EMBA GNAM Week 2022 (Online Module)
Innovative China: towards sustainable growth
June 13th–17th

INTRODUCTION

A notable consumer-driven transformation is occurring in China. Leapfrog innovation is evident in many business areas including e-commerce, cashless payments, artificial intelligence and high-speed 5G mobile networks. Steady advances in digitalization transformation and internet services are disrupting traditional commercial activities, enabling new business models. New startups and unicorns are flourishing in the present entrepreneurship climate. The prevailing innovation and entrepreneurship ecosystems shall sustain China's growth after its phenomena success of forty-year economic reform. The ability to understand China's unique environment and its opportunities as well as challenges is an essential element of "global contextual leadership" — understanding the uniqueness of China but also understanding innovation practices of interest for the rest of the world. The intent of this week-long module is to equip today's elite EMBA's with "global contextual leadership" to maximize the benefits for their enterprises and for themselves.

PARTICIPANTS
Executive MBA students from GNAM member schools

DATES AND TIMES
All times mentioned are China Standard Time (CST)/UTC+8.
The one-week program officially starts on Monday June 13, and closes on Friday, June 17. Please refer to the tentative agenda below for detailed scheduling.

GOALS AND OUTCOMES

- To gain new perspectives of China's economic performance.
- To understand impetuses and challenges of China's economic growth: historical and global perspectives.
- To learn about the latest activities and capacities of innovation in China.
- To understand China's sustainable growth strategy: carbon-peak and carbon-neutral.
- To learn the best practices of doing business in China in the digital era.
- To be familiar with the new competition landscape between foreign and local firms

MODULE FORMAT
- Lectures
- Industry & practitioners sharing
- Pre-course discussions
- Group presentations & reflections

PRE-WORK

Each participant is expected to complete pre-work prior to the module, including assignment, case studies, pre-readings, and videos/podcasts.

Monday Module (6/13)
- **Pre-course readings:**
    1. The Great Tech Rivalry: China vs the U.S., by Graham Allison, Kevin Klyman, Karina Barbesino, Hugo Yen, Harvard Kennedy School, 2021.
    2. 14th Five-year Plan: China's Road Map to 2025, by Guoxiong Zhang, The Economist Group, 2021.

Tuesday Module (6/14)
Pre-course readings (*participants are self-responsible for following materials)**:**
    1. McKinsey & Company, *Understanding Chinese Consumers: Growth Engine of the World*, 2021
    2. R.M. Abrami, W.C. Kirby, and F.W McFarlan, Why China Can't innovate, ***Harvard Business Review*** March, 2014
    3. Spotlight Series, Understanding China, ***Harvard Business Review*** May-June, 2021
    4. *Luckin Coffee (A): Caffeine-fueled Growth?* Harvard Business School Case, No. 9-721-370, 2021
- **Topics for pre-class discussion:**
    1. What are the target segments and the value propositions for Starbucks and Luckin? How do they differ? What is the unique selling propositions (USP) for each firm?
    2. Going ahead, what should Starbucks do to more effectively compete against Luckin?

Wednesday Module (6/15)
- **Pre-course readings** (*participants are self-responsible for following materials)**:**
    1. *JD: Envisioning the Future of Retail (A)&(B)*. (2019). Feng Zhu, Shirley Sun. Harvard Business School Case.
    2. *Pinduoduo*. (2019). Feng Zhu, Krishna G. Palepu, Bonnie Yining Cao and Dawn H. Lau. Harvard Business School Case. Publication Date: September 23, 2019
- **Topics for pre-class discussion:**
    1. What is the major competitiveness of JD and Pinduoduo?
    2. Will the business model of Pinduoduo work in your country? Why?

Thursday Module (6/16)
- **Pre-course readings:**
    1. GE's $1 Billion Software Bet by MIT Review

2. GE Digital: Building the Platform for the Industrial Internet with Pivotal Cloud Foundry and Pivotal Greenplum by Pivotal Software

◆ **Topics for pre-class discussion:**

1. In 2004, GE has reigned as the most valuable company. In 2014, GE sold as much software revenue as Salesforce.com, but GE's current market cap today ($123 bln) is almost half of that of Salesforce.com today ($213 bln). If we were in 2014, how could we better advise GE to achieve the same growth of digital revenue as Salesforce.com?

2. GE was a fortune 500 company, but why couldn't GE attract the best digital software engineers and data scientists? What would be the solution to create a world-class digital R&D center?

3. Why did GE invest into Pivotal?

Note: to know the current state of GE Digital, you can find additional reading by HBS (optional)
https://www.hbs.edu/faculty/Pages/item.aspx?num=52305

GRADING

Each student will be graded with letter grades according to the following scale

Composition

        20% Online class attendance

        30% Online class participation

        50% Group presentation on the last day

Group Presentation:

5-6 students are expected to work as a team on a specified case and present their group case analysis on the last day. Each group will have 15 minutes to present and 5 minutes for Q&A. Group presentation will be evaluated by other groups and the instructor. Evaluation criteria will include Feasibility, Theory, Information Richness, and Analysis. Cases will cover both Chinese and international companies.

Details of grouping and presentation subjects will be developed after student's information is available.

Scale

        A = 90% or above of total course point

        B = 75-89%

        C = 60-74%

        F = 59% and below

Grades will be sent directly to member schools' coordinators after completion of the program

TENTATIVE AGENDA* 　　　　　　　　　　　　***All time shown here are China Standard Time (UTC+8)**

Monday, June 13	Tuesday, June 14	Wednesday, June 15	Thursday, June 16	Friday, June 17
1-2hours Pre-work each day on your own times				
Zoom ID: TBD **Passcode: TBD**				
13:30-14:00 (UTC+8) Introduction	13:30-14:00 (UTC+8) Pre-class discussion	13:30-14:00 (UTC+8) Pre-class discussion	13:30-14:00 (UTC+8) Pre-class discussion	13:30-14:00 (UTC+8) Pre-class discussion
14:00-14:20 (UTC+8) Welcome & Orientation Prof. Zhiwen Yin Associate Dean 14:20-14:40 (UTC+8) **Program Overview** *Prof. Xiucheng Fan*	14:00-15:30 (UTC+8) **LECTURE 2:** Marketing in China *Prof. Xiucheng Fan*	14:00-15:30 (UTC+8) **LECTURE 4:** E-commerce Operations in China *Prof. Tianjun Feng*	14:00-15:30 (UTC+8) **INDUSTRY INSIGHT** Enterprise's Digital Evolution Trilogy and China's Digital Transformation in Action *Ray Feng*	14:00-15:30 (UTC+8) Group Presentation *Prof. Xiucheng Fan*
14:40-15:00 (UTC+8) **Break**	15:30-15:45 (UTC+8) **Break**	15:30-15:45 (UTC+8) **Break**	15:30-15:45 (UTC+8) **Break**	15:30-15:45 (UTC+8) **Break**
15:00-18:00 (UTC+8) **LECTURE 1:** China Economy Overview: the post COVID-19 economy *Prof. Xiaozu Wang*	15:45-17:00 (UTC+8) **LECTURE 3:** Marketing in China *Prof. Xiucheng Fan*	15:45-17:00 (UTC+8) **LECTURE 5:** E-commerce Operations in China *Prof. Tianjun Feng*	15:45-17:00 (UTC+8) **INDUSTRY INSIGHT** Enterprise's Digital Evolution Trilogy and China's Digital Transformation in Action *Ray Feng*	15:45-17:00 (UTC+8) Group Presentation *Prof. Xiucheng Fan*
18:00-18:15 (UTC+8) Program Office Hour	17:00-17:15 (UTC+8) Program Office Hour	17:00-15:15 (UTC+8) Program Office Hour	17:00-17:15 (UTC+8) Program Office Hour	17:00-17:15 (UTC+8) Program Closing

*Time and content are subject to change; participants will be notified on time.