

Chinese Companies' Light Touch



Faculty from CEIBS Research Centre on Globalisation of Chinese Companies took their research findings on a European road show that culminated in a forum in London on April 24. The highlight of their presentation: the unique “light touch” integration model that Chinese companies have developed for their strategic investments and acquisitions abroad.

The Centre’s findings show that unlike western multinationals who often use a “heavy hand” integration approach, Chinese companies look

abroad with an eye towards gaining a competitive advantage in their home market. Since they’re looking to acquire intangibles they lack, such as management expertise, brand value, and technology, the “heavy hand” approach does not work for them. When they acquire or enter into a joint venture agreement with a foreign company, the Chinese tend to leave the existing management structure in place, and provide investment that creates jobs and increases production capacity in their host country. Their ultimate goal is to increase their

capacity and competitive edge in the Chinese market.

CEIBS presenters included Profs Ding Yuan, Chen Weiru and Wang Gao. Senior executives from European and Chinese companies that feature in two case studies prepared by the Centre also shared their experiences during discussions in the second half of the forum. Titled “Globalisation of Chinese Companies: Is Win-Win Possible?” the event was co-organised by CEIBS and the China-Britain Business Council.

Changing of the Guard

~ CEIBS Appoints New Chinese President & New Dean

CEIBS has a new President and a new Dean. Dr Li Mingjun, former Consul at the Chinese Consulates to New York and San Francisco, was appointed Chinese President of CEIBS in March and Professor Ding Yuan was named Vice President & Dean, effective June 1.

Dr Li, who has a PhD in Engineering, previously served on Shanghai's Science and Technology Commission and the Shanghai Science and Technology Working Committee of the CPC. His most recent appointment before joining CEIBS was Director-General of the Shanghai Municipal Foreign Affairs Office and a concurrent role as Director-General of the Shanghai Municipal Hong Kong & Macao Affairs Office. Dr Li has a solid background in public management, especially in the fields of science and education. He was once Shanghai's lead foreign affairs officer and oversaw all its major external programmes on behalf of the municipal authority, amassing a wealth of experience in international exchange and cooperation.

President Li, who replaces Prof Zhu Xiaoming was also elected Chairman of the CEIBS Education Foundation during its most recent meetings in Shanghai and Beijing.

Prof Ding is currently Co-



Li Mingjun



Ding Yuan

Director of CEIBS' Centre for the Globalisation of Chinese Companies, Cathay Capital Chair Professor in Accounting and Associate Dean with responsibility for Faculty. Over the years he has played an instrumental role in promoting faculty recruitment and retention as well as in fostering faculty culture. He is also quite popular inside the classroom, receiving the CEIBS Teaching Excellence Award in 2005, 2007 and 2013, and the CEIBS Research Excellence Award in 2011. Before

joining CEIBS in 2004 Professor Ding, a French citizen, was a tenured faculty member of HEC School of Management in Paris, France.

Prof Ding replaces Hellmut Schutte and as of June 1, the CEIBS Management Committee will consist of: Chinese President Li Mingjun, European President Pedro Nueno, Vice President and Dean Ding Yuan, Vice President and Co-Dean Zhang Weijiong, Associate Dean Professor Xu Dingo and Assistant President Dr Snow Zhou.



Prof. Wu Jinglian & Zhu Xiaoming Give Back

In recognition of the great contributions made by the school's faculty, Baosteel Chair Professor of Economics Wu Jinglian and Zhongtian Chair in Management Professor Zhu Xiaoming will each endow a chair professorship at CEIBS.

Prof Pedro Nueno Honoured by Spain

CEIBS President and Chengwei Ventures Chair Professor of Entrepreneurship Pedro Nueno has been awarded the prestigious Order of Isabella the Catholic. The honour, bestowed on behalf of the King of Spain, Felipe VI, recognises Prof Nueno's contributions in developing management education institutions in Spain and other European countries, Latin America and, most importantly, China. At a brief ceremony on April 16 at the Embassy of Spain in Beijing, Ambassador Manuel Valencia Alonso relayed a message from King Felipe VI, who lauded Prof Nueno's relentless promotion of cooperation between China and Spain in the fields of education and business over the last 30 years.

Ronnie Chan's Economic Expectations

In the first CEIBS Master Class of 2015, Hong Kong real estate mogul Ronnie Chan outlined 20 key points about what he expects of the Chinese economy in the next two decades, covering everything from the further opening up of the country's capital accounts to China becoming an exporter of private capital. "Ten years ago China's SOEs went abroad for resources; in the past five years private capital has been going global. This will be an irreversible trend," Chan said. He also predicted rapid growth in

technology and services; more countries using the RMB as a reserve currency; Chinese banks taking more positions globally, often by simply buying existing brands; and the increasing importance of Hong Kong's financial markets as it meets the needs of the mainland.



Iconic view from
Mr & Mrs Bund

**OBSERVING FROM AFAR, IS NOTHING LIKE LIVING IT UP CLOSE.
BUSINESS HAS MOVED EAST, AND SO SHOULD YOUR MBA.**

**COME EXPERIENCE AN FT TOP-20 MBA
IN THE WORLD'S MOST DYNAMIC CITY.**

www.ceibs.edu/mba

For more info write croy@ceibs.edu