，”麦肯锡上海分公司董事长、报告的联合作者欧高敦(Gordon Orr)表示。“特别是缺少某些功能领域的经验，比如并购。” “There are relatively few managers in China with experience of working in an international organization,” said Gordon Orr, a director of McKinsey’s Shanghai office and co-author of the report. “There is also a specific lack of experience in certain functional areas such as undertaking mergers and acquisitions.” 这份报告出台之际，人们正对中国企业的扩张计划猜测纷纷。市场一直有传言称，中国公司将试图对英澳矿业集团力拓(Rio Tinto)发起竞购。力拓已经收到必和必拓(BHP Billiton)的1400亿美元收购报价。 The report comes at a

time of intense speculation about the expansion plans of corporate China, including persistent rumours that Chinese companies will try to put together a counter-bid for Rio Tinto, the Anglo-Australian mining group which has received a \$140bn bid from BHP Billiton. 麦肯锡称，自2005年初以来，中国公司已经达成了价值2710亿美元的海外交易，高于印度公司的2120亿美元。 According to McKinsey, Chinese companies have done overseas deals worth \$271bn since the start of 2005, compared to \$212bn for Indian companies. 然而，中国公司迄今大多回避大型收购，部分原因就是由于缺乏管理专长。中国的银行一直在专注于购买跨国企业少数股权，资源公司则把注意力放在单个矿业项目上。 However, Chinese companies have largely eschewed big takeovers, in part because of a lack of management expertise. Instead, Chinese banks have focused on buying small stakes in multinationals while resources companies have concentrated on individual mining projects. 麦肯锡采访了30家中国领军企业的高管。根据采访结果撰写的这份报告发现，中国的集团没有印度或拉美集团那么大的国际野心。只有50%的受访中国公司表示渴望成为跨国企业，而同类研究数据显示，有79%的印度公司和63%的拉美公司有志成为跨国企业。 The McKinsey study, which was based on interviews with senior executives at 30 leading Chinese companies, found that Chinese groups had fewer international ambitions than peers in India or Latin America. While only 50 per cent of Chinese companies in the survey said they aspired to become multinationals, the figure from parallel studies was 79 per cent for Indian companies and 63 per cent for Latin America. 中国企业表示

，它们常常缺少交易完成后执行并购所需的技能。有半数公司表示，它们在海外目标市场招募高管方面不成功。 Chinese companies said they often lacked the skills needed to implement mergers or acquisitions once deals had been completed and half said they had been unsuccessful at recruiting executives in overseas target markets. 北京世界经济与政治研究所(Institute of World Economics and Politics)研究员张明指出，由于缺乏经验和政治上的反对，中国公司走向海外时必然会遇到问题。他表示，中国公司必须大幅提高业务方式的灵活性。 Zhang Ming, a researcher at the Institute of World Economics and Politics in Beijing, said Chinese companies would inevitably face problems as they go overseas because of lack of experience and political opposition. “ Chinese companies will have to become much more flexible in the way they do business, ” he said. 100Test 下载频道开通，各类考试题目直接下载。详细请访问 www.100test.com