

中国企业的美国往事

作者：丹·斯坦博克 发布时间：2011-3-3 8:15:05 打印 单页 阅读 缩小 还原 放大

导读 尽管联想和中投们已成为美国经济的重要投资者，更多中国企业仍在价值链下端
延伸阅读



丹·斯坦博克



胡锦涛主席和奥巴马总统最近共同会见两国公司高层。全球化的中国公司在美国市场的机会和挑战，正是接下来10年中美经贸关系中真正重要的。中国客人是一些在美国有大量投资的企业领导人，包括联想柳传志、中投楼继伟、万向鲁冠球和海尔张瑞敏。这些先驱通过不懈努力和失败的持续斗争才赢得在此会谈中的位置。

当IBM在2004年12月宣布将把PC业务卖给联想时，在美国引起国家安全和中国国企对美国经济影响的担心。2005年，中海油投标竞购优尼科，遭美国政策制定者们反对。经过这些收购努力后，中国的感觉是尽管美国商业是“开放”的，却并不一直对中国企业开放。然而，中国日益成为美国经济的重要投资者。缓慢但肯定的是，事情正在发生变化。

日本公司早年进入美国，试图在一些领域获得领导权时，美日关系经历了一段坎坷期。但当丰田等在美投资建厂时，也为美国创造了就业，促进了美国出口和发展。现在的中国也一样。美国汽车业不再能提供就业，万向在美国的汽车零部件业务还能。

2009年，中国公司在美国的项目和收购上投资17亿美元，2010年仅前9个月就达28亿美元以上。尽管美中贸易过去有摩擦，美国促进中国在自己土地上投资的行为日益政府化。2010年，美国30多个州的海外贸易办公室在中国注册，以吸引投资。当某些国会议员坚持抵制中国投资者时，州政府官员和城市市长正努力吸引他们。同时，经济下行期房地产价格降低，也使中国公司更乐于在美国建立立足之地，以获得技术、专业知识、市场和自然资源。

现在，中国高科技进口额中来自美国的不到10%。若华盛顿放松对高科技产品出口的控制，中国公司将获得能提高生产力的专业知识，美国则得到可用于就业的资本。收购美国科技资产能

使中国公司更快获得这些能力。比如，联想收购IBM PC就获得了美国科技、一个全球品牌、全球PC市场的一席之地，以及一家居于领先地位的美国跨国公司的管理和营销实践经验。


传统上，“亚洲四小龙”等小而开放的经济体寻求向更大市场出口，这对中国这样的巨型经济体其实也很重要。中国企业试图进入更高级的市场，而且区域贸易协定提供了进入其他市场的入口。北美自由贸易协议下，在美国有基地的中国制造企业能进入更广阔的北美市场。

根据工业化和城市化等发展阶段，中国增长有赖于原油、天然气和矿产等自然资源和原材料。尽管聚焦于资源丰富的非洲、拉美和澳大利亚等，中国还是寻求投资美国的自然资源。

不管中国公司在美国寻求技术、市场还是自然资源，它们都帮助自身、合作伙伴和在中国的承包商向价值链更上游迈进。

获得专业知识在太阳能和其他新兴产业中至关重要。进入美国使中国清洁能源先锋得以避免贸易壁垒，利用美国政府对替代能源的热情，同时可为家乡市场获得经验。全球最大太阳能电池制造商尚德的美国装配线能极大减少运输费用，使用的制造设备比无锡总部更高级，并在一个增长中的发达国家市场占据位置。但现在，尚德的成功案例还是孤例。尽管出口额很大，许多中国制造企业出口到美国的产品只占整体价值20%甚至更少。美国企业设计和订购了这些产品，它们在码头接货，然后进行分销和营销，并在零售渠道中贩卖，赚取大部分价值。

成功的发达国家跨国公司都追求主导价值链和产业集群以获得大多数价值。通过进入价值链各环节向上游转移对中国公司非常重要，这样才能得到更多最终价值。在美国的中国公司在中国经济向下一阶段转型扮演非常关键的角色，而这些最终将提高中国人民的生活水平。

(来源：)

本文内容版权归环球企业家网站或由内容合作伙伴授权提供，未经环球企业家网站书面许可，任何组织及个人（包括博客及个人空间）不得复制、转载、摘编，或在环球企业家网站所属的服务器上做镜像或以其他任何方式进行使用。

如需转载请认真遵守相关版权声明。反馈:ge.feedback@gmail.com)

关键字：中国企业 美国 清洁能源 跨国公司

"Global Entrepreneur" magazine was launched in July 1993 to "promote the internationalization of Chinese business." It is currently the sole international high-end business magazine. It features world-class companies, entrepreneurs and legendary business figures. It is also focused on the international competitiveness of Chinese companies.

With its international vision and professionalism, "Global Entrepreneur" is committed to comparative analysis. It provides reports on globalization, leading business stories and insights, and foreign business people, in order to build communities without borders. "Global Entrepreneur" is widely seen as the most influential of the mainstream business magazines in China.

Global Entrepreneur "magazine is sponsored by the Chinese Writers Publishing Group. A single issue includes 10.4 million copies; daily updates can be retrieved from the "Global Entrepreneur" website [www. Gemag.com.cn](http://www.Gemag.com.cn) also ranks in the forefront of the domestic commercial media; annual "Global Entrepreneur Summit" has become the number gathering place for international and foreign business elite.

In 2009, "Global Entrepreneur" Daily News joined the ranks of the 21st Century, 21st Century Media Group, and Department of the South. Among the newspapers, the flagship brands include "21st Century Business Herald", "financial weekly" "21st Century Business Review," "Business Travel" and 21 other brands.

CHINESE COMPANIES IN AMERICA

By Dan Steinbock

Despite obstacles, Chinese companies are expanding in the United States. In the coming decade, these pioneering efforts will benefit both great nations.



丹·斯坦博克

During President Hu Jintao's four-day visit in the United States, Washington and Beijing agreed on \$45 billion in U.S. export deals and to give U.S. companies greater access to China's \$88 billion-plus government contracts market.

The U.S. media was far less interested in the other side of the coin; the access of Chinese companies into the U.S. marketplace.

And yet, it is this side of the equation – the opportunities and challenges of globalizing Chinese companies in the U.S. marketplace – that will be the real story in the coming decade.

Real assets reduce friction

During the state visit, senior executives of U.S. and Chinese companies participated at a meeting hosted by President Obama with President Hu. The Chinese guests comprised

some of the business leaders from firms that have made significant investments in the United States, including Liu Chuanzhi, the founder of Lenovo; Lou Jiwei, chairman of China Investment Corp; Lu Guanqiu, the founder of Wanxiang Group; and Zhang Ruimin, Haier's legendary chief executive.

These pioneers earned their place in the meeting through tireless efforts and persistent struggle against odds.

When IBM in December 2004 said that it would sell its personal computer division for \$1.75 billion to Lenovo, the announcement sparked vocal concerns in the U.S. over national security and the Chinese state-owned enterprises (SOEs) in the U.S. economy.

In 2005, the China National Offshore Oil Corporation (CNOOC) made a bid to acquire the U.S. energy company Unocal for \$18.5 billion. However, the proposed deal was met with resistance by U.S. policymakers.

After these acquisition efforts, the perceived signal in China was that, while the U.S. is "open for business," it has not always been open for Chinese business.

Nonetheless, in the past few years, China has emerged as an increasingly important investor in the U.S. economy. Despite intense competition, Lenovo has steadily built a position in the U.S.-dominated technology sector. In turn, CNOOC succeeded purchasing a stake in a US shale oil and gas field for \$1.1 billion late last year.

Slowly but surely, things may now be changing. And that is good news to both the Chinese pioneers in the United States and the U.S. investors in China.

When Japanese companies arrived in the United States capturing leadership in several industries, U.S.-Japanese relations went through a very rocky period. However, when Toyota, Sony, Honda and other great Japanese companies began to invest in U.S.-based factories, they also created American jobs, promoted growth and increased U.S. exports. Now China is following in the footprints.

When the U.S. car industry can no longer provide employment, the auto parts business of Wanxiang America can sustain employment. Today, Wanxiang is an economic development success story in Chicago, along with Yuanda, a maker of glass products with a downtown Chicago office, and Huawei, the global telecom giant with operations in Rolling Meadows.

Accessing valuable assets

In 2009, Chinese companies invested \$1.7 billion in U.S. projects or acquisitions. Last year, they invested over \$2.8 billion in just nine months. Chinese investment in America is taking off.

Despite the past U.S.-Chinese trade friction, Chinese investment in the U.S. is now increasingly promoted at the state level. Last year, more than 30 U.S. state overseas trade offices were registered in China, in order to attract Chinese investment to their home states. Even as some members of Congress continue to resist the arrival of Chinese investors, governors of states and mayors of cities are increasingly dedicating their efforts to attract Chinese companies.

At the same time, the economic downturn has reduced the distressed asset prices in America. As a result, Chinese companies are increasingly seeking to establish foothold in the U.S., in order to access technology and know-how, markets, and natural resources.

Access to technology and know-how. Today less than 10 percent of China's high-tech imports in terms of value come from the U.S. If Washington were to relax its export controls on high-tech products, Chinese companies would gain know-how for productivity, while the U.S. would gain capital for employment. For now, the acquisition of U.S. technology assets can provide access to such capabilities faster. For instance, Lenovo's acquisition of IBM's personal computing division provided the Chinese company ownership of U.S. technology, a global brand (Thinkpad laptop), a position in the worldwide global PC market, as well as access to the management and marketing practices of a leading U.S. multinational company.

Access to export markets. Typically, small and open economies, such as the East Asian tigers (Singapore, Hong Kong, South Korea, Taiwan) seek access to large export markets. But such access can also be vital to colossal economies such as China. On the one hand, Chinese companies may seek entry to advanced markets to capitalize on infrastructure that facilitate global trade. Moreover, regional trade agreements provide entry to multiple markets. Under the North American Free Trade Agreement (NAFTA), U.S.-based Chinese manufacturing companies enjoy access to extensive distribution spanning North America, facilitating cross-border trade with neighboring Mexico and Canada. As a result, Chinese companies can use their U.S. operations as a home-base and entry point for expansion into new markets.

Natural resources. Due to China's stage of development – industrialization and urbanization – China's growth is dependent on natural resources and raw materials, including crude oil, natural gas and minerals. Although focused on resource-rich nations in Africa, Latin America and Australia, China has also sought to invest in U.S. natural resources. While CNOOC's bid for Unocal in 2005 failed, more recent efforts have been more successful, including CIC's \$1.6 billion purchase of a 15 percent stake in U.S. power company AES Corporation in 2009.

Moving Higher in the Value Chain

Whether Chinese companies arrive in America to access technology, markets, or natural resources, they all help themselves and their partners and sub-contractors in China to move higher in the value chain.

The quest for know-how is vital in solar panels and other emerging industries. Entry to the U.S. allows Chinese clean energy pioneers to avoid trade barriers and capitalize on the U.S. government's alternative energy push, while learning valuable lessons for their home market.

For Suntech, the world's largest producer of solar panels, the U.S. assembly line ensures great savings on shipping costs plus a foothold in a growing advanced market. In its U.S. Goodyear plant, the company can use more advanced manufacturing equipment than in Wuxi. Over time, Suntech can also integrate the same manufacturing technology in China.

For now, however, the Suntech's success story is the exception rather than the rule. Despite their export success, many Chinese manufacturers receive 20 percent or less of the value of the merchandise they export to the U.S. market. It is the American companies who design and order the products, receive them at the ports, distribute and market them and sell them at retail, that capture most of the value.

Take, for instance, iPhone 4, the highly popular smartphone. While Apple owns the brand, it has no production. Everything is outsourced. And while tens of thousands of Chinese assemble the product in huge factories in Guangdong, only an estimated 7 percent of the value stays in China.

Naturally, the value capture is not an American peculiarity. The same goes for many successful multinationals from Europe and Japan, which dominate their value chains and industrial clusters and thus extract most of the value today.

It is thus vital for Chinese companies to move higher in the value chain, by increasing their presence in all relevant stages of the value chain that contribute to the final value.

In this way, Chinese companies in America also make a critical contribution China's transition to the next stage of economic development, which, ultimately, will raise living standards in China.

Dr Dan Steinbock is the Research Director of International Business at the India, China and America Institute (USA) and Visiting Fellow at Shanghai Institutes for International Studies (China)