

**EMBA GNAM Week (June 12 – June 16)**

**Compete Successfully in China’s Changing and Growing Market**

<b>TIME</b>	<b>Sunday 6/11</b>	<b>Mon 6/12</b>	<b>Tue 6/13</b>	<b>Wed 6/14</b>	<b>Thur 6/15</b>	<b>Fri 6/16</b>
Morning	Arriving in Shanghai prior to Monday, June 12	<b>8:30-9:00</b> check-in <b>9:00-9:15</b> welcome				
		<b>9:15-12:00</b> Foreign Companies in Current China’s Business Environment <b>Prof. James Yuann</b>	<b>9:00-12:00</b> Social Media and Business Transformation <b>Prof. Deqiang Zou</b>	<b>9:00-12:00</b> China Market Entry Strategy <b>Prof. Chang-Hua Tzeng</b>	<b>9:00-12:00</b> China Market Entry Strategy <i>Case: Taobao vs Ebay</i> <b>Prof. Chang-Hua Tzeng</b>	Case Study Presentation
Lunch Time		Lunch & Campus tour	Lunch			
Afternoon	(Optional) Guided half day city tour in Shanghai	<b>2:00-5:00</b> Foreign Companies in Current China’s Business Environment <b>Prof. James Yuann</b>	<b>2:00-5:00</b> Social Media and Business Transformation <b>Prof. Deqiang Zou &amp; Guest Speaker</b>	<b>Company Visit (1)</b>	<b>Company Visit (2)</b>	
Evening	(Recommended) Welcome reception		(free time)			

## **GNAM EMBA Seminar @Fudan School of Management**

### **Foreign Companies in the Current China Business Environment**

**June 12, 2017 (09:00-16:00) -**

**Location : Shanghai**

**Professor: James Yuann, D.Sc.**

- **Course Summary**
- **Required pre-class Readings**
- **Grading Policy**
- **Professor Biography**

#### **Course Summary**

The rapid growth of China economy in the past three decades has changed the dynamics of global business. Irrevocably every company and business executive today must face the opportunities and challenges from China in nearly every phase of its business operation and his/her personal career. While western economic, marketing and business theories remain the same, the very different dynamics of China business has constantly led to new opportunities and challenges with huge risk. Speed, adaptability and talents management with seasoned judgment become essential to succeed in China business. The need of in-depth learning of the current China business environment becomes more urgent and critical nowadays as China economy has been slowing down and its stability has been increasingly affected by the new global geopolitics and the uncertain US policies. Different from many prevailing theoretical approaches, this course will provide students with practical guidelines for devising solutions to this seemingly unsolvable ever-changing challenge.

This course is specifically designed for students in the GNAM EMBA Program. Students should have strong background in management with keen interest in the fast growing, yet constantly changing China emerging markets. It is instructed by a senior leader of Global 100, who will share his 30+ year's on-the-ground experience in the global emerging markets (esp. China), to help students leverage business growth opportunities in China for their businesses as well as for their career. The purposes of the course are:

- 1) To understand the current business environment and the key elements of effective business practice in China.
- 2) To enhance students' practical skills of seizing the opportunities and overcoming the challenges in winning China business.

## **Required Pre-class Readings**

1. Uber vs DiDi: The Race for China's Ride-hailing Market by Guoli Chen; Kuangzhen Wu; Tony Tong; Xiaohua Su. Publication Date: Oct 01, 2016  
Source: Insead, Product # IN1306-PDF-ENG
2. Uber: Leading the Sharing Economy by Sayan Chatterjee, Kayleigh Fitch  
Product Number: 9B16M024 Publication Date: 02/26/2016 Revised Date: 03/22/2016 (Format Change) Length: 9 pages (7 pages of text) Product Type: Case (Pub Mat) Source: Ivey

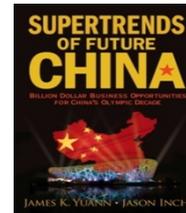
## **Grading Policy**

Grades will be assessed based upon a combination of class participation and a group project (based on the pre-class readings, Uber) to be presented at the end of the class.

Class Participation (50%). Students are expected to attend all sessions and encouraged to actively participate in-class discussion. Questions and comments are most welcome.

Group presentation (50%) should consist of 5-8 slides (max) focused on Uber's leading on shared economy. Critics and analytical comments with live examples are expected. Video or film clips are encouraged.

Students are expected to sit in the same seat for each class and to display a name card in all classes.



## **Professor Biography**

Dr. James K. Yuann (Jim) is a Visiting Professor in the IMBA program of MIT Sloan - Fudan University lecturing on 'Leadership Practice and Corporate Politics' and 'China Business Practice, Business Model Comparisons between Multinational and Indigenous Companies in China'. A member of the faculty since 2006, he has been elected by the student body as 'The Most Welcomed Professor' for his focus on combining theory with industry practice. In addition to his classes at MIT Sloan - Fudan, Dr. Yuann is a Vistage China Chair coaching 12 multinational and local CEOs in China. He is also an Independent Board Director of Haike Chemicals Group, a London AIM Stock Exchange listed company with revenues of \$1.5B based in Shengli, the second largest oil field in China. Previously, Dr. Yuann was President of Asia Pacific for Honeywell Specialty Materials. During his tenure, he built the Asia Leadership team,

doubled revenues to US\$820M with 1,200 employees, relocated Honeywell Asia headquarters from Singapore to Shanghai, and established a global technology center. Prior to Honeywell, Jim was General Manager of Asia for PolyOne Corporation, the world's largest specialty polymer manufacturing and services company. During his 10 year tenure, PolyOne Asia expanded from a one-man operation with US\$2M of import sales to a 500 employees operation with over US\$100M in revenue with five manufacturing plants located in China, Singapore and Thailand. The Shanghai Mayor honoured Dr. Yuann with the Magnolia Award, identifying PolyOne Asia as one of the best performing foreign enterprises in 2000. Jim was an early pioneer in Asian business starting in the early 1980s. He was instrumental in establishing Standard Oil Co. (later acquired by BP) in China by successfully marketing products, licensing technology to six major petrochemical complexes in China, and subsequently establishing ten manufacturing sites in Asia. Earlier in his career, Jim held responsibilities in engineering, marketing, technology licensing and general management in the US for Monsanto Co, Occidental Oil Company and BP America.

Dr. Yuann now resides in Shanghai and Newport Beach, California.

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# Social Media Marketing: Insights and Analytics

*Deqiang Zou*

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**School of Management, Fudan University**

## ***About this course***

Today, we are living in a period of massive disruption. New technologies are changing the way people engage with each other and with the organizations that interest them. Digital tools, such as the Internet, smartphones, and 3D printing, are revolutionizing the world of marketing by shifting the balance of power from firms to consumers. This course is designed for you to have a deeper understanding of the foundations of the new social media landscape and acquire a new set of knowledge, theories, and tools to improve your abilities to grow your marketing strategy.

## ***Course overview***

By taking a functionalist perspective, this course focuses on two key merits of social media in marketing: (1) to speak (*i.e.*, marketing communication), and (2) to listen (*i.e.*, marketing analytics).

In the first module, you will start to learn its role as a marketing communication channel in making products, ideas, and behaviors contagious. You'll explore the science behind viral marketing. Although emphasis has been conventionally placed on creating viral contents in pursuit of the massive influence of word-of-mouth, you will concentrate on the incentive mechanism underlying social media marketing communication campaigns in this module.

In the second module, you will learn the current state of art in marketing analytics fueled by social media data. This module explains and illustrates how voice of customers embedded in social media can be effectively extracted and processed to support brand positioning analysis, marketing segmentation and targeting analysis, competitor analysis, marketing ROI analysis, and ideally, ultimate content creation analysis, *etc.*

By integrating the speaking and listening functionalities of social media marketing in these two modules, you'll develop a comprehensive understanding of how to apply social media insightfully and effectively in the quickly changing digital marketing world by the end of the course.

## ***Recommended readings***

Divol, Roxane, David Edelman, and Hugo Sarrazin (2012), "Demystifying Social Media," *McKinsey Quarterly*, (April), 1-11.

Egol, Matt, Michael Peterson, and Stefan Stroh (2014), "How to Choose the Right Digital Marketing Model," *Strategy + Business*, 75 (Summer), 1-6.

Gordon, Jonathan, and Jesko Perrey (2015), "The Dawn of Marketing's Golden Age," *McKinsey Quarterly*, (February), 1-12.

Holt, Douglas (2016), "Branding in the Age of Social Media," *Harvard Business Review*, 94 (3), 41-50.

Simonson, Itamar, and Emanuel Rosen (2014), *Absolute Value: What really influences customers in the age of (nearly) perfect information*, Harper Collins.

## ***Instructor biography***

Dr. Deqiang Zou is the assistant professor of marketing at School of Management, Fudan University. He earned PhD and master degree in management from School of Economics and Management, Tsinghua University, and bachelor degree in economics from School of Business, Renmin University of China.

The research of Dr. Zou addresses both consumer behavior and empirical model issues in marketing. His research interests include: social incentive mechanism, user generated content (UGC), decision bias in processing numerical information, consumer identity value, and customer satisfaction, etc.

At present, he teaches "Marketing Management" (Fudan University program, University of Hong Kong- Fudan University international program, BI Norwegian Business School- Fudan University international program) and "Marketing Research and its Business Applications" (University of Hong Kong- Fudan University international program) for MBA students. In the Global Masters in Management (Global MiM) program delivered jointly by London Business School and School of Management Fudan University, he teaches "Cutting-edge Marketing Research and Analytics." He teaches "Digital Marketing" in Fudan University EMBA program and participates in teaching "Advanced Marketing" in Washington University (St. Louis)- Fudan University EMBA program.

# **EMBA GNAM WEEK**

## **Market Entry Strategies**

### **Learning Objectives**

This is a basic strategy course with two objectives:

1. To provide a framework of analysis that will help participants formulate successful business unit/corporate strategies aimed at establishing sustainable competitive positions.
2. To introduce participants to a number of hands-on tools and methodologies that are used by strategic managers in a selective number of important real-world strategy projects; these tools are important for gaining short- to medium-term competitive advantages, particularly when long term sustainable competitive positions are difficult or impossible to create.
3. Understand how to build strategic collaboration with and confront competition from Chinese companies/multinational corporations in China

### **Evaluation**

Group case presentation 100%

### **Case and Reading**

Alibaba's Taobao

Danone VS Wahaha

## **Lecturer**

Cheng-Hua Tzeng currently is an associate professor at Fudan School of Management.

He earned his Ph.D. in Strategy and Organization from McGill University under supervision of Henry Mintzberg and currently is an Assistant Professor of Strategic Management in the Department of Business Administration at Fudan School of Management. He teaches Strategic Management for students of International MBA (affiliated program with MIT Sloan School of Management), Asia MBA (a joint program with National University of Singapore and Korea University), DBA (Doctor of Business Administration, a joint program with City University of Hong Kong), and Harvard-Fudan executive program (Growing Professional Service Firm--China).

He offers case-analysis sessions for E/MBA programs and multinational corporations from more than ten countries. He offers numerous training sessions to Chinese managers at EDP centers affiliated with Fudan University, Shanghai University of Finance and Economics and other prominent universities located in Shanghai.

He also delivers two-day in-house sessions of three courses, Strategy, Decision Making, and Change Management, for Chinese managers (in Chinese) and Asia Pacific Managers (in English) of Schaeffler Group. Prior to joining Fudan University, he worked as senior researcher and leader of strategy team of Samsung Economic Research Institute in Beijing.