

对华为孟晚舟事件的看法

An Insight into Huawei's Meng Wanzhou

Joseph Smith

“华为接受中国政府资助…”

“华为违反美国对伊朗的制裁…”

“Huawei is financed by the Chinese Government…”

“Huawei breaks sanctions with Iran…”

As part of the original IBM team, Joseph was the first foreigner to come and live and work with Huawei HQ in 1999. He has worked with Huawei HQ ever since as both an employee and consultant, and over the last 20 years .

作为 IBM 团队最早的成员之一，Joseph 是第一个于 1999 年到华为总部工作和生活的外籍人士。从那以后，他作为华为员工和顾问，在华为工作了 20 年。

基于我与华为 20 年的咨询与合作经验，我想就针对华为的指控（尤其是华为首席财务官孟晚舟事件）发表一下我的看法。

With these types of allegations about Huawei, I want to share my insight based on my 20 years consulting to and working with Huawei and focus a little on Huawei's CFO Meng Wanzhou.

20 世纪 90 年代末，我作为 IBM 顾问首次来到华为，负责华为供应链和研发大型变革项目。这两个项目规模庞大，卷入了数百个顾问，持续数年。

While working in IBM, I first came to Huawei in the late nineties helping to lead their most significant transformation projects in supply chain and R&D. These were massive projects involving hundreds of consultants over many years.

大约十年后，也就是 2008 年末，华为在深圳举办了一场颁奖典礼，邀请了所有与华为合作过的顾问参加。

Nearly ten years later in 2008, Huawei invited all the consultants they had worked with for an awards party in Shenzhen.

同时，华为希望推出一个新的变革项目——集成财经服务（IFS）项目。和之前的变革项目一样，IFS 变革项目也将与全球最顶尖的财经管理顾问合作，计划持续 8 年。

Huawei wanted to launch another big transformation project called Integrated Financial Services (IFS). Like the previous projects, it would involve hundreds of the world's best finance management consultants and last eight years.

该项目由华为 CFO 孟晚舟领导，她也是公司创始人任正非的女儿。

This project was led by Meng Wanzhou who is the CFO and daughter of Huawei's Founder Ren Zhengfei.

在 IFS 项目期间，我在华为的变革管理办公室工作，管理包括 IFS 在内的所有咨询项目。华为投入大量资金，聘请了全球顶尖的管理咨询公司助力提升其管理制度，达到世界一流水平。

At the time of this project, I worked in Huawei's Transformation Project Management Office, where we managed all the consulting projects including IFS. Huawei was spending big, with all the world's leading management consultancies to improve their management systems and become world class.

IFS 项目规模有多大？IFS 总共 20 个项目，包括机会点到回款、采购到付款、项目核算、总账、共享服务、业务控制与内部审计、报告与分析、资金、成本与存货等。项目第一阶段核心方案包 IDS1，优化了 18 个 IT 应用系统，35 个 IT 应用模块。1.7 亿条存货记录迁移到了新系统，覆盖 170 个国家。

To give you an idea how big IFS was. IFS involved 20 projects, including Opportunity to Cash, Procure to Payment, Project Accounting, General Ledger, Shared Services, Business Controls & Internal Audit, Reporting & Analysis (R&A), Treasury, Cost and Inventory. During the key project of the Integrated Deployment Solution 1 (IDS1) in Phase 1, 35 modules were optimized across 18 different IT systems. 170 million inventory records were brought into the new systems, and deployed across 170 countries.

项目组的翻译团队由 IBM 和华为人员共同组成，中英互译超过 1000 万字。

More than 10million words were translated between English and Chinese in the IFS teams of the "IBMers" and "Huawei-ers".

这些项目都证明了孟晚舟和华为团队的决心和专业性。

These projects are a testament to the determination and professionalism of Meng Wanzhou and the teams involved.

项目背后的理念简单却有力：提升透明度和可视化水平，做好决策，降低公司风险。

Overall the ideas were simple but powerful: Increase transparency and visibility, make good decisions, and reduce corporate risk.

华为还有一点特质不可低估。据我所知，华为在进入新市场和研发投入上非常积极，但同时任何可能带来业务风险的举动都非常谨慎，且特别为客户着想。

The last point should not be underestimated about Huawei. In my experience, Huawei is very active in terms of entering new markets and investment in R&D, while at the same time being entirely risk-averse on anything that might hurt the business, and with particular care about customers.

如今，孟晚舟人在加拿大，因涉嫌违反伊朗制裁面临美国的引渡。美国总统特朗普称他可能会放弃指控，以此作为与中国贸易谈判的条件之一。

So, Meng Wanzhou is in Canada facing extradition to the United States based on Iran sanction allegations, which President Trump has said he might drop as part of a trade deal with China.

我不了解案件的具体细节。和大部分其他公司一样，华为也拒绝对正在走司法程序的案件发表评论。但基于我与华为 20 年的合作经验，我无法理解，也不相信他们会拿价值千亿美元的公司去冒险，直接向伊朗销售。

I don't know the specifics of the case, and like most other companies Huawei declines to comment on active legal cases. However, based on my 20 years of experience with them, I

can't see it. I don't believe they would risk a 100-billion-dollar company by selling directly to Iran.

在华为的那段时间，我看到很多人，包括领导和管理层，都做得很好。他们在赚钱的同时，还充满激情，致力于打造一家让他们骄傲的公司。直到今天，我看到他们仍然保持这种精神。

In my time there, I saw a group of individuals (leaders and management) who had done well, made their money, and still had a passion to build a company they could be proud of. I still see that today.

关于接受中国政府资助的指控，建议各位查阅华为官网发布的经 KPMG 审计的年报。你会发现媒体引用的那些夸张的数字根本就不存在。

For the allegations about financing from the Chinese government, please check the official KPMG Annual Audit which is in the Annual reports on the Huawei website. You won't see any of the crazy big numbers that the media sometimes quotes.

在华为时，我和数千位西方员工和顾问交谈过。和在大部分公司一样，真正的交流往往就发生在喝一杯咖啡的时间。我从未听说过华为有任何不当或可疑行为。

While in Huawei, I met with thousands of Western employees and consultants, and like in most companies, the real conversations often happen over a cup of coffee. Not once did I hear of any wrongdoing or suspicious activity.

目前我所看到的只有地缘政治因素，而且遗憾的是，这一切似乎主要来自美国政府的部分势力。

What I also see now, is geopolitics at hand. Also, I'm sorry to say it appears to be all from some parts of the United States Government.

在我看来，全球网络安全至关重要，不应该被地缘政治化。否则，最终受害的将是所有智能手机、互联网和计算机用户。

I think that global cyber-security is too important to be made geopolitical. If it is made geopolitical, I believe that anyone who uses a smartphone, the internet or a computer is the ultimate loser.

这似乎是由美国政府部分势力推动的。他们的观点是：将华为排除在外，一切就都安全了。“…相信我。”

This appears to be the agenda of some parts of the United States Government. The idea is: Throw out Huawei and everything will be safe. "...Trust me".

或者引用美国国务卿在本周的讲话，“如果你们不把华为排除在外，美国就不会与你们合作。”换言之，“照美国说的做，否则后果自负。”

Alternatively, as reported this week from the US Secretary of State "We won't work with you unless you throw out Huawei". In other words "do what we say or else!"

从网络安全的角度来看，仅凭地缘政治因素来攻击一家公司是毫无意义的。这种做法只会让我们不得不铤而走险，祈祷其他厂商的设备都是安全的…并且在没有测试的情况下全盘接受他们的所有产品。

From a cybersecurity perspective, attacking just one company based on geopolitics makes no sense. This approach would leave us praying a Hail Mary in the hope that other suppliers equipment is secure ...and then accept all their products untested!

幸亏在英国还有一些比较冷静的人。2019年2月12日，英国政府通信总部（GCHQ）前主管 Robert Hannigan 在《金融时报》撰文称，英国国家网络安全中心（NCSC）“从未发现有任何证据表明中国政府通过华为开展恶意网络活动”，“关于在 5G 网络中使用中国技术将带来不可接受的风险的论断是荒谬的”。

Luckily in the UK, there are some cooler heads. Last week on 12 February 2019, Robert Hannigan, former head of UK GCHQ, recently wrote in the Financial Times that NCSC had "never found evidence of malicious Chinese state cyber activity through Huawei" and that any "assertions that any Chinese technology in any part of a 5G network represents an unacceptable risk are nonsense".

我认为，安全保障需要各方的沟通、协作和共同努力。

I think what's needed is communication, collaboration, and a joint approach to making EVERYTHING more secure.

各位觉得呢？

What do you think?

原文链接：<https://www.linkedin.com/pulse/insight-huaweis-cfo-meng-wanzhou-joseph-smith>