



China
Initiative

INSEAD Virtual Academic Conference

Organisational Innovation in a Deglobalised World

26 - 27 March 2021, 1:00pm - 4:00pm (CET)



The Business School
for the World®

A Word from the Dean of Research

Since the launch of the China Initiative in the Summer of 2019, I have followed with interest and appreciation the progress of China-related research undertakings across the school, made possible by the generous donation of our benefactor. From ground-breaking research to the creation of new teaching material, to the faculty field trip to Hangzhou in November 2019, the output is there for you to see. This conference, bringing together experts from around the world, represents an important milestone in INSEAD's China journey. I expect these two days to be fascinating and look forward to welcoming you again to INSEAD, ideally in a face-to-face setting, in the future.



Ziv Carmon

Dean of Research, INSEAD

Professor of Marketing

The Alfred H. Heineken Chaired Professor of Marketing

About Us

The INSEAD China Initiative (<https://www.insead.edu/centres/china-initiative>) is a thought leader on the managerial challenges and opportunities encountered by businesses that operate in China, or China-based businesses dealing with entities outside of China. Our priorities include developing research to examine the China business landscape; facilitating and promoting academic exchanges as well as academic-corporate collaborations through annual conferences and field trips.



Professor Quy Huy

INSEAD Professor of Strategy

The Solvay Chaired Professor of Technological Innovation

Academic Director, INSEAD China Initiative

Dr. Quy Nguyen Huy is a professor of strategy at INSEAD since 1998. He is known as a pioneering world scholar in linking social-emotional factors to the performance of strategic change and organisational innovation. Dr. Huy's research on strategic change, strategy execution, and organisational innovation has won over ten international awards and was published in prestigious scholarly and practice journals such as Administrative Science Quarterly, the Academy of Management Journal, Academy of Management Review, Harvard Business Review, MIT Sloan Management Review, Organisation Science, and Strategic Management Journal.

Dr Huy's pioneering research on how collective emotions and emotional capital enhance organisational innovation and strategy execution has been applied by numerous organisations worldwide, both in the private and nonprivate sectors. Dr. Huy has done executive development, teaching, consulting or coaching for a wide range of profit and non-profit organisations worldwide.

Huy was trained as an electrical engineer and worked for 16 years in various managerial functions with several large information technology firms in North America. His managerial career covered systems and software engineering; sales and marketing of digital platforms; and corporate finance, where he dealt with institutional investors and credit rating agencies and worked on joint ventures, mergers and acquisitions, and turnarounds of firms. Huy is also a Chartered Financial Analyst (CFA).

About the Academic Conference

The goal of the annual conference is to foster fast-paced exchange of diverse perspectives on how to foster organisational innovation among a select group of international scholars and executives. Organisational innovation is a topic of critical interest and strategic importance to businesses worldwide, including China. The medium term goal is to move to annual physical meetings at our INSEAD Fontainebleau or Singapore campus when international travels can be resumed safely.

Context: China President Xi Jinping recently bemoaned that although the growth of patents in China has been significant, high-quality and high-value innovation still accounted for [a small portion of the overall total](#)¹. Stricter protection of intellectual property will be necessary to promote innovation. Beijing seeks to encourage innovation as a core part of China's growth strategy. Similarly, US President Joe Biden intends to position [technological innovation, and not military might, at the core of the US's stance toward China](#)². Fast innovation in semiconductors, artificial intelligence and next-generation networks will underpin the U.S.'s strategy in building a multi-country alliance and engaging in "extreme competition" with China.

Independent of recent geopolitical events that remind us of the strategic importance of innovation, HOW to improve one's innovation capability has been a long standing strategic concern for countries and organisations that seek to achieve long term superior performance and competitive advantage. Most countries advance innovation thanks in part to their eco-systems of organisations that innovate in various ways. Yet, rigorous empirical research on HOW organisations can innovate on a continuous basis—rather than achieving just a one-time lucky hit at best—has been relatively scarce in relation to its practical and scholarly importance. In particular, we still have a fragmented and limited understanding of the processes of organisational innovation. We know even less about how to innovate in the deglobalised world that is taking shape, in which assumptions of relatively open exchange of knowledge and unregulated cooperation with any entity worldwide become less realistic.

Therefore, we see vast opportunities for management and strategy scholars to conduct novel and impactful research.

In this spirit, we launch the inaugural conference "Organisational Innovation in a Deglobalised World" on Friday and Saturday March 26 and 27, 2021, 07:00-10:00 (EST), 13:00-16:00 (CET), 20:00-23:00 (SGT). The three-hour time slot should facilitate attendance from as many locations as possible.

1. <https://www.scmp.com/news/china/politics/article/3120118/chinese-president-xi-jinping-says-intellectual-property>

2. <https://www.straitstimes.com/asia/east-asia/biden-putting-tech-not-troops-at-core-of-us-china-policy>

Programme Agenda

Friday 26 March 2021

13:00-13:05
(CET)

Welcome and Introduction

Quy Huy, Academic Director, INSEAD China Initiative

13:05-14:05

Presentation I:

A High-Level View of Innovation and Competitiveness

1. A Few Facts and Three Counter-Intuitive Thoughts on Global Innovation

Bruno Lanvin, Distinguished Fellow and Co-editor of the Global Innovation Index, INSEAD and President, IMD's Smart City Observatory

2. Opportunities and Challenges of Innovation/Digital Transformation in Large Global Firms

Annet Aris, Board Member of Rabobank Group, Randstad, ASML and Jungheinrich, and Senior Affiliate Professor of Strategy, INSEAD

3. A Comparison of How Corporations Learn and Apply Best Innovation Practice in Silicon Valley, Europe and Asia

Jean-Marc Frangos, Distinguished Executive Fellow, INSEAD

4. Geely Goes Left and Huawei Goes Right: Technological Capability Development of Chinese Enterprises

Boris Qi, Senior Partner and IP Lawyer, Shanghai AllBright Law Offices

5. **Organisational Innovation to Combat Mobile Operator Fraud in a Deglobalised World**
Gerrit Jan Konijnenberg, Chairman, RoamsysNext

6. **The Curiosity Edge**
Spencer Harrison, Associate Professor of Organisational Behaviour, INSEAD

14:05-14:15 *Panel Discussion I* with moderator

14:10-14:25 *Q&A I* with moderator

14:25-14:35 Break

14:35-15:35 *Presentation II:*

Innovation in Some China-based Companies

1. **Shadow of the Great Firewall: The Impact of Google Blockade on Innovation in China**

Yanfeng Zheng, Associate Professor, Department of Management, Hong Kong University of Science and Technology

2. **Understanding China's Innovation Success I**

Lourdes Casanova, Senior Lecturer and Gail and Rob Cañizares Director of the Emerging Markets Institute, S.C. Johnson School of Management Cornell University

3. **Understanding China's Innovation Success II**

Anne Miroux, Faculty Fellow at the Emerging Markets Institute, Johnson School of Management, Cornell University

4. **Organisational Diversity and Firm Innovation: Implications for Chinese Firms in Globalisation**

Guoli Chen, Professor of Strategy, INSEAD

5. **Building a Digitalised Agile C2M Supply Chain in Garment Industry**

Nancy Ko, President, Hempel International Group

6. **Challenges of Scaling in Digital Platforms: Insights from a Failed Scaling of a Chinese Company**

Daniel Mack, Assistant Professor of Strategic Management, Singapore Management University

15:35-15:45 *Panel Discussion II* with moderator

15:45-15:55 *Q&A II* with moderator

15:55-16:00 **Wrap Up**

Quy Huy, Academic Director, INSEAD China Initiative

Saturday 27 March 2021

13:00-13:10 **Welcome and Introduction**

Quy Huy, Academic Director, INSEAD China Initiative

13:10-14:00 *Presentation III:*

Digital Transformation, Leadership and Innovation

1. **Executive Leadership, Innovation Streams, and Structural Ambidexterity**

Michael Tushman, Baker Foundation Professor and Paul R Lawrence Class of 1942 Professor Emeritus, Harvard Business School

2. **The 3.0 Innovation of Leading Chinese Companies**

Haimeng Zhang, Senior Partner, McKinsey & Company

3. Embracing Digital Transformation in Sales and Marketing in a Global Company

Hamilton Mann, Group Director of Digital Marketing and Digital Transformation, Thales Group

4. Architects and Bottlenecks: Ecosystem Roles in the Solar Photovoltaic Industry

Nathan Furr, Associate Professor of Strategy, INSEAD

5. Core Competency Transformation of Chinese Enterprise – Innovation

Kane Gang Xu, Global Vice President, Envision Energy

14:00-14:10 *Panel Discussion III* with moderator

14:10-14:25 *Q&A III* with moderator

14:25-14:35 Break

14:35-15:25 *Presentation IV:*

Future Outlook of Organisational Innovation

1. Why the Chinese is not Really Innovating

Zhixing Xiao, Senior Fellow, INSEAD and Founder and Chairman, Center for Leadership and Executive Coaching

2. Springboard MNEs under De-Globalisation

Michael Witt, Senior Affiliate Professor of Strategy and International Business, INSEAD

3. Community-Based Retail in a Post-Pandemic World: Lessons from the U.S. Independent Bookselling Sector

Ryan Raffaelli, Associate Professor of Organisational Behaviour, Harvard Business School

4. Practical Approach to Organisational Innovation to Drive Global Technology Leadership

Tobias Moser, CEO and Owner, FISCHER Spindle Group

5. Agile Organising: Separating the Hype from the Reality

Phanish Puranam, Professor of Strategy, the Roland Berger Chaired Professor of Strategy and Organisation Design, INSEAD

15:25-15:35 *Panel Discussion IV* with moderator

15:35-15:50 *Q&A IV* with moderator

15:50-16:00 **Wrap Up**

Quy Huy, Academic Director, INSEAD China Initiative

Speaker Profiles



Annet Aris

Senior Affiliate Professor of Strategy, INSEAD

Annet is Senior Affiliate Professor of Strategy at INSEAD, her focus is on digital transformation and disruption.

In addition, Annet has a 15 year experience as a supervisory board member in various European countries. She concentrates on companies which are going through the digital transformation. Currently she is member of the board of Rabobank Group, Randstad (HR services), ASML (Lithography systems for semiconductor production) and Jungheinrich (intralogistics). In 2019 she was elected the most influential women in corporate Netherlands.

Before joining INSEAD, Annet worked for McKinsey from 1985 until 2003, in the Netherlands, in the UK and, since 1990, in Germany. She was elected partner in 1994. Annet has a Msc from the University of Wageningen and an MBA from INSEAD.



Anne Miroux

Faculty Fellow at the Emerging Markets Institute, Johnson School of Management, Cornell University

Anne Miroux is Faculty Fellow at the Emerging Markets Institute (EMI), S.C. Johnson School of Management at Cornell University. She is a former Director of the Division on Technology and Logistics in the United Nations Conference on Trade and Development (UNCTAD) and Head of the Secretariat of the UN Commission on Science and Technology for Development. Anne Miroux has an MBA from HEC, École des Hautes Études Commerciales, and a PHD in Economics Paris I - Sorbonne. She has over 30 years of experience in international trade, finance and technology and innovation policies. For several years she directed the World Investment Reports (WIR) - the United Nations flagship report on FDI and transnational corporations - that received the Academy of International Business (AIB) Presidential Award in 2020. She has published extensively on debt and transnational corporations, and led many publications on technology and innovation. Her latest books include "The Era of Chinese Multinationals" (2020) with Lourdes Casanova, and "Innovation from Developing Countries: from copycats to leaders" (Cahen, Casanova and Miroux, eds., 2021). She is also the co-author with Lourdes Casanova of the EMI Reports on Emerging Markets Multinationals (<https://ecommons.cornell.edu/handle/1813/66953>).

Speaker Profiles



Boris Qi

Senior Partner and IP Lawyer, Shanghai AllBright Law Offices

Dr. Qi joined AllBright in 2005 and is currently a Senior Partner of AllBright. He served as the Legal Director and Chief Legal Counsel in Zhejiang Geely Holding Group Co., Ltd. from 2014 to 2016.

Dr. Qi specialises in litigation, arbitration in areas of: IP (including Patents, Trademarks, Copyrights, Unfair Competition and Trade Secrets), Enterprise Intellectual Property Management, International Trade, Asset Acquisition and Restructuring, Company Legal Counseling, and the Belt and Road Initiative projects and other non-litigation legal services.



Bruno Lanvin

Distinguished Fellow and Co-editor of the Global Innovation Index, INSEAD President, IMD's Smart City Observatory

Initially a mathematician and a specialist of international trade and development economics, his research and publications have focused on information technology, innovation and talent strategies. He has over forty years of experience in advising governments and large corporations, including twenty years at the United Nations and ten at the World Bank. He is co-founder and director of Portulans Institute, a global thinktank based in Washington DC and in Geneva. He is also a Distinguished Fellow at INSEAD.

Before joining IMD, Dr Lanvin was the Executive Director of INSEAD's eLab (2007-2015), managing INSEAD's teams in Paris, Singapore and Abu Dhabi, and then Executive Director for INSEAD's European Competitiveness Initiative (IECI). From 2000 to 2007, Dr. Lanvin worked for a Senior Advisor for E-strategies and Regional Coordinator in Europe and Central Asia for information and communication technology (ICT) and e-government issues. He also headed the Capacity Building Practice of the World Bank's Global ICT Department and was Chairman of the Bank's e-Thematic Group. From June 2001 to December 2003, he was the Manager of the Information for Development Program (infoDev) at the World Bank.

In 2000, Dr. Lanvin was appointed Executive Secretary of the G8's DOT Force (Digital Opportunity Task Force). Until then, he was Head of Electronic Commerce in the United Nations Conference on Trade and Development (UNCTAD) in Geneva, and occupied various senior positions including Chief of the Cabinet of the Director General of the United Nations in New York, Head of Strategic Planning, and later Chief of the SME Trade Competitiveness Unit of UNCTAD/SITE. Since 2002, he has been co-authoring The Global Information Technology Report (Cornell University-INSEAD-World Economic Forum), and is currently the co-editor of The Global Innovation Index Report (Cornell University-

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INSEAD-WIPO). In 2013, he launched the first edition of the Global Talent Competitiveness Index (GTCI), and is still the co-editor of this annual report.

He holds a Bachelor of Arts in Mathematics and Physics from the University of Valenciennes, France, a Masters of Business Administration from Ecole des Hautes Etudes Commerciales (HEC) in Paris, France, a PhD in Economics from the University of Paris I (La Sorbonne) in France, and is an alumnus of INSEAD (IDP-C). He also holds an MIT certificate (Beyond Smart Cities). A frequent speaker at high-level meetings, he advises several global companies and governments and has been a member of numerous boards for many years, including those of ICANN, IDA-Infocomm, GovTech, IP-Watch, AAID, and the Bin Rashid Foundation for Government Innovation.



Daniel Mack

Assistant Professor of Strategic Management, Singapore Management University

Daniel Mack is an Assistant Professor of Strategic Management at the Singapore Management University. He studies the processes and patterns of organising, strategy making and executive decision making in organisations. His work has been published at Strategic Management Journal and Long Range Planning, and has received awards that include the SMS Strategy Process Interest Group Best Proposal Award, and the Best PhD Proposal Award at the Israel Strategy Conference. He is a member of the Strategy Process Interest Group since 2014. He received his PhD from INSEAD.



Gerrit Jan Konijnenberg

Chairman, RoamsysNext

Gerrit-Jan Konijnenberg (GJ) has 25+ years of international leadership experience in innovative technology markets.

He held various CEO roles in global Telecom and ICT companies. Also GJ has a track record as Non-Executive Director for multi-national organisations in the field of Telecoms, Internet of Things (IoT) and IoT security. Gerrit-Jan started his career as a trained Marketeer and developed later into a Telecommunication Specialist. Over the years he enjoyed his executive education at Insead in the fields of Strategy and Strategy Execution. GJ has excelled as a leader in start-ups and in multi-billion dollar international companies as EVP and/or CEO. As entrepreneur Gerrit-Jan has a track record of growing companies and organisations for which he received various industry awards.

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Due to his experience both as CEO and on the other side as Chairman or Board Member, Gerrit-Jan has a very good understanding of Corporate Governance dynamics. GJ is Chair Emeritus and Board Member of the London based Mobile-Ecosystem-Forum and advises companies as an Independent Director focused on strategic growth. He lives in Luxembourg and is fluent in 5 languages.



Guoli Chen

Professor of Strategy, INSEAD

Guoli Chen is a Professor of Strategy at INSEAD. He received his Ph.D. in strategic management from the Pennsylvania State University. Guoli's research focuses on the influence of top executives, boards of directors, and human capital on strategic choices and organisational outcomes, as well as the dynamics in CEO-board relationships and corporate governance. He is also interested in organisational growth, renewal, sustainability, and corporate development activities, such as M&As, IPOs, globalisation and innovation. His work has been published in top academic journals including *Administrative Science Quarterly*, *Academy of Management Journal*, *Management Science*, *Strategic Management Journal*, and *Organization Science* among others. His articles and opinions also appear in newspapers and magazines, such as *Barron's*, *Bloomberg*, *Business Times*, *CFO*, *Channel News Asia*, *China Daily*, *Financial Times*, *Forbes*, *Harvard Business Review (online)*, *Jakarta Post*, *South China Morning Post*, *Washington Post* etc.

Guoli served as the chair for the Corporate Strategy division of Strategic Management Society, Research and Executive committee member for the Academy of Management's STR division. He also served on the editorial boards of *Academy of Management Journal*, *Academy of Management Review* and *Strategic Management Journal*. Guoli published several cases on Chinese companies, such as "Huawei's smartphone strategy", "Surviving in the 5G era", "Uber vs. Didi", "Ant Financial and Tencent" and "Autonomous Vehicles". He has won the *Strategic Management Society Emerging Scholar Award* in 2016.



Haimeng Zhang

Senior Partner, McKinsey & Company

Mr. Zhang is an experienced adviser to Chinese companies on overseas investment and cross-border merger and acquisition (M&A). He has extensive experiences in organisation restructuring, leadership development, and culture change; has long-term partnership with industry leaders in real estate, high tech and advanced industries; and specialises in top team effectiveness, Chairman/CEO counseling, and organisation agility. His recent projects include:

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- Support multinational clients on organisation topics
 - Top team effectiveness for electronics and appliance industry leader
 - Leadership development programme design and HR transformation for pharmaceutical player
 - New business development for media and information services player
- Help multinational conglomerate Fortune 50 company to establish 'second home market' in China, in the areas of governance, functional capability building and local stakeholder engagement
- Support a multinational consumer goods company to innovate its operating model and advise its corporate leadership on people policy, e.g. long term incentives and talent review processes
- Help Chinese companies going global
 - Post-merger management for leading technology hardware player
 - Post-merger management for leading home appliances player
 - M&A advisory for leading energy equipment and EPC provider
 - Overseas business building for leading Chinese power station EPC player

He has an MBA from The University of Chicago Booth School of Business, and he is a co-Author of "Serial Innovators" (Chinese version) and "Leadership at Scale".



Hamilton Mann

Group Director of Digital Marketing and Digital Transformation, Thales Group

Hamilton Mann is the Group Director of Digital Marketing and Digital Transformation at Thales since 2017.

He leads the digital transformation of marketing globally for 68 countries, to drive enhanced customer engagement and experience, as well as the excellence of Thales integrated Marketing campaigns and digital Sales practices.

He's known for having implemented the worldwide Thales Digital Seller initiative, aiming at designing and deploying Thales' Sales & Marketing enablement practices and technology platform towards Thales' 7 Global Business Units, 30 Business Lines and 68 countries, strengthening the collective willingness to break down internal silos to leverage the full potential of Thales' business synergies for faster sales, upsell and cross sell.

In support of Thales' Digital Transformation, he leads the implementation of Group transverse Digital initiatives, focusing on helping make the company an exceptional place to drive Business Innovation and Growth by making experimentation the norm. He's also known for having established [Thales BIG program](#) («Business Innovation & Growth») aiming at achieving BIG ambitions of countries, cities, and economic actors in civil society, in the fields of Space, Aeronautics, Mobility, Digital Security and Defense, in innovative ways. As of

Speaker Profiles

today, "BIG" brought the opportunity to over 10,000 Thales staff to embark in the Digital Transformation journey while giving birth to new Thales ventures and business models, leveraging AI, Big Data, IoT and Cyber security technologies.

Joined Thales in 2013, as Director at Thales Consulting, the management consulting arm of Thales, working as adviser for Thales Group executives, focusing on innovation, marketing, globalisation and transversal organisational transformations. Prior to joining Thales, in 2011 he was Director at Capgemini Consulting (now Capgemini Invent) leading Strategy and Digital Transformation consulting projects for global industrial companies such as EDF, Alstom, Thales, after a career as an entrepreneur and co-founder of Mann & Miller, a start-up providing advice in the field of marketing to leading companies in the luxury sector.

Hamilton Mann is a member of the [Thales Speakers Bureau](#), co-president of the Association of Strategy and Execution Alumni of INSEAD, deputy member of the advisory board of the INSEAD Marketing & Sales Excellence initiative, Mentor at [MIT Priscilla King Gray \(PKG\) Center](#) for the "MIT IDEAS" social innovation initiative, adviser to several French startups and member of the board of trustees of [No More Plastic](#) which participates in helping to reduce plastic pollution in the world. Hamilton Mann is an alumnus of EDHEC Business School, INSEAD and the MIT Sloan School of Management..



Jean-Marc Frangos

Distinguished Executive Fellow, INSEAD

Jean Marc Frangos is a Silicon Valley Corporate Innovation thought leader and innovation/transformation consultant. Jean-Marc set up and ran BT's (British Telecom) Open Innovation and played a major role in the transformation of BT and in the evolution of its digital services, from TV to Cloud services, but also IoT, and more recently 5G.

Jean-Marc is an INSEAD Alum and was named Distinguished Executive Fellow with INSEAD Emerging Market Institute in 2019. Together with Pr. Monteiro in Fontainebleau and Pr. Vissa in Singapore, he is presently working on a comparison of how corporations learn and apply best innovation practice in Silicon Valley, Europe and Asia.

Cases describing Jean-Marc's global open innovation methodology at BT have been published by London Business School, INSEAD and Harvard Business School. Jean-Marc is and has been a guest lecturer on open innovation at London Business School, Wharton School, INSEAD, Stanford, Tsinghua and Hitotsubashi Universities.

Speaker Profiles



Kane Gang Xu

Global Vice President, Envision Energy

Kane is the Global Vice President of Envision Energy. In this role, he is responsible for the procurement management of global business. Kane leads Blade Business Unit for Envision, which includes technology and product development, NPI, manufacturing and service. Kane also serves as India Country president, responsible for India country strategies, overall operation and the final business delivery and results, including business and regional development strategy, local supply chain management and the delivery execution, in order to serve and meet the local customers' requirements and realise Envision's long-term sustainable development in the Indian region.

Before joining Envision in middle of 2018, Kane was VP of Asia Procurement at Honeywell, responsible for leading procurement initiatives across the Honeywell businesses in APAC to deliver productivity and working capital improvement. With the Honeywell Procurement Council, he also developed and drove Honeywell's procurement strategy for the company to more effectively leverage resources and spend across the SBGs. To quickly and more effectively leverage indirect spend in APAC, Kane led the effort to design and deploy the APAC Procurement Center of Excellence (COE). This COE pool Procurement resourced from the SBG and Corporate Procurement teams. The COE designed to drive Procurement and excellence and improved indirect spend productivity across APAC region. Kane brought extensive experience in leadership and procurement to Honeywell.

Kane was Head of the China International Procurement Office at Anglo America focus on global sourcing before joining Honeywell, and previously he led ISC team at Carrier Asia and procurement team at GE Energy and project management at EIG.

Kane lives in Shanghai. He holds an MBA from the Washington University Olin School of Business – Fudan University Shanghai, China and a BA in Electrical Engineering from Shanghai Jiao Tong University. He is a certified Six Sigma Black Belt.



Lourdes Casanova

Senior Lecturer and Gail and Rob Cañizares Director of the Emerging Markets Institute, S.C. Johnson School of Management, Cornell University

[Lourdes Casanova](#) Senior Lecturer and Gail and Rob Cañizares Director [Emerging Markets Institute, S.C. Johnson School of Management, Cornell University](#).

Awarded in 2014, 2015 one of 50 most influential Iberoamerican intellectuals by [Esglobal](#). In 2017 one of 30 most influential Iberoamerican women intellectuals by [Esglobal](#). Fulbright Scholar, masters University of Southern California, PhD University of Barcelona.

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Co-author with A. Miroux: [The Era of Chinese Multinationals](#). Academic Press. Elsevier 2019. [Emerging Market Multinationals Report 2020, 2019, 2018, 2017 and 2016](#). With P. Cornelius, S. Dutta: [Entrepreneurship and the Finance of Innovation in Emerging Markets](#). Academic Press. Elsevier. With J. Kassum: [The Political Economy of an Emerging Global Power: In search of the Brazilian Dream](#), Palgrave Macmillan 2014, author [Global Latinas: Latin America's emerging multinationals](#) Palgrave Macmillan 2009. Former member Global Agenda Council, Competitiveness in Latin America [World Economic Forum](#) for Mexico, Brazil and Colombia, B20 Task Force in G20 summit, Los Cabos (2012). Board member [Boyce Thompson Institute](#). Founding Board Member [Société des Amis du Chateau de Fontainebleau](#). Co-founder Ithaca Hub of Global Shapers. Op-ed writer [Latin Trade](#), [Agenda Publica](#) contributor to [CNN en español](#), [El País](#) and Voice of America.



Michael Tushman

Baker Foundation Professor and Paul R Lawrence Class of 1942 Professor Emeritus, Harvard Business School

Michael L. Tushman is Baker Foundation Professor, Paul R. Lawrence, MBA Class of 1942 Professor Emeritus, and the Charles B. (Tex) Thornton Chair of the Advanced Management Program at Harvard Business School. He obtained his Ph.D. in 1976 from MIT, and prior to HBS he taught at the Graduate School of Business at Columbia University. His work focuses on managing strategic innovation and large-scale change and on the relations among technological change, senior executive teams, and organisational evolution. At Harvard Business School, he is faculty co-chair of Leading Change and Organisational Renewal (LCOR) and faculty chair of the Advanced Management Program (AMP). He was faculty chair of the Program for Leadership Development (PLD) and has taught in HBS' MBA and doctoral programs.

Tushman received an honorary doctorate from the University of Geneva. He was awarded the Academy of Management's Career Achievement Award for Distinguished Scholarly Contributions to Management (2013). Tushman received distinguished scholar awards in the Technology and Innovation Management (1999), Organization Management and Theory (2003), and Organization Development and Change (2016) Divisions of the Academy of Management. He was elected Fellow of the Academy of Management (1996). Tushman received the distinguished scholar award at INFORMS' Technology Management Section (2010) and was recognised as a Foundational Scholar in the Knowledge and Innovation Group of the Strategic Management Society (2014). Tushman was awarded the Sumantra Ghoshal Award for Rigour & Relevance in the Study of Management from London Business School (2011). He has worked with a range of magnificent doctoral students. Tushman is a founding director of Change Logic.

Speaker Profiles



Michael Witt

Senior Affiliate Professor of Strategy and International Business, INSEAD

Michael A. Witt is a Senior Affiliate Professor of Strategy and International Business at INSEAD and an Associate in Research at the Reischauer Institute, Harvard University.

Michael's research presently focuses on two streams: de-globalisation and varieties of capitalism. He has published in journals such as the *Journal of International Business Studies*, *Strategic Management Journal*, *Journal of Management Studies*, *Asian Business & Management*, *Business Ethics Quarterly*, *Journal of Business Ethics*, *Management and Organization Review*, and *Socio-Economic Review*.

Michael has further published five books with leading publishers (Cambridge, Palgrave, Oxford, SAGE).

Michael is Consulting Editor at the *Journal of International Business Studies* and Senior Editor at the *Management and Organization Review*. Previously, he served as Editor-in-Chief of *Asian Business & Management*.

Michael holds a Ph.D. and M.A. from Harvard University and an A.B. from Stanford University.



Nancy Ko

President, Hempel International Group

As President of Hempel International Group, Nancy is devoted to turning traditional industry of processing & manufacturing to collaborative service platform of whole supply chain of women's dress. She founded ARRCTO, the very first large multiple-brand integrated store in China in 2007 after finishing her study abroad. Subsequently, she expanded the business by cooperating with international fashion designers and founded ARRTCO Collection in 2008, and took over the retail section of the Group in 2010. She managed overall the Group business and established the incubation base for E-commerce brands based on supply chain in 2011. She initiated and established the supply chain service platform for women dress industry in 2014. She started the production line for order of one piece and set up the C2M service system first in fashion business in 2015.

Speaker Profiles



Nathan Furr

Associate Professor of Strategy, INSEAD

Nathan Furr is an Associate Professor of Strategy at INSEAD (PhD Stanford University). Nathan's research focuses on innovation and technology strategy, particularly how new and established firms adapt to technology change and enter new markets. Published papers include explorations of how to capture new opportunities, how to balance the need for execution and flexibility, how firms use hybrids to respond to discontinuity, and the impact of learning on new market success. His research has been published in leading journals, such as *Strategic Management Journal*, *Organization Science*, *Strategic Entrepreneurship Journal*. He has received various awards, including the Best Dissertation Award from both the Technology & Innovation Management Division and the Entrepreneurship Division of the Academy of Management, as well as Best Paper Awards or finalist distinctions from the Business and Public Policy Division of the Academy of Management, the Kauffman Foundation, the Sloan Foundation, and other recognised academic institutions.



Phanish Puranam

Professor of Strategy, the Roland Berger Chaired Professor of Strategy and Organisation Design, INSEAD

Phanish Puranam is [Roland Berger](#) Chair Professor of Strategy & Organisation Design at INSEAD. Phanish's research in organisational science focuses on how organisations work, and how we can make them work better. His current research focuses on how artificial intelligence (AI) algorithms are shaping organisation designs.

Phanish has published his research extensively in internationally reputed academic journals, and has served in senior editorial roles in such journals. His research has won international awards and competitive grants awarded across the social and natural sciences. He has also served in advisory/training roles with several global corporations as well as public sector agencies.

His book "The Microstructure of Organisations" (Oxford University Press, 2018) offers researchers a new perspective on organisation design. Phanish's books for practitioners include "Corporate Strategy: Tools for Analysis and Decisions" (co-authored with Bart Vanneste, Cambridge University Press, 2016) and "India Inside" (co-authored with Nirmalya Kumar, Harvard Business Review Press, 2012), which won critical acclaim for its balanced look at the prospect of India emerging as a global hub for innovation.

Phanish obtained his PhD at the Wharton School of the University of Pennsylvania in 2001 and was on the faculty of London Business School till 2012. He served there as School Chair Professor of Strategy & Entrepreneurship, and Co-Director of the Aditya Birla India Centre. Phanish has served as the Academic

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Director for the PhD Program at both London Business School and INSEAD. He has also held visiting positions at Northwestern University, University of Pennsylvania, Oxford University, Indian School of Business and IIM-Ahmedabad.



Ryan Raffaelli

Associate Professor of Organisational Behaviour, Harvard Business School

Ryan Raffaelli is an Associate Professor in the Organisational Behaviour Unit at Harvard Business School. He created and teaches the MBA course “Leadership Execution and Action Planning” ([LEAP](#)) and serves on the faculty of several executive education programs, including [Leading and Building a Culture of Innovation](#) and [Leading Change and Organisational Renewal](#).

Professor Raffaelli examines how innovations transform industries, organisational reinvention, and leading change. His research introduces the concept of “[technology reemergence](#)”, a process whereby mature organisations and industries faced with technological change reinvent themselves. He also studies how leaders infuse values and meaning into institutions during periods of instability. Professor Raffaelli’s research has been published in journals such as Administrative Science Quarterly, the Strategic Management Journal, the Academy of Management Journal, the Academy of Management Annals, and Research in the Sociology of Organizations, as well as in a number of edited handbooks on innovation and management. He serves on the editorial board of Administrative Science Quarterly and is a faculty associate at Harvard’s Weatherhead Center for International Affairs. His work has been covered by such media as The New York Times, The Wall Street Journal, The Economist, The Washington Post, NPR, Fortune, CNBC, and Rolling Stone.



Spencer Harrison

Associate Professor of Organisational Behaviour, INSEAD

Spencer Harrison is an Associate Professor of Organisational Behaviour at INSEAD. His award winning research has been published in top scientific journals in addition to Harvard Business Review and mentioned in Fast Company, Money, and INC magazines, among others. He is a TED speaker, a founder of The Creative Collaboratorium (the world’s largest working group of creativity researchers), and founder of Curiosityatwork, INC. He helps organisations map and revitalise their culture, develop practices that enhance creativity and innovation, and manage and measure transformational change. He has worked with Google, Salesforce, Danfoss, Atos, Cargill, Schneider Electric along with other top organisations.

Speaker Profiles



Tobias Moser

CEO & Owner, FISCHER Spindle Group AG

Dr. Tobias Moser is the CEO and owner of the FISCHER Spindle Group, a global technology leader in the machine tool industry with headquarter in Switzerland. In his global function he is committed to family entrepreneurship and thrives for global innovation with customer value creation. He loves working in the multi-national FISCHER team and believes in achieving together highest performance by collectively “thinking global and acting local”. Teamwork in combining the best of every culture, driving technology to its limits and creating new business opportunities for the customers.

Tobias holds a PhD degree in Physics from Bern University and completed executive programs in HSG University of St Gallen and INSEAD. Before joining FISCHER he worked in the laser industry, the development of high-end laser system solutions with industrial applications. With his wife and their four children he lives in Bern/Switzerland.



Yanfeng Zheng

Associate Professor, Department of Management, Hong Kong University of Science and Technology

Dr. Zheng is currently working as a tenured associate professor in Dept. of Management at the Hong Kong University of Science and Technology (HKUST). He earned his Ph.D. from University of Wisconsin Madison in 2006, majored in management and minored in economics. His current research interests primarily revolve around unique phenomena in China’s innovation system. His work has been published at leading management and entrepreneurship journals such as AMJ, SMJ, JBV, JMS, ICC, and SEJ. He also serves the editorial board of AMJ since 2013, the most prestigious academic journal in management field and won the Best Reviewer Award in 2014 and 2016. He was the recipient of the Irene M. McCarthy Award for the best paper on the topic of High Technology and Innovation at the Babson International Entrepreneurship Conference. Dr. Zheng has won several major research grants such as General Research Funding (GRF) of Hong Kong.



Zhixing Xiao

Senior Fellow, INSEAD and Founder and Chairman, Center for Leadership and Executive Coaching

Dr. Xiao Zhixing is a distinguished fellow INSEAD. He taught at the China Europe International Business School (CEIBS) from 2004-2012. He led George

Speaker Profiles

Washington University's China program from 2012-2015. In 2011, he founded and became the Chairman for the Center for Leadership and Executive Coaching (CLEC), which is now the largest CEO coaching platform in China and provides executive coaching and training services for over 500 leading private businesses in China.

In 2019, with the generous financial supports of USD 10m from the CEOs he coaches, he founded Arete College in Shanghai and signed transfer agreement with 7 leading US universities. It is the first school in China that signs agreement of this nature since 1949. Arete College is now widely regarded as the most preferred college that teaches leadership and entrepreneurship to younger generations.

In addition to CLEC, he is also the founder of the Association for Advancing Management Practices (in Shanghai), Chinese Master in Practicing Management (at Renmin University), Advanced Management Program (at CEIBS), and China Research Institute of George Washington University. He is the key person behind the prestigious Peter Drucker China Management Award. He is also the representative of International Master in Practicing Management (IMPM) in China.

Dr. Xiao has published many top-journal articles (in English). He is the first mainland scholar who publishes on *Administrative Science Quarterly*, the widely respected journal in management. He is also the author of many popular business books (in Chinese); the most recent one is *Lead with Passion* (《以热爱战胜恐惧》). He is frequently regarded as one of the most influential management thinkers in China.

Presentation Titles and Abstracts

Annet Aris

Opportunities and Challenges of Innovation/Digital Transformation in Large Global Firms

Abstract: With the rise of globalisation and digital transformation over the past decade, many large corporations are in the process of moving from local profit center-oriented organisations to more global, product-oriented organisations, (re) introducing matrix structures and agile ways of working. The Covid pandemic, which showed the fragility of global supply chains, and increasing geo-political tension between west and east have however caused companies to rethink this approach. In this session, Annet Aris will discuss the dilemma's corporations are facing based on her experience as board member of 4 global companies in very different industries: Rabobank (banking), ASML NV (semi-conductor industry), Randstad NV (HR services) and Jungheinrich AG (intralogistics).

Anne Miroux and Lourdes Casanova

Understanding China's Innovation Success

Abstract: While many analysts had come to terms with China moving beyond its traditional position as a low-cost producer, few had taken stock of how far the country had come in the frontiers of science and technology (S&T) research. China's rapid progress is most visible in its companies' success. Their global achievements would not have been possible without a disciplined effort to acquire new technology and a significant investment towards home-grown innovation. Today, leading Chinese firms such as Haier and Huawei, Tencent or Alibaba produce consumer goods and offer services that demonstrate the technological progress underway, while the battle for future technological dominance intensifies.

The presentation will review how science and technology policy reform and innovation set China on a remarkable path in higher education and corporate research and development. In just three decades, China introduced a wide-range of Science & Technology policies, leading to a sprawling innovation ecosystem and a burgeoning educated workforce, laying a solid foundation for future development. This panel will highlight key technological frontiers in which Chinese firms have established strong leadership stakes: mobile payments, artificial intelligence (AI) and electric vehicles (EVs).

Boris Qi

Geely Goes Left and Huawei Goes Right: Technological Capability Development of Chinese Enterprises

Abstract: This talk will focus on the development of technological capability of two Chinese private companies. Geely is an automobile company mainly relying on continuous international

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mergers and acquisitions to obtain competitive advantages. It has taken many effective actions. Geely Holding Group acquired the Swedish passenger car maker Volvo Cars from Ford in 2010. It completed the acquisition of British taxi maker London EV Company in 2013, and acquired a majority stake in British sports carmaker Lotus in 2017. From Geely's practice, the type of technology development strategy is known as "Buy-In".

Instead, some Chinese technology companies mainly rely on self-reliant innovation to obtain the technological advantages. Huawei is a typical representative. Per the European Patent Office (EPO) annual report, Huawei ranked first with 3524 patent applications in Europe in 2019. Huawei has attached importance to the technological innovation and fundamental research.

Geely goes left and Huawei goes right. The industry background including the failure of "Market for Technology" in the automobile industry and the encouragement of self-innovation in the communications industry has some impact on the enterprise strategies. I will compare the different strategies of technological capability development, «Buy-In» and «Self-Reliance», and their consequence and implications.

Bruno Lanvin

A Few Facts and Three Counter-Intuitive Thoughts on Global Innovation

Abstract: What did we learn through 15 years of measuring information worldwide? And what does it tell us about who is most likely to win future innovation battles? Focusing on four highly innovative economies (China, the USA, Singapore and Switzerland) this opening presentation will highlight a few counter-intuitive ideas about innovation and the way it is measured. It will also suggest a few promising avenues by which innovation is likely to be re-invented with the next wave of globalisation.

Daniel Mack

Challenges of Scaling in Digital Platforms: Insights from a Failed Scaling of a Chinese Company

Abstract: Successful start-ups not only need a viable business model strategy but also must scale-up sufficiently and rapidly to be competitive and survive. In a three-year inductive field study of a Chinese start-up, we identify several time-related factors that underpin the challenges of managing between 'starting-up' and 'scaling-up'. We find that platform growth emerges when the start-up reconciles the plurality of stakeholders' diverse temporal aspirations. This enables dynamic flexibility in stakeholders' work behaviours and facilitate asynchronous coordination via mutual adjustment, helping the organisation scale up rapidly. However, rather than remaining static, shifting of temporal aspirations creates difficult-to-manage conflicts during the rapid scaling-up process. This amplified costly maladjustments that undermine flexible mutual

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adjustment work behaviours necessary to sustain subsequent growth. Our study contributes to the organisational scaling literature by describing how the shifting of stakeholders' temporal aspirations can influence the growth of entrepreneurial start-ups.

Gerrit Jan Konijnenberg

Organisational Innovation to Combat Operator Fraud in a Deglobalised World

Abstract: RoamsysNext Solution-as-a-Service (SaaS Platform); new challenges; how to innovate and launch a global Fraud Intelligence Service; evidence of success.

Guoli Chen

Organisational Diversity and Firm Innovation: Implications for Chinese Firms in Globalisation

Abstract: In this study we address how the diversity at the top will have a cascading effect in the organisation which leads to greater innovation. More specifically, we propose that board diversity has a positive – albeit indirect – impact on the firm's invention performance. This relationship is mediated by the diversity of the top management team and inventor diversity, as board diversity cascades from the top to the lower ranks of the organisation. We then discuss a couple of examples to illustrate the potential challenges for Chinese firms to maintain their innovative capabilities in overseas market.

Haimeng Zhang

The 3.0 Innovation of Leading Chinese Companies

Abstract: Leading Chinese companies are mapping out the strategy from 1.0 to 3.0. Company 1.0 is the business that got them to where they are; company 2.0 is the digital transformation of their core business, name of the game is productivity gains; company 3.0 is the new technology play or platform play. 2021 is indeed the first year of the 21st century for Chinese enterprises: it's never so clear that all companies need to go digital and technology driven. From manufacturing to healthcare, from energy to basic material, from agriculture to real estate, having a digital and technology transformation roadmap is a paramount priority for the CEO.

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Hamilton Mann

Embracing Digital Transformation in Sales & Marketing in a Global Company

Abstract: The changes in our global markets lead us to accelerate our path towards renewing Thales “Customer Engagement Engine”, in support of Sales & Marketing effectiveness and efficiency, while leveraging a Sales Enablement digital technology platform for all our businesses worldwide.

This journey requires innovation and change in our Marketing & Sales processes, ways of working and habits. Through this transformation efforts we aim at:

- Empowering the autonomy of each of our sales force all around the world in leveraging digital approaches to sustain customer proximity, regardless their geography.
- Fostering a more structured demand generation teamwork between Sales & Marketing to jump to the next curve in executing plans that win.
- Increasing Customer Collective Intelligence leveraging insights to drive a greater ROI from sales enablement investments and doubling down on the shift to digital ways of working.

Key challenge is not the technology but successful adoption:

- Adoption of practices allowing the collective game to improve in generating content that enables faster sales, upsell and cross sell
- Adoption of new ways of working between Sales & Marketing to enhance our agility and delivery of productive customer engagements.
- Adoption of a more data-driven approach to continuously monitor and drive the performance of content produced to support sales cycles for our Accounts’ growth.

Executing plans to embrace the change in ways of working precedes the ability to leverage new digital technology in business – and not the other way around. As Winston Churchill said *“he who fails to plan is planning to fail”*.

Jean-Marc Frangos

A Comparison of How Corporations Learn and Apply Best Innovation Practice in Silicon Valley, Europe and Asia

Abstract: In his remarks, Jean-Marc will explain the purpose of the present work. It is largely focused on the realisation that Silicon Valley has been a sort of open innovation university for world leaders, but other countries and cultures, especially in Asia, have grown their own innovation practices and are still to share them at scale with corporate executives around the world. How executives stimulate and drive innovation in their companies, how they organise and incentivise intrapreneurs, and the methodologies they use in the next decade might come from Asia.

Jean-Marc will share some of the early findings based on a series of interviews carried out during 2020 with innovation leaders in the US and Asia. The work is still in a preliminary phase, but some early findings might be interesting to the audience.

Presentation Titles and Abstracts

Kane Gang Xu

Core Competency Transformation of Chinese Enterprise – Innovation

Abstract: Chinese companies formed some unique core competencies and features in many industries – Efficiency, Agile and Mega size. The Chinese central government has been promoting innovation as a major driver of economy since 2014. And now there is a trend of accelerating the innovation transformation, driven by private sectors, in technology/ products/ market/ processes raw material and organisation etc.

Michael Tushman

Executive Leadership, Innovation Streams, and Structural Ambidexterity

Abstract: This short session will explore the challenge of dynamic capabilities and the role of senior teams in creating organisational context where their firm can simultaneously exploit existing strategies and explore into new spaces. These innovation streams require distinct organisational identities and attending to and dealing with strategic contradiction. The role of passion in shaping organisational evolution will also be discussed.

Michael Witt

Springboard MNEs under De-Globalisation

Abstract: Competing in an era of de-globalisation presents new challenges for multinationals, particularly for those from large emerging economies. Emerging market MNEs (EMNEs) in the past benefited from an open, globalising context that facilitates springboard and compositional strategies. De-globalisation makes it significantly harder for them to continue this journey. This presentation speaks to the question of what it takes for EMNEs execute compositional springboard strategies in the new era, making three general points. First, de-globalisation implies difficulties for EMNEs to acquire global open resources and needed strategic options. Second, uneven de-globalisation has a differential impact on the ability of EMNEs from different countries and different sectors to execute springboard strategies. Third, varieties of capitalism represent an underestimated obstacle to compositional springboard strategies, both in general and in interaction with de-globalisation.

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Nancy Ko

Building a Digitalised Agile C2M Supply Chain in Garment Industry

Abstract: The C2M service system was first introduced into the fashion business in 2015. Since 2016, through the establishment of Huberbuy, a platform with intelligent manufacturing as the core, and anchored on the belief of providing a total solution covering complete production life cycle, thorough supply chains and full elements in fashion industry. The platform has industry and intelligent manufacturing elements serve as the ballast. Fashion trend and cultural elements will serve as the upper layer booster empowering the upgrade and transformation of medium and small fashion companies

Nathan Furr

Architects and Bottlenecks: Ecosystem Roles in the Solar Photovoltaic Industry

Abstract: Although ecosystems play a critical role in a focal firm's ability to create and capture value, we have limited understanding of how the roles non-focal firms play contribute to their own performance. In the context of the maturing solar photovoltaic industry, we examine how the choice to produce bottleneck, non-bottleneck, and architectural components or complements for focal firms impacts the survival of these non-focal firms. We observe that the larger ecosystem follows a different lifecycle than that of the focal industry, expanding while the focal industry contracts following a dominant design. Furthermore, we find that although producing bottleneck and architectural ecosystem elements has survival benefits relative to producing standard elements, producing elements that combine both has the greatest survival benefit.

Phanish Puranam

Agile Organising: Separating the Hype from the Reality

Abstract: Organisational agility is at the forefront of discussions about what the post-pandemic organisation will look like. In this talk, I review the roots of thinking about agility, and offer some views on why at least some of the enthusiasm may be misplaced. Not all the practices associated with agility make sense for every organisational context. I also describe how to assess what aspects of agility are relevant for a particular context based on evidence rather than gut-feel or copying best practice.

Presentation Titles and Abstracts

Ryan Raffaeli

Community-Based Retail in a Post-Pandemic World: Lessons from the U.S. Independent Bookselling Sector

Abstract: During the first six months of the COVID-19 pandemic, almost 73,000 small businesses closed permanently in the United States. Whereas online retailers such as Amazon experienced exponential growth, local businesses were the hardest hit. Questions remain about the nature of local brick-and-mortar retail following an end to the pandemic. Drawing on a nine-year study of the U.S. independent bookselling industry, this talk will examine how “indie” booksellers have maintained their resilience in the face of multiple competitive threats from global competition. It will introduce several findings associated with the role that geographic-based communities can play in enabling market regeneration following an environmental jolt. The findings hold broader implications for local businesses attempting to respond to ongoing threats from global retailers and ongoing shifts in consumer buying behaviours.

Spencer Harrison

The Curiosity Edge

Abstract: Curiosity is one of the most human of skills. We can think of it as an element. Like carbon or oxygen, curiosity is the building block of other human skills. In fact, curiosity is a part of viral discoveries in popular psychology from the last few years including grit, growth mindset, and psychological safety.

In this talk, I'll show you:

- how curiosity is a core element of successful organisations,
 - how it enhances your organisational strategy, and
 - how it can sustain your leadership.
-

Tobias Moser

Practical Approach to Organisational Innovation to Drive Global Technology Leadership

Abstract: Hydrogen is considered to play an important role in decarbonising the world's energy systems. FISCHER contributes to the global industry development with its high-tech fuel cell compressors. Our practical experience shows that international collaboration and networking is crucial to bring the Swiss innovation to success and play a part in the change of the global industry. In contradiction, the new energy business is highly influenced by local politics which follow more and more a deglobalised approach. In the presentation the consequences of the geopolitical events are discussed and the FISCHER approach to organisational innovation is laid out.

Presentation Titles and Abstracts

Yanfeng Zheng

Shadow of the Great Firewall: The Impact of Google Blockade on Innovation in China

Abstract: After its public confrontation with China Government and high profile exit from China in 2010, Google became less popular among Internet users in China due to loss of its google.cn site and lack of promotion. The fatal blow came on June 1, 2014 when Internet users in China were suddenly blocked from Google and all its affiliation services. Many thought that the blockade was perhaps temporary like before, but it has lasted more than six years and continues today. While some believe the blockade only impacts public opinion in China because researchers can still access scientific and technological information through specific websites or databases, others suspect that the blockade may be consequential because Google was widely used by scientists and researchers in China to seek business information and scientific knowledge. Building on the search-based view of innovation, our paper suggests that the blockade of Google altered the searching behaviour of inventors in China and negatively impacted the economic value of their inventions.

Zhixing Xiao

Why the Chinese is not Really Innovating

Abstract: Thus far, what the Chinese companies is really good at is scale and speed: learn a mature technology from the West, replicate at a huge scale and in a very fast speed. The low cost they achieve from scale and speed gives them a formidable competition advantage in the international market. However, I will argue, with the new international treaties in place, these advantages will soon be undermined by the Western companies when they churn out the next generations of technology.

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