

Understanding China Businesses in the 21st Century (Updated, Expanded, and Enriched 2009)

解读 21 世纪中国企业(2009 年重新修订,内容扩大,更为丰富)

(A thought-provoking modular elective drawing on the latest national and international China-related developments using well-researched up-to-date business case studies demanding pro-active class participation)

参考最新国内及全球发展,用最新研究个案和学生积极参与方式发人深省的组合课程

Introduction

Amidst a global financial and economic crisis and growing concerns about energy, water and food security, a rapidly changing China is marching further into the 21st century. Her breathtaking developments are as intriguing as early realization of profits in a very different business and cultural environment may be illusive. This is even more so in the wake of the global economic and financial crisis. What are some of the lessons learnt of the latest business successes and failures in China? What strategies should foreign enterprises adopt to compete and grow in what promises to be the biggest emerging market in the 21st century?

This Elective proposes to address the above issues by providing participants with the latest knowledge, insight, and skills leading to much greater confidence in doing business in China in the 21st century.

Module Objective

To develop, expand, and sharpen participants' knowledge, understanding and skills in doing business in a rapidly changing China in the 21st century using well-researched and up-to-date

business case studies and a flexible, modular and interactive approach demanding proactive student participation.

Target Participants

- Top and middle management executives of Chinese and foreign enterprises and corporations with a China presence or China dimension.
- Entrepreneurs wishing to develop a sharper insight into how to grow their China businesses in the 21st century
- Business executives wishing to develop their knowledge, skills and confidence in formulating China business strategies in the 21st century
- Business executives to be groomed for responsibilities with a China dimension
- MBA/EMBA students and academics wishing to gain a deeper understanding of China businesses in the 21st century

Medium of Instruction 用普通话或英语授课

- Flexible - Options include
 - Entirely in English
 - Mainly in English supplemented by Chinese (Putonghua or Cantonese)
 - Mainly in Chinese (Putonghua or Cantonese) supplemented by English

Methodology

- The Module is designed to provide up to *ten full lectures* of three hours each but can be modified in length and scope by selecting any combination of topics or Study Cases to suit different requirements.
- As a composite package, the Module may also be used in parallel or in combination with the whole or part of my

other Elective '*Global Strategic Management and Cross Culture Management*'

- The learning process is designed to stimulate proactive participation by students, who will be required to research into and present their findings on individual case studies. The class will be pre-divided into small teams. Each team as a group is expected to make Powerpoint presentations on a number of allotted Cases and to work up a Comprehensive Written Analysis project on a selected Case, employing the strategic management tools learnt. Each team is expected to respond to questions, comments and critiques by their peers during the class, subject to the guidance of the professor.
- About half of each class session is devoted to a lecture exploring the ideas and concepts covered in the Syllabus and the other half to student presentations and discussion of Case Studies.
- Normally there will be a written essay-style Final Examination to consolidate and test the knowledge and understanding gained.
- Each student is assessed according to his/her (a) class performance (b) Comprehensive Written Analysis project and (c) written Final Examination in equal proportion.
- On satisfactory completion of the full Module including the written examination, a participant will be awarded a Certificate of Completion by the University.

Learning outcomes (Major benefits)

On completion of the Elective, participants should be able to

- gain an all-rounded understanding of doing business in China in the 21st century;

- appreciate and leverage Chinese cultural characteristics;
- become more confident in better interacting and working with Chinese businesses and executives;
- understand how some major businesses succeeded or failed in China;
- understand branding in a Chinese context;
- think independently how to develop one's own specific business strategies in China;
- present and argue more convincingly analyses of China-related businesses

Main textbooks (*) and reference books

**Zhou Linong, 2006, China Business- Environment, Mementurm, Strategies, Prospect, Prentice Hall, Pearson Education south Asia Pte Ltd (ZL)*

Vanhonacker, Wilfried R, 2004, China Casebook, McGraw Hill (WV)

Fernandez, Juan Antonio, & Liu, Shengjun, 2007, China CEO, John Wiley and Sons (Asia) Pte Ltd (JF)

Sull, Donald N, 2005, Made in China, What Western Managers Can Learn from Trailblazing Chinese Entrepreneurs, Harvard Business School Press (DS)

Roll, Martin, 2006 Asian Brand Strategy, Palgrave Macmillan (MR)

David, Fred R, 2006, Strategic Management, Pearson Education Asia Limited and Tsinghua University Press (FD)

Lecture contents

1. Cultural Origins & Business Traditions

文化渊源和商业传统

Confucian Philosophy, Culture Defined, Social Structure, Enculturation, Acculturation, Causes of Change, Reaction to Other Cultures, Confucianism and Cultural Legacy, Daoism, Legalism, Buddhism and Socialism, Confucian ‘Gentleman’, 4 Levels of Rulers, *wu wei*, Leadership, Golden Mean, Chinese Values, Hierarchy, Sustainability of Commerce and Rule through the Dynasties, Modern Amalgam, Substance and Function, Traditional Concepts, Early Bankers and Family Businesses, Chinese Diaspora, Family Values, 5 Confucian Relationships, *guanxi*, Profit and Non-Profit Priorities, Traditional Beliefs, Intuition, Consensus, Officialdom and State Influence, *guo qing*, Globalization and Westernization, SOEs, Systems and Procedures, Chinese Multinationals

Textbook: ZL Chapters 1 to 2

Case Studies: WV –

Case 3 - ***Beijing Textile Group***
北京纺织控股有限公司

Case 11 – ***Shanghai Museum***
上海博物馆

Case 20 - ***Beijing Wangfujing Department Store (Group)***
北京王府井百货（集团）股份有限公司

2. The Dynamics of the State

官方的影响力

Opportunities and Risks, Economic and Social Efficiency, Demographics, Political Stability, Civil Society, Legal, Social, Cultural, Technological, and Environmental Aspects, Common (Generic), Industry and Company-specific rules and regulations, National Structure and Machinery of

Government, Planned Economy before Open Door Policy, China Now, Economic Indicators and 11th Five-Year Plan, State Owned Enterprises, Major Roles and Problems, SOE Reforms since 1986, Metamorphosis of Collective Enterprises and TVEs, Private Enterprises, Individual Entrepreneurs, Family Businesses and Shareholding Companies, Relation between Central and Local Governments, The Mountain is High, Governance and Corruption, Bureaucracy, Professionalization, Meritocracy and Leadership succession, Harmonious Society and Scientific Development

Textbook: ZL Chapters 3, 5, 10

Case Studies:

- **JF** – Chapter 3 *Guangzhou Peugeot Automobile Co Ltd*
广州标致汽车公司
Chapter 7 – *Carrefour China* *中国家乐福*
(Government relationships)
- **ZL**– Category I – Case 2 –
Zhuhai Airport *珠海机场*
(A State-led White Elephant?)
- **WV** -Case s 14 & 15–
Shanghai Automotive Industry Corporation (A)(B)
上海汽车工业（集团）总公司(上汽集团)
(Shanghai's General Motors?)

3. *From Market Reform to the 21st Century*

从市场化改革到21世纪

Feeling the Stones, Rural Reform, Industrial and Urban Reform, Decentralization, Collectives, Private Enterprises, 1979 to the 15th Party Congress, Breakthroughs, Land Use

Rights, FDI, Prices, Southern Tour, Grab the Big, Release the Small, WTO, Rule By Law, Streamlining Government, Media and Public Opinion, Inflation Battles 1980s and 1992-7, Asian Financial Crisis, Deflation and 2004 Overheating, Regional Differences and Disparities, Debate over Tilted Reforms, East, NE, Central and West, PRD, YRD, Business Environment in the Western Region, Macro-Regional Models, Mega Economic Circles, Bohai Region, Pan PRD + 2, Container Port Network, Sea-Land Integrated Logistics, New Silk Road, Growth of Transitional Economy to 2020, A Country of Paradox, The Blind Man and the Elephant, Poverty Reduction, Inequalities, Labour Movement, Social Challenges, Aging Profile, Internal and External Dynamics and Challenges, Major Trends, China in the 21st century, China Joins the Capitalist Club, 10 Mega-Trends of China in the coming decades

Textbook: ZL Chapters 4, 6, 8, 20

Case Studies: Match Core Strength with the Future
凭己之长打江山

ZL - Case 3 – *Hong Ta 红塔集团*

DS - Chapter 2 - *Sina Corporation 新浪集团*

4. *Foreign Trade & Foreign Direct Investment*

外贸及外商直接投资

Historic growth of foreign trade, International Circulation on a Grand Scale, WTO, Foreign Exchange Control and the RMB, Convertibility under Current Account, Build-up of Foreign Currency Reserve, US Treasuries, Low Interest Rates, Global Credit Crunch, Types of International Trade, Main Trading Partner Countries, Custom and Taxes, SEZs, Open Cities and Municipalities, Export Processing Zones, Bonded Areas, Quotas, Licences and Permits, FX Controls, State

Monopolies, Export Credits, Export Rebates, Tariffs, Custom Clearance, Transfer Pricing, FDI Categories, Trends and Evaluation, Preferential Treatment, JVs, Pros and Cons, EJVs and WFOEs, JV Procedures, Letter of Intent, Feasibility, Contract, JV Critical Factors, Technical, Financial, Policy, Key Success Factors, Potential Pitfalls, Adaptation and Evolution, Performance of MNCs in China, FDI Market Penetration by Sectors, Competition, Branding, Product Cycles, Distribution Channels, Foreign Rivals, Kodak v Fuji

Textbook: ZL Chapters 9, 12, 13, 14

*Case Studies: **Riding on National Strategies** – How to leverage the power of the State by being in tone with national strategies 配合国策顺势而行*

WV - Cases 8 – 10 - **Kodak in China** 柯达公司

ZL - Case 3 – **VW** 福士汽车公司

FD - Case 26 - **Avon Products Inc**
美国雅芳产品有限公司

Case 27 - **Revlon Inc**
美国露华浓公司

5. Financial systems, Consumer market & Business Strategies

金融系统, 消费市场及商业策略

RMB Long march to Convertibility, PBOC, the Big Four, Non-State Commercial Banks, City Commercial Banks, Foreign Banks, State Dominance in Borrowing, Cleaning Up Non-Performing Loans, Consumer Lending, Foreign Banks, Bubbles, Stock Market, Types of Shares, Listing, De-listing, QFII, QDII, Policy Market, Financial Reform, China Joining the Capitalist Club, Consumer Market, Urbanization, Retail Sales, Social Groupings, Rise of the Chinese Consumers, Consumption Patterns, Major Trends, Consumer Goods

Ownership data, Latest Consumer Trends, Advertising, Market Research, Retail and Wholesale, Management Consulting, Market Entry Strategies, Hewitt Parkard, Haier, Hainan Airline, Electrolux,

Textbook: ZL Chapters 7,11,17

Case Studies: From Local to International - Regionalisation and Globalisation 建基中国, 放眼全球

ZL – Chapter 17 – *Hewitt Parkard & Compaq 惠普与康柏*
Haier Group 海尔集团
Hainan Airlines 海南航空股份有限公司
Electrolux (Sweden) in China
中国瑞典伊莱克斯公司
Category I Case 4 - *Lenovo 联想集团*

DS - Chapter 5 - *Haier 海尔集团*

6. Understanding how to do business in China

了解如何在中国做生意

Confucius Relationships, Hierarchy of Closeness, Culture, *guanxi* and Personal Rapport, Sincerity, Trust, Holistic View in Negotiations and Contract Fulfilment, Respect for Authority, Age & Face, Harmony and the Golden Mean, Still Water, Tall Trees, Holy Dragon and Smart Rabbits, The Art of Opposites, Body Language and Context, The Art of Negotiation, Ownership, Family Business, Hybrid Ownership and Hidden Stakeholders. From JV to WFOE, Local Knowledge, *guanxi* and Supply Chains, National Champions, Dragons and Little Dragons, IPR, Quick Profits

Textbook: ZL Chapters 15

Case Studies: Adapt or Fail 要能屈能伸

WV - Cases 12 - *Guangzhou Peugeot 标致汽车公司*
(Return of the Prodigal Son)

ZL - Case 2 – *Whirlpool 惠而浦公司*
(How the world's No.1 white goods
manufacturer misjudged the China market)

FD - Case 32 - *Apples Computers Inc 苹果电脑公司*
(Adaptation and Innovation)

JF – Chapter 5 – *GM China v Chery*
通用汽车中国对奇瑞汽车公司
(IPR in China)

Chapter 6 – *Mercedez Benz and Wuhan Wild Animal
Park 奔驰和武汉野生动物园*
(Consumer expectations in China)

Chapter 9 - *Chasing the China Dream 中国淘金梦*
(Experiences of 3 foreign entrepreneurs)

Beijing Review, 2008 - Bertelsmann – The Final Chapter
贝塔斯曼败走中国

7. Applying Sun Tzu, The Art of War – An Introduction

孙子兵法古为今用简介

Analysis 計篇

Spirit, Time, Place, Command, Logistics. *Victory is to know
your opponent as much as you should know yourself.*

McDonald's 麦当劳, Toyota 丰田, Mengnui 蒙牛

Waging War 作戰篇

Victory demands speedy conclusion and appropriating the opponent's resources in-situ **Northern Rock** 北岩, **Warren Buffet** 巴菲特, **Danone v Wahaha** 达能对娃哈哈

Planning an Offensive 謀攻篇

To win without battles. The Weakest Link **AFGA** 爱克发 diagnostic image management solutions, **M & As** 并购

Positioning 形篇

First ensure that you cannot be defeated, that the odds for victory are on your side and don't wage any war whose victory is not within your grasp. **Lenovo** 联想 – how to build a global brand

Momentum 勢篇

Concentrate on your opponent's weakest point, capture a momentum favorable to yourself but disadvantageous to your opponent, **Selfringes'** 塞尔福里奇百货公司, **Jimmy Oliver** 吉米奥利弗, **Bill Zanker with Donald Trump** 比尔灿克尔和川普

Inducing Weaknesses and Strengths 虛實篇

Seize the initiative to induce the opponent into circumstances of relative weakness. Aim to dictate the opponent's move. The essence of victory is like water flowing through obstacles in a terrain. **Nanjing Automobile's purchase of MG Rover** 南京汽车收购罗孚, **Global Financial and Economic Crisis** 全球金融和经济危机

Armed Conflict 軍爭篇

A circuitous route can sometimes be more effective. Take advantage of the ebb and flow of fighting spirits. **Harvey Nichols** 哈维尼科尔斯百货商店, **Kikkoman** 龟甲万公司

Adaptability 九變篇

Don't follow the book all the time. There are passages it's best not to cross, enemies it's best not to attack, cities it's best not to take, areas where it's best not to compete, and orders it's best not to obey. Do not hope that your enemy will not attack, but create circumstances where your enemy will become unable to attack.

Betty's Café Tea Rooms in Yorkshire 约克郡的贝蒂屋 v Patisserie Valerie 瓦莱丽糕点店

On the March 行軍篇

Avoid a swampy or treacherous terrain. See through the opponent. Read between the lines. Danone & Wahaha 达能对娃哈哈

Terrain 地形篇

The outcome of war is determined by mastery of the terrain and comparative interplay of strengths and weaknesses. CocaCola and PepsiCola 可口可乐和百事可乐

Nine Areas of Battle Psychology 九地篇

To overcome a superior force, attack it most unprepared and its most critical. In extremis, burning the boat stiffens the morale. Colonel Sanders KFC 肯德基桑德斯上校, Walt Disney 迪斯尼,

Attacking with Fire 火攻篇

Choosing the right timing is essential for a fair wind. Nothing is more dangerous than capturing a city without being able to hold on to the gain. Hostile Take-overs 敌意收购

Espionage 用間篇

Mastery of critical information and intelligence is crucial. Commercial espionage, IPR v Innovation 商业秘密, 知识产权和创新

Reference Material:

Kaufman, Stephen E, 1996, Sun Tzu, The Art of War, the definitive interpretation, Tuttle Publishing

Krause, Donald G, 1995, The Art of War for Executives, The Berkley Publishing Group

Gagliardi, Gary, 1999, Sun Tzu's The Art of War plus The Art of Starting a Business, Clearbridge Publishing

Michaelson, Gerald A, & Michaelson, Steven W, 2004, Sun Tzu Strategies for Selling, McGraw-Hill

Goldenberg, David, I, 2002, The Art of War 3: Cannons of Commerce, 1st Books Library

Wing, R.L., The Art of Strategy – A New Translation, Broadway Books, 2000

*Case Studies: **Building a winning local brand** (All roads lead to Rome) **打造国内强势品牌***

MR - Case 2 – Li Ning 李宁

Case 3 – **Shiseido 资生堂**

Case 4 – **Giordano 佐丹奴**

DS - Chapter 3 - Master Kong 康师傅

Chapter 7 - **Wahaha 娃哈哈**

WV - Case 17 – Shanghai Famous Pops 上海棒棒糖

FD - Case 29 - Anheuser-Busch Companies, Inc

美国 AB 啤酒公司

(已被比利时英博啤酒公司(INBEV)收购)

8 *Global Financial and Economic Crisis: Responses, Risks and Opportunities*

全球金融和经济危机 - 应付, 风险与机会

A thorough understanding of the causes, impact, consequences of and China's responses to the global financial and economic crisis as well as the resulting business risks and opportunities

Reference Material

Krugman, Paul, *The Return of Depression Economics and the Crisis of 2008*, Allen Lane, December 2008

Financial World, *Grumpy Old Bankers: Wisdom from Crises Past*, Centre for the Study of Financial Innovation (CSFI), March 2009

China and the Global Financial and Economic Crisis: Risks, Responses and Opportunities – a powerpoint presentation at an Open Forum of the Sun Yat-sen University Business School, China on 22 May, 2009 at <http://www.andrewleunginternationalconsultants.com/chinawatch/2009/05/china-and-the-global-financial-and-economic-crisis-risks-responses-and-opportunities.html>

The China Dimension of the Global Credit Crunch – a peer-reviewed Paper presented at an international conference at Fudan University in April, 2009 at <http://www.andrewleunginternationalconsultants.com/publications/2009/03/the-china-dimension-of-the-global-credit-crunch.html>

Case Studies:

Beijing Automotive Industry Corporation (BAIC)
北京汽车工业控股有限公司

China State Construction Engineering Corporation
(CSCEC) 中国建筑工程总公司

9. *China's quiet Green Revolution and economic and industrial sustainability*

中国静静的绿色革命与经济和工业的可持续性发展

Material

China's Green Revolution, a powerpoint presentation at Windsor Castle, United Kingdom, March 2009 at <http://www.andrewleunginternationalconsultants.com/publications/2009/03/chinas-green-revolution.html>

China's Sustainable Industrial Development, Fudan University Conference, April 2009 (Paper and powerpoint presentation) at <http://www.andrewleunginternationalconsultants.com/publications/>

Case Studies:

Suntech Power Holdings Limited
无锡尚德太阳能电力控股有限公司

BYD Company Ltd
比亚迪股份公司

10. *China's Renaissance in the 21st century*

21 世纪中国的复兴 – 今后数十年的大趋势

Understanding the Mega-trends transforming China and the world in the coming decades

Material

A Changing China Beyond the Global Financial and Economic Crisis – a presentation at the Istanbul Forum, Turkey, May 2009 at

<http://www.andrewleunginternationalconsultants.com/chinawatch/>

Supplementary bibliography

- *Doctoroff, Tom, 2005, Billions – Selling to the New Chinese Consumer, Palgrave Macmillan*
- *Eisenman, Joshua, et al. 2007., China and the Developing World: Beijing's Strategy for the 21st Century, M.E. Sharpe*
- *Emmott, Bill, 2009, Rivals: How the Power Struggle Between China, India and Japan Will Shape Our Next Decade, Penguin Books*
- *Fishman, Ted, 2005, China Inc., Simon & Schuster UK Ltd*
- *Friedman, Thomas, 2005, The World Is Flat: A Brief History of the Twenty-First Century, Allen Lane*
- *Garner, J.F., 2005, The Rise of the Chinese Consumer: Theory and Evidence, John Wiley & Sons*
- *Heazle, Michael, & Knight, Nick, 2007, China-Japan Relations in the Twenty-First Century, Edward Elgar Publishing Ltd*

- *Jacques, Martin, 2009, When China Rules the World, Allen Lane*
- *Kagan, Robert, 2008, The Return of History and the End of Dreams, Atlantic Books*
- *Kynge, James, 2006, China Shakes the World: The Rise of a Hungry Nation, Weidenfeld & Nicholson*
- *Leonard, Mark, 2008, What Does China think?, Fourth Estate Ltd*
- *Patten, Chris 2008, What Next? Surviving the Twenty-First Century, Allen Lane*
- *Prestowitz, Clyde, 2005, Three Billion New Capitalists: The Great Shift of Wealth and Power to the East, Basic Books*
- *Ross, Robert & Zhu Feng, 2008 China's Ascent, Cornell University Press*

Case Studies:

Huawei Technologies Company Limited
华为技术有限公司

Commercial Aircraft Corporation of China Ltd. (CACC)
中国商用飞机有限责任公司

China Merchants Bank 中国招商银行

Visiting Professor 客座教授

Andrew K.P. Leung, SBS, FRSA 梁建邦

International and Independent China Specialist

*国际中国顾问, 伦敦梁建邦国际顾问公司主席, 香港银紫荆
勋衔, 英国皇家人文工商学院荣授院士*

Positions

Chairman and CEO, Andrew Leung International Consultants Limited,
London
Vice Chairman, 48 Group Club, United Kingdom
Gerson Lehrman Group (Global Experts) Council Member
International Expert, Reuters Insight Community of Experts, Thompson
Reuters
Brain Trust Member, The Evian Group (global think-tank), Lausanne,
Switzerland
Distinguished Contributor, Asymmetric Threats Contingency Alliance
(ATCA) (global think-tank)
Elected Member, Royal Society for Asian Affairs
Chairman, China Group, Institute of Directors City Branch, London,
United Kingdom
China Group Leader, Elected Fellow on Executive Committee of Royal
Society for the Encouragement of Arts, Manufacture and Commerce
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Senior Consultant, MEC International
Global Commercial Agent, Changsha City, China
Governing Council Member, King's College London, United Kingdom
Advisory Board Member, China Policy Institute, Nottingham University,
United Kingdom
Visiting Professor, London Metropolitan University Business School
Visiting Professor, Sun Yat-sen University Business School, China

职位

*梁建邦国际顾问公司 (伦敦注册) 主席
英国 48 家集团会副主席
格尔森雷曼集团全球专家理事会成员
汤姆森路透集团投资咨询机构国际专家团专家
瑞士洛桑环球智库 Evian Group 智囊团成员
环球智库 ATCA 特邀成员
英国皇家亚洲学会当选会员
英国董事商会伦敦金融城分会中国组主席
英国皇家人文工商学院伦敦区中国组召集人
中东国际顾问公司 (MEC) 高级顾问*

中国长沙市商务局全球商务代理
英国伦敦英皇大学董事
英国诺丁咸大学中国政策研究中心董事
英国伦敦城市大学商学院客座教授
中国中山大学商学院客座教授

In Brief

Andrew is a prominent international China specialist with 40 years of experience in many senior government positions in Hong Kong, including commerce, industry, banking, finance and overseas diplomatic representation. His last position was Hong Kong's chief official representative for the United Kingdom and 14 EU and non-EU countries, including Russia, Switzerland and Norway. He is now Chairman of Andrew Leung International Consultants Limited based in London.

During a mid-career sabbatical, Andrew helped set up Standard Chartered Asia Ltd, a merchant banking subsidiary in Hong Kong. He was twice sponsored by the U.S. Government for month-long visits across the US, including a visit to brief Chairmen and CEOs of Fortune 50 multinationals on China in the wake of Tiananmen Square.

Andrew has spoken on numerous business and international forums on China and has provided high-level China briefings to many companies, corporations and government authorities. These include Baring Asset Management; Cazenove; F & C; Merrill Lynch; Royal Bank of Scotland; HSBC; The Economist; Chatham House; the Institute of Economic Affairs; the Royal United Services Institute for Defence and Security Studies (RUSI); the Royal Society for Asian Affairs; the Commonwealth Business Council; Wilton Park; Asia House; the Chairman's Club; the D-Group; the East Asia Institute, Peterhouse College, Cambridge University; the Asian Studies Centre, St Anthony's College, Oxford University; Oxford Analytica; London School of Economics; the School of Oriental and African Studies; Warwick University; Reading University; Lancaster University; University College Dublin; Open University; McCombs School of Business, University of Texas at Austin; and Fudan University, China. Many of Andrew's internationally published articles, commentaries, and presentations can be accessed on his website www.andrewleunginternationalconsultants.com.

Andrew appears regularly on live TV interviews on China with CNBC Europe, Bloomberg, Sky, CNN, NBC, Aljazeera (English Channel), and

the BBC (including BBC New York and an appearance at Breakfast With Frost). His speaking profile can be found on City Speakers International at http://www.cityspeakersinternational.co.uk/speakers/speaker_andrew_leung.php and China Speakers Bureau at <http://www.china-speakers-bureau.com/profiles/1405379.html>

Andrew provided advisory consultancy to McCreight and Company Inc, USA, a leading international corporate strategy implementation firm, on Lenovo's cultural integration with IBM. He was Editor-at-large for MEC International for a substantial international consultancy on China's energies, including geopolitical, economic, security, financial and climate change implications. He made a presentation on this at a Windsor Energy Group international conference at St George's House, Windsor Castle, to an audience of leading energy experts including senior corporate executives, academics, and the Executive Director of the International Energy Agency.

Andrew is a Gerson Lehrman Group (global experts) Council Member and is a registered Reuters Insight expert with Thomas Reuters for services worldwide. He is also an officially appointed Global Commercial Agent for Changsha City, China.

Andrew is elected as a Member of the Royal Society for Asian Affairs. He is on the Brain Trust of The Evian Group, a think-tank founded at the IMD, Lausanne, Switzerland. He is also a Distinguished Contributor on China with the Asymmetric Threats Contingency Alliance (ATCA), an influential global think-tank.

He is a Vice Chairman of the China-influential 48 Group Club of the United Kingdom with historical links with the Chinese leadership. He chairs the China Interest Group of the UK's Institute of Directors City Branch. He leads a China Group of the Royal Society for the Encouragement of Arts, Manufactures and Commerce (RSA) London Region, as a Fellow elected to its Executive Committee.

Andrew sits on the Governing Council of King's College London. He is also on the Advisory Board of the China Policy Institute at Nottingham University. He is a Visiting Professor with the London Metropolitan University Business School and with the Sun Yat-sen University Business School in China.

Andrew has graduate qualifications from the University of London,

postgraduate qualifications from Cambridge University, PMD from the Harvard Business School, and Solicitors' qualifying examination certificate from the Law Society, London.

Andrew has been included in UK's Who's Who since 2002. He was awarded the Silver Bauhinia Star (SBS) in the July 2005 Hong Kong Honours List.

Andrew speaks Cantonese and Putonghua, writes Chinese calligraphy, and paints classical Chinese paintings. His other hobbies include tennis, swimming, jogging, travelling, singing, and reading.

Profile Links:

[48 Group Club](#)
[City Speakers International](#)
[China Speakers Bureau](#)
[Visible Chinese](#)

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