

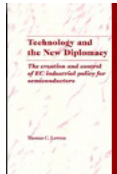
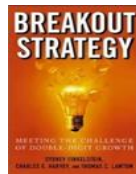


掌握變革和轉型



# 關注未來

Thomas C. Lawton 教授



**NO LOGO**  
NAOMI KLEIN

**The World Is Flat**  
A BRIEF HISTORY OF  
THE TWENTY-FIRST CENTURY  
Thomas L. Friedman

**RUNAWAY  
WORLD**

"An Intellectual Powerhouse"  
—The New Yorker

20 年前，世界似乎截然不同

**BORDERLESS  
WORLD**

POWER AND  
STRATEGY IN THE  
INTERLINKED  
ECONOMY

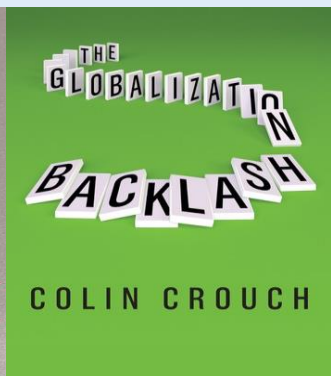
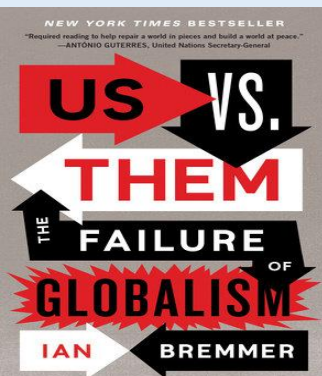
MANAGEMENT LESSONS IN THE  
NEW LOGIC OF THE GLOBAL  
MARKETPLACE



**The Retreat  
of the State**

The Diffusion of  
Power in the  
World Economy

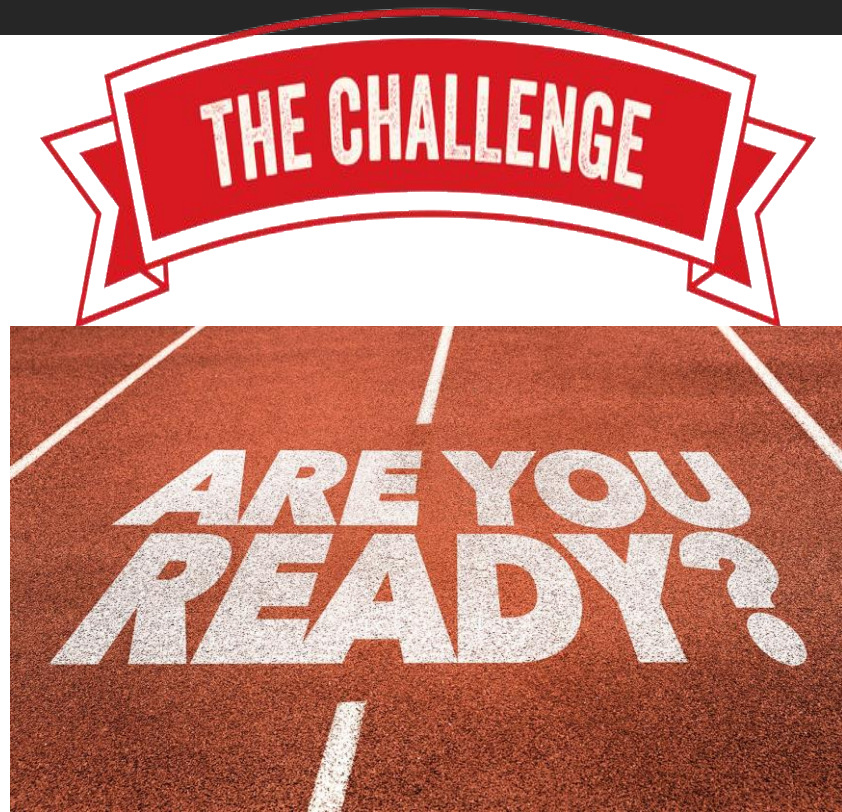
Susan Strange



如今，國際商業的全球競爭環境已經不可避免地改變了



**全球競爭力的 8 項  
考驗：您將如何通  
過？**

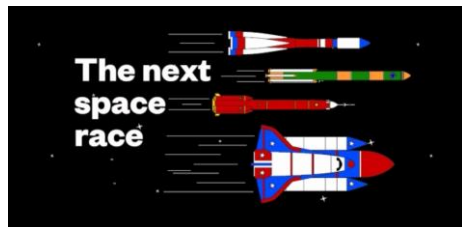




回歸多極化，歷史告訴我們，這本質上是不穩定的



NATIONAL BESTSELLER  
"Thucydides' Trap identifies a cardinal challenge to world order."  
—HENRY KISSINGER, *former US secretary of state*  
**DESTINED FOR WAR**  
CAN AMERICA AND CHINA  
ESCAPE THUCYDIDES'S TRAP?  
**GRAHAM ALLISON**





# 民粹主義和保護 主義的興起







# 新前沿經濟體的出現 和參與





# 氣候變化與生態失衡





# 人口增長以及水和 食品安全的不確定 性





# 新技術界限與網絡安全風險



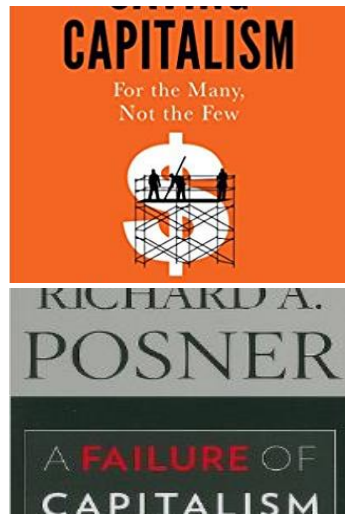
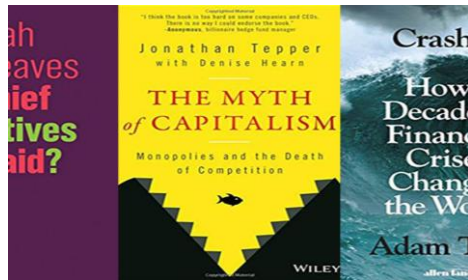


# 跨境疫情和恐怖主義的威脅





# 資本主義危機和 對 (大) 企業缺乏 信任





# → 最佳戰略應對

要去哪裡？

- 商業因素 (市場戰略)
- 非商業因素 (非市場戰略)

如何到達？

- 進入模式
- 組織結構

如何管理？

- 價值主張一致性
- 業務模式協調
- 總部-子公司關係

如何應對 VUCA？

- 正式/非正式機構 (規則/法律、文化/價值觀)
- 政治風險
- 利益相關者管理



## 跨越國界的 突破

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在國外建立營運和/或市場地位，不再僅限於大型、成熟企業的專利。

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對於大多數公司而言，國際擴張是加快增長的一部分

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如果要有效管理單位成本並實現收入的快速增長，走向國際市場已經是必然，而非選擇性的

價值鏈大多是跨越國界建構的，然而全球市場的不穩定性意味著企業愈來愈多地尋求在離岸生產、近岸生產和本地供應之間取得平衡

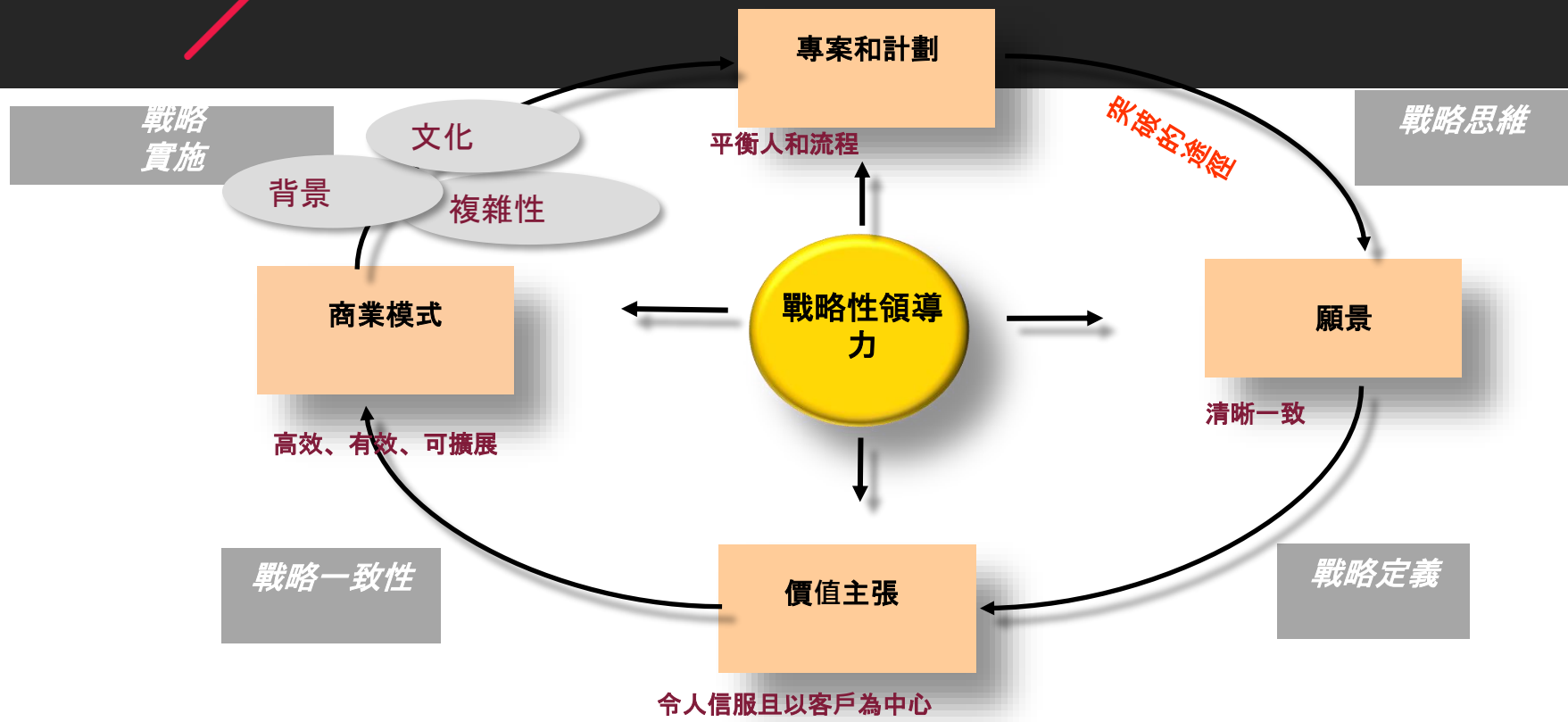




## 確保海外戰略 平衡

### 國際戰略中的平衡 變革和 一致性

- 願景、價值觀和價值主張 (3 V) 必須一致 (儘管價值主張可能會有所不同)
- 根據背景、文化和複雜性 (3 C) 調整您的業務模式和實施計劃





然而隨著機會的出現，也伴隨著風  
險



「您應該認真對待那些看似牽強的政治風險，這些風險可能對您的企業造成影響」。

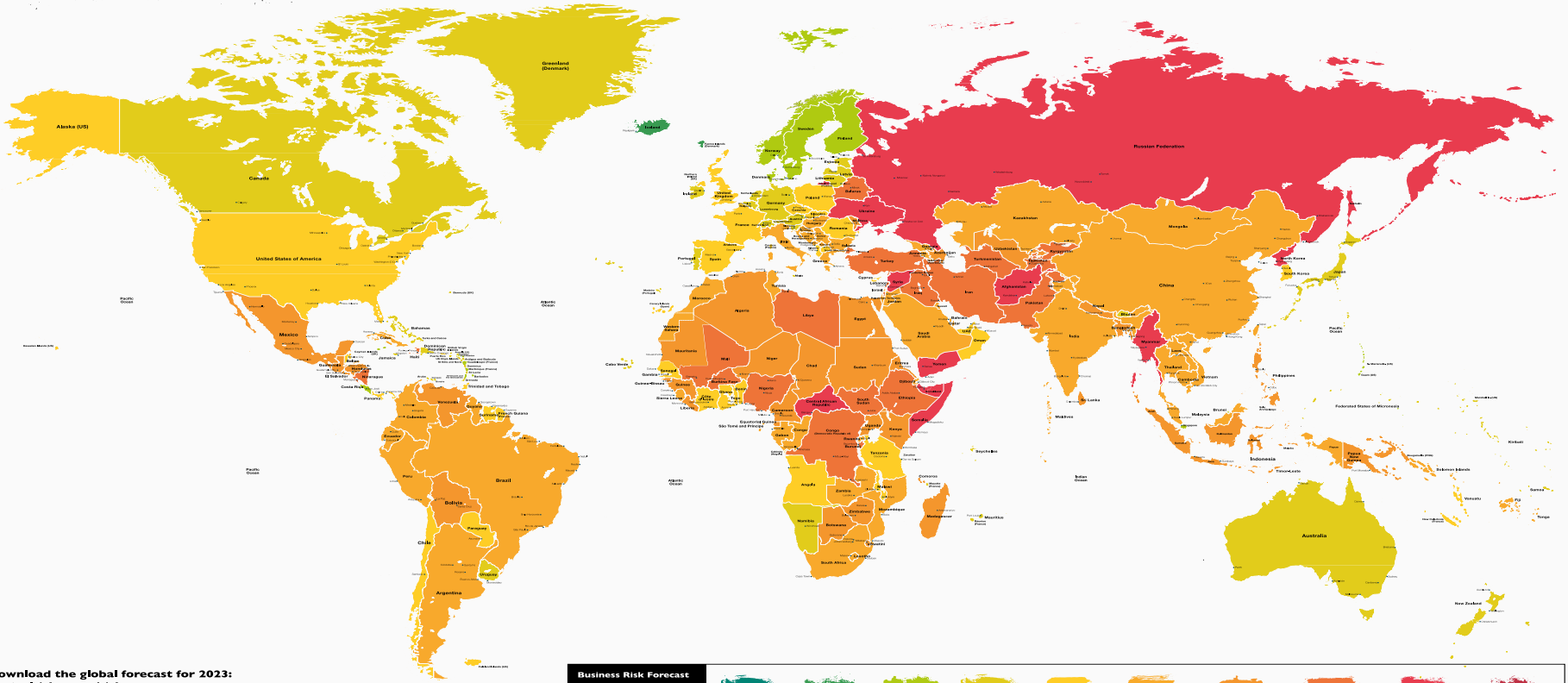
**Fred Smith, FedEx  
創始人、董事長兼執行  
長**



「隨著分歧不斷加深，企業必須清楚展現對其營運國家、地區和社區的承諾，尤其是在關乎全球未來繁榮的核心議題上。」。



**Larry Fink, BlackRock 董事長兼執行長**



**Download the global forecast for 2023:**  
[controlrisks.com/riskmap](https://controlrisks.com/riskmap)

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**Business Risk Forecast**  
This is an outlook for the business risk environment in each country on a temporal scale. The score is a composite risk score that factors in Control Risks' political, security, operational, regulatory, cyber and integrity risks. Each rating reflects our outlook regarding overall risks to business at the end of 2023 taking into account known or anticipated trends and developments that could impact the business environment during the year.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>Very low-stable</b>	<b>Very low/increasing/low-increasing</b>	<b>Low-stable</b>	<b>Low-increasing</b>	<b>Medium, decreasing</b>	<b>Medium, static</b>	<b>Medium, increasing/high-increasing</b>	<b>High, static</b>	<b>High, increasing/very high-increasing</b>	<b>Very high-stable</b>
Risks to business very low and stable. A business environment that will be predictable, stable and supportive.	Between very low and low risk the business environment will be generally benign but subject to change.	Risks to business low and stable. A business environment that will be generally predictable, stable and benign.	Risks to business low but increasing. Generally benign but posing some challenges that require management.	Risks to business moderate and static. Some areas will pose challenges to business that will be manageable.	Risks to business moderate and static. Some areas will pose challenges to business that will be manageable.	Between medium and high risk, and subject to change, posing moderate threats to business. Intensive risk management required.	Risks to business high and static, posing significant challenges to business and subject to change. Intensive management needed to maintain operations.	Between high and very high risk, posing significant challenges to business and subject to change.	Risks to business very high and remaining so, posing normal business operations. Special precautions required to operate.