



Globalisation: *Flowers & Thorns*

There seems to be no stopping the momentum of Chinese acquisitions abroad. There was about US\$112 billion in overseas acquisitions by Chinese firms last year, and the figures were already at US\$68 billion in the first five weeks of this year. That's well over the halfway mark of last year's figures in just a little over a month. What's the rationale behind this frenzy of overseas deals? How long will it continue? What are the industries to watch? Is there anything that the Chinese do differently when they make acquisitions abroad? What are some of the lessons learned along the way? What advice do seasoned experts have for those now thinking of dipping their toes in the global world of M&As?

We provide answers in this Cover Story. Read on for more in:

- The Light Touch – CEIBS faculty weigh in on the unique management style that has been paying off for the Chinese in their overseas takeovers.
- Lessons from a Global Journey – TCL, Mindray and Tata Motors share first-hand experiences of Chinese companies' forays abroad, as well as lessons on the globalisation practices of companies from other countries.
- Jinsheng's Approach to Globalisation – Co-President Jesse Guan looks at how M&As help with global expansion.
- From the Frontlines – a peek into the world of fashion brands, new energy, global sourcing.