



China Europe International Business School (CEIBS)

Centre for Automotive Research



CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

中欧国际工商学院

Needs Among Domestic and Foreign Auto Firms

Both domestic and foreign automotive manufacturers are facing various challenges that differ somewhat. CEIBS Centre for Automotive Research aims at putting equal attention to them in order to foster and nurture Sino-foreign cooperation activities in both academia and practice.



Vision

The vision of the CEIBS Centre for Automotive Research is to establish a world-class academic center for automotive industry studies that can generate novel knowledge related to the Chinese market and disseminate it to students and industry professionals through education and training activities.

Mission Statement

The CEIBS Centre for Automotive Research delivers value to its academic and industry partners through provision of thought leadership and expertise through world-class research and training activities, and also by bringing them together through international network and community building activities.

Goals and Objectives

Across all academic disciplines, the objectives of the new center are fourfold:

- To offer high quality education to students, with standards comparable to leading international business schools.
- To provide excellent executive training to Chinese and foreign industry professionals.
- To conduct cutting-edge and applicable research in close collaboration with the industry to identify best practices and provide guidance.
- To create and maintain a world-wide network of academics and industry professionals in order to promote knowledge exchange.

Focus Areas

The CEIBS Centre for Automotive Research is cross-disciplinary, focusing on the following areas (but not limited to):



Core Activities

The CEIBS Centre for Automotive Research focuses on four key areas of activities:



Background and Motivation

The CEIBS Centre for Automotive Research was officially inaugurated in September 2010 as a response to the demand from automotive manufacturers operating in China. The motivation for centre stems from increasing needs for novel knowledge and the need for a high-level platform that can facilitate exchange of thought leadership between academia and practice.

Current market conditions that drive these needs are:

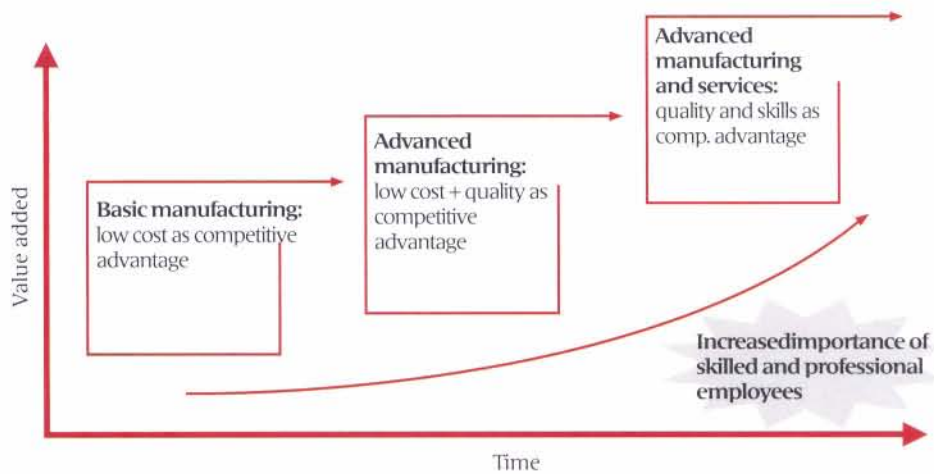
- The automotive industry is categorized as one of the key strategic industries in China by the central government
- Overtook the US as the largest auto consumer market in the world in 2009
- Whereas other auto consumer markets have slumped, the Chinese still keeps growing at high pace (> +30% Y-O-Y in 2009)
- Combined with local content and JV requirements, foreign OEMs are "incentivized" to set up production in China
- Booming sales, combined with low comparative price levels provides a very attractive market opportunity
- In order to facilitate further economic growth, and a transition upwards in the value chain, there is an increased need for improved skills and education among employees.
- Universities and other education institutions must change and develop in order to meet the needs from the industry.



Challenges in the Chinese Auto Industry

The Chinese automotive industry is currently facing the following challenges that need to be rigorously addressed through academic research activities:

- Too many brands and manufacturers
- Quality is still an issue -> ISO certification has little value and TQM principles not embedded in organizations
- Chinese OEMs still focus too much on price instead of innovation and brand image
- Chinese OEMs have yet to penetrate developed economies due to inexperience, lack of cross-cultural understanding and modern management



As the Chinese auto industry and economy in general develops, the demand for highly skilled employees will increase. Companies who excel at recruiting, developing and retaining talent will be the winners of tomorrow.



- Foreign OEMs, especially premium manufacturers, have problems localizing production due to insufficient volumes
- Pollution and congestion are long-term challenges that need to be addressed
- Auto logistics is also a problem, especially inter-provincial railroad transportation
- Distribution of finished automobiles and other dealership issues must develop further

Examples of Completed Projects

- Supplier integration study: Qualitative case research project on sino-foreign buyer supplier relationships, quantitative survey on sino-foreign buyer supplier relationships (Corporate partner: BMW)
- Teaching case development: Teaching case on technical purchasing at BMW (Corporate partner: BMW)
- Chinese auto brand valuation: Study on brand value of Chinese OEMs (Corporate partner: Management Engineers)
- Chinese NEV Industry: Market research and policy analysis for NEVs in China (Corporate partner: IDE-Jetro)
- Car distribution in China: Market analysis of dealerships in China (Corporate partner: ICDP/VW)
- Investigation on automotive logistics: Imports/exports to/from China (Corporate partner: Port of Barcelona)

Cooperation Partners



Research Centre Faculty



Prof. Thomas Callarman

Centre Director and Professor of Operations Management, Expertise: International Car Distribution



Dr. Martin Lockström

Deputy Centre Director and Research Associate, Expertise: Supply Management, Supplier Development



Prof. Bill Parr

Professor of Operations Management, Expertise: Quality management, Lean Six Sigma



Prof. Waldemar Pfoertsch

Professor of Marketing, Expertise: Automotive Brand Management



Prof. Jaume Ribera

Professor of Operations Management, Expertise: Automotive Logistics



Prof. Philip Huang

Professor of Operations Management, Expertise: Production Management



Cristina Castillo

Research Associate, Expertise: Automotive Logistics