



CHRISTOPHER MARQUIS

## Immersion Experience Program Note: China

Welcome to the 2013 China Immersion Experience Program (IXP) focused on China's current challenges and future opportunities. I am excited to join you on this Immersion Experience. As you will see from this program book, this IXP consists of many different activities facilitating active learning, critical thinking, and self-reflection with the goal of understanding China's current economic challenges and identifying associated business opportunities. We aim to better understand China's complex economic, social, political and cultural context through field exercises and visits with leading companies. We will visit with companies in various industries including high-volume manufacturers; established and start-up high tech firms; finance, real estate and large state-owned enterprises.

Four related themes emerge for your reflection during this China IXP:

- China's economic success has been built on its labor supply and ability to produce goods at low cost. But recently other countries have begun to out-compete China on price. How can China stimulate domestic demand to replace volume lost to lower cost competitor countries? Related to China's production system, how should China address the serious labor issues that have emerged recently?
- How is a state-driven economy fostering innovation and entrepreneurship as a solution to China's future challenges? How do start-up and established entrepreneurial firms compete with state-owned firms that are backed by the extensive resources of the Chinese government?
- How can Chinese and multinational companies successfully deal with the constraints of the Chinese business environment? How do these uncertainties impact the success of doing business in China?
- How can China balance its new focus on growth and sustainability amid massive environmental degradation? How is the government fostering environmental innovation and entrepreneurship as a solution to China's environmental problems?

Furthermore, assessing a business environment is at least partly connected to understanding yourself within it. While we are on the road in China spending time in companies and with business managers, we hope that you will also engage in personal reflection:

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This note was created to aid in immersion preparation.

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- How do you see China? What expectations did you have before your visit and what surprised you? Were it possible, would you be inclined to invest in a Chinese company? Why? Why not?
- What skills and abilities would you need to acquire or develop further to work successfully in this, and with this, environment? What would you find most challenging and most positive if you were to live in China?
- How different is doing business in China from other environments you are familiar with? What is unique? What isn't? What is your impression of the role of politics in people's daily lives?

We hope that the China IXP will provide you with exciting opportunities to experience China's recent economic and business challenges while also immersing yourself in the country's social, cultural, and political context. Don't be afraid of opening yourself to the possibility that some prior assumptions might be changed in the process. I look forward to going through this exciting and productive process with you and hope that the IXP, as an academic and personal learning experience, will offer you valuable insights and exciting perspectives on doing business in the age of globalization.

Chris Marquis

China IXP Faculty Leader

## **Community Values and Standards**

Although we will be far from campus, the HBS Community Values and the MBA Program Honor Code continue to govern our behavior during the immersion. Specifically, we ask you to consider the following:

### **TIMELINESS**

Out of respect for our hosts and fellow participants, we expect you to arrive punctually to all scheduled events and stay present to the end.

### **PARTICIPATION**

Participation in all scheduled events is mandatory. Please inform your faculty if you are unable to attend a session.

### **DRESS CODE**

Attire for alumni events and other activities involving business associates in general is business formal. Attire for company visits is business casual, including closed-toe shoes. Please speak with your Program Managers regarding appropriate attire for your on-site meetings during the immersion.

### **EXTERNAL PARTICIPANTS**

HBS classmates, friends, family, or colleagues who may be visiting or residing in the immersion location cannot participate in program activities (cultural excursions; presentations and discussions; alumni events; dinners; company visits; and field exercises). Free time may be used for independent activities with friends and family.



The  
classroom,  
expanded.

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## Itinerary & Schedule 2013 China IXP

### Current Challenges, Future Opportunities

Updated November 15, 2012  
(subject to change)

<b>Tues, Jan 8</b>	<b>Beijing</b>	<b>Tues, Jan 15</b>	<b>Guangzhou (B)</b>
All day	Arrive Beijing	Morning	<b>Plenary Visit: Esquel</b>
		Afternoon	Cultural Activity (optional)
			Overnight at Holiday Inn
<b>Wed, Jan 9</b>	<b>Beijing (B, L, D)</b>	<b>Weds, Jan 16</b>	<b>Guangzhou – Shenzhen (B)</b>
8:30 – 9:00	<u>Orientation led by Program Managers</u>	Morning	<b>Plenary Visit: Vanke R&amp;D</b>
9:00 – 2:00	Tour of Tiananmen Square & Forbidden City followed by hutong tour and lunch with local families	Afternoon	<b>Plenary Visit: Vanke Headquarters</b>
	<u>Faculty-led Learning Focus Meeting</u>	Evening	Bus to Shenzhen
4:00 – 4:30	<b>Opening Panel:</b>		Overnight at Fuitan Sheraton
Early Evening	<b>China - Current Challenges</b>		
6:30	Welcome Dinner (Da Dong Duck Restaurant)		
	Overnight at Novotel Peace Hotel	<b>Thurs, Jan 17</b>	<b>Shenzhen – Shanghai (B)</b>
		9:00-10:00	<b>Plenary Visit: Shenzhen Stock Exchange</b>
<b>Thurs, Jan 10</b>	<b>Beijing (B)</b>	Early Afternoon	Flight to Shanghai
10:00 – 12:00	<b>Photo Exercise</b>	6:00 – 8:00	<b>IXP Event w/Alumni</b>
Afternoon	<b>Plenary Visit: CreditEase</b>		Overnight at Jinjiang Hotel
	Overnight at Novotel Peace Hotel	<b>Fri, Jan 18</b>	<b>Shanghai (B)</b>
		All Day	<b>Field Interviewing Project</b>
<b>Fri, Jan 11</b>	<b>Beijing (B)</b>	Late Afternoon	<b>Discussion: Sun Chao</b>
Morning	<b>Plenary Visit: Sina</b>		Overnight at Jinjiang Hotel
Afternoon	<b>Plenary Visit: Shenhua</b>		
	Overnight at Novotel Peace Hotel	<b>Sat, Jan 19</b>	<b>Shanghai (B)</b>
		Morning	<b>Plenary Visit: SMIC</b>
<b>Sat, Jan 12</b>	<b>Beijing (B)</b>	Afternoon	Capstone Prep
Morning	<b>Work on Photo Exercise</b>		Overnight at Jinjiang Hotel
Afternoon	<u>Faculty-led Learning Focus Meeting</u>		
	Overnight at Novotel Peace Hotel	<b>Sun, Jan 20</b>	<b>Shanghai (B, D)</b>
		Morning	<u>Capstone: Team Presentations and Final Discussion</u>
<b>Sun, Jan 13</b>	<b>Beijing – Guanzhou (B)</b>	7:00 – 9:00	Capstone Dinner
Morning	Hotel Checkout		Overnight at Jinjiang Hotel
All Day	Great Wall at Juyongguan & 798		
Evening	Flight to Guangzhou		
	Overnight at Holiday Inn	<b>Mon, Jan 21</b>	<b>Shanghai (B)</b>
		Morning	Students depart
<b>Mon, Jan 14</b>	<b>Guangzhou (B, D)</b>		
8:30 – 9:30	<b>Focus Meeting with Chinese Partners</b>		
	<b>Real Markets Lab™</b>		
10:00 – 4:00	Cultural dinner at Lianxiang Lou Restaurant		
Evening	Overnight at Holiday Inn		

**B = breakfast; L = lunch; D = dinner**

## Field Based Learning Activities

### Field-Based Learning Activity 1: Snapshot Exercise

During your first few days in Beijing, your task is to chronicle what you see as the key set of growing pains that China faces through photographs. How are China's growing pains lived on a daily basis by Beijing residents? Your focus could be economic, cultural, demographic, or physical – whatever you chose. You can shoot images of people, buildings, events, behaviors or anything else that you feel helps convey the key challenges you have identified. Some possible questions or themes that you may chose to focus on:

- How would you judge the standard of living of Beijing residents? Consider their personal consumption, housing, transportation, etc. How much variation is there in the level of affluence across Beijing residents? What implications does this have?
- What does the spatial design of the city and its architecture tell you about the presence of the government? What can you tell about the governments' infrastructure development program? How much variation is there in types and uses of physical infrastructure in Beijing?
- If you were to open a business in Beijing, what elements of the city would you consider to be an advantage or disadvantage? What are some of the key challenges that entrepreneurs face in current day China and how do they address them?
- How does Beijing address issues of waste and the physical environment? Is this consistent across the city? What unique or innovative practices help the environment in Chinese businesses and daily life?

#### **Preparation:**

Have your digital camera ready

#### **Implementation:**

**January 3 - 7, 2011**

You are welcome to start taking pictures as soon as you are on your way from the airport to the hotel in Beijing.

**Thursday, January 6, 2011**

**10:30 - 2:00 Additional Field Work & Group Work**

During this time, you will have an additional opportunity to take photos with your group and collectively select 8 images to address the focus you selected for your fieldwork. How do these images identify characteristics of specific economic, social, and urban conditions?

By 9:00 pm, Your group should email the program managers the 8 photos that you want to share with the larger group.

**Friday, January 7, 2011**

**4:00 - 5:30 pm Learning Focus Meeting**

Discussion and debrief with all teams

**Field-Based Learning Activity 2: China Real Markets Lab**

**Sunday, January 9, 2011**

The aim of the Real Markets Lab (RML) as a day-long, field-based exercise is to facilitate individual and group learning through firsthand interviewing and investigation of leading business-related issues in China. The assigned exercise, closely associated with the interests you have expressed, is meant to bring you in closer contact with the “real market” in China – that is, the people.

Out of this engagement you and your team should be able to think more concretely about the opportunities and challenges of doing business in China. Your assignment is 1) to think about a market-based solution to the issues under study; and 2) as feasible, to capture in photographs or video the opportunities and challenges specific to doing this kind of business in China.

An entrepreneurial mindset is critical to the exercise’s success. The solution might be “business to government”, “business to business”, or entirely on the consumer side. It may relate to manufacturing, e-commerce, transport, finance, or consumer tastes/behavior. Whatever your team chooses, the core feature remains the identification of your solution through observations, discussions with your target audience and fellow team members, as well as any additional information you might already have or discover through the Immersion.

**Real Markets Lab in Practice**

**Preparations**

On January 9, 2011, your team will be given its RML project for Guangzhou. Your team will only have one day to conduct its investigation. Therefore, it is critical to devise an appropriate strategy and division of labor during your preliminary sessions.

Your team will be joined by 2-3 Chinese locals with English speaking ability. Your English partners are advanced English language students from the Guangzhou branch of EF Education. These students are not only eager to facilitate interviews but are important sources of local knowledge as well. You will meet your local partners on the morning of January 9, just prior to beginning your fieldwork.

**Implementation: Sunday, January 9, 2011**

**9:30 - 10:30 am      Learning Focus Meeting**

We will meet as a group to go over basic ground rules and introduce you to your local partners. You will have time to work with your team on your strategy and division of labor at this time

**10:30 - 3:30 pm      Field Work for RML Project**

Each team will have from 9:30 am to 3:30 pm to carry out their research and make their way back to the hotel.

### **3:30 - 5:30 pm      Teams Work on Assignments**

Between 3:30 and 5:30 pm each team has the opportunity to meet with the Faculty Leader to debrief about their project and the results from their field work. This debrief also offers a chance for the teams to discuss their field experience in terms of group dynamics and personal experiences and how they related the outcome of their project to the previous immersion experiences.

### **Some “On the Ground” Rules**

- Be sure to introduce yourself as an HBS student who is studying China’s business environment.
- Avoid taking pictures or recording anyone without asking for permission.
- Do not implement a written survey or distribute a survey form to respondents to complete. Rely instead on question and answering through informal conversation.
- Do feel free to write notes that may inform the questions you pursue in your RML interviews.
- Enjoy the experience of field work and don’t hesitate to be creative in your approach to the project!

## **Field-Based Learning Activity 3: Interviews**

### **Small Group Meetings: An Interviewing Opportunity**

Interviewing is an act of emotional exchange. You might feel energized, drained, thrilled or annoyed by the discoveries in your conversation. The point here is that you affect others by both asking and answering questions. Internalizing this process is a first step toward becoming a conscious practitioner within your engagements.

As part of our field-based learning program, you will face different interviewing engagements. In all cases, the onus is on you to make interviewing an experience that aids you in your learning. What do you want to know? How will you make it happen? What expectations do you have going into the interview? What are the expectations of each group you plan on interviewing? As you will be conducting interviews in small teams, you will have the opportunity to be actively engaged with the experience.

We will talk about interviewing skills during our debrief sessions, including a chance for you to share how your practice of conscious engagement has been going in China.

### **Engagement 1:**

### **Plenary Visits: Break-Out Sessions**

We have scheduled altogether six group visits for this trip in Beijing, Guangzhou, and Shanghai, and at least four of them will include breakout sessions for your team. The goal

here is to move beyond the “museum tour” approach to facility visits and encourage you instead to engage the people running the business with questions about the opportunities and challenges they face. Don’t be afraid to ask anything, even if you think it is “too basic”. It isn’t. Our hosts know that you are there to learn from them, so put your thinking cap on and try to integrate your observations with concepts and frameworks you are already familiar with from your learning experience in the HBS classroom. What is different (or not) with regard to the application of those concepts and frameworks for measuring efficiency and performance?

### **Engagement 2:**

#### **DBIC Interview: Shanghai (January 13)**

Here is the chance for you and your team to go out into the business community, moving around Shanghai on your own to interview relevant managers of Chinese and multinational firms. These interviews will offer you the opportunity to evaluate the challenges and solutions for their industries/business operations.

#### **Assignment**

At the end of the interview session, each team will prepare a one-page document that identifies the problems most commonly mentioned by your interviewees and their preferred solution. Demonstrate how your team assessed these solutions and what you would do. You can include findings from your breakout sessions here as well.

You and your team will be asked to share and include your findings at the capstone event on Friday, January 14.

#### **Field-Based Learning Activity 4: Capstone Event**

By now you have experienced the Chinese business environment in the three very different settings of Beijing, Guangzhou, and Shanghai. With your team you have investigated issues relating to the opportunities and challenges for doing business in China from the perspective of a specific industry, management function or institutional structure. Now it is time to pull things together and share your findings.

#### **Assignment**

On Friday, January 14, 2011, students will bring together all their various learning experiences gathered during this trip to share them with their peers and the China IXP team. Each team should prepare a final Power Point presentation of 5 slides representing the take-aways in its selected learning field. Teams exchange presentations with each other, and each team has 15 minutes to present its findings. At the very end, students will vote on the best presentation in terms of content and performance, and the winning team will be rewarded with a memorable souvenir.

#### **Implementation**

**Thursday, January 13**

#### **Afternoon**

At the new HBS office in the IFC building in Pudong, students will work with their teams on the presentations in break-out rooms. The faculty leader will be connecting with each team

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to offer input and guidance. At the end of the afternoon, each team will send its draft presentation to the program manager for distribution among all teams and the faculty leader.

**Friday, January 14**

**10:00 - 12:00 pm**

Each team makes its presentation to the whole group and the IXP team with a vote on the best presentation at the end.

**A copy of your team's final Power Point presentation should be e-mailed to the Program Managers by 11:59 pm on January 13, 2011.**

## Company Briefs

This is an initial list of companies. We anticipate that there may be some minor changes as January approaches.

### CreditEase

Founded in 2006 and headquartered in Beijing, CreditEase is a national leader in wealth management, credit management, microfinance investment, and microcredit loan origination and servicing. Since its inception, the company has built a nationwide service network covering over 50 cities and 10 rural locations.

In 2006, CreditEase launched the first P2P microcredit platform in China, bridging urban lenders with extra funds and people with microcredit needs, such as urban micro-entrepreneurs, salary workers, vocation school students and the rural poor. On the innovative platform, transactions between lenders and borrowers are safer, more efficient, professional and standard.

In 2011, CreditEase is expanding its business to provide comprehensive wealth management services to middle class and high net worth individuals, introducing advanced wealth management tools and practices to China. *Source: <http://english.creditease.cn/>.*

### Esquel Group

Esquel Group is one of the world's leading producers of premium cotton shirts. The Group is also among the most dynamic and progressive global scale textile and apparel manufacturers, with production facilities in China, Malaysia, Vietnam, Mauritius, and Sri Lanka, and a network of branches servicing key markets worldwide.

Esquel manufactures for the world's best known and highly respected brands, including Tommy Hilfiger, Hugo Boss, Brooks Brothers, Abercrombie & Fitch, Nike, Lands' End and Muji, and major retailers such as Marks & Spencer, Nordstrom and Jusco.

Esquel's vertically integrated operations ensure the highest quality in every step of the apparel manufacturing process. Production begins in Xinjiang province in northwestern China, where the Group grows its own Extra Long Staple (ELS) Cotton and Organic Cotton, continues through spinning, weaving, dyeing, manufacturing, packaging and retailing.

Esquel's textile and apparel production is complemented by strong product development capabilities. The Group's design and merchandising team work closely with its research and development center to create unique finishings such as wrinkle-free and nanotechnology performance qualities that consistently give Esquel the cutting edge in the apparel industry.

Esquel's uncompromising emphasis on ethical business practices, creativity and continual improvement has earned it a reputation as "A Company of Fun People Serving Happy Customers". Applying state-of-the-art technology and manufacturing processes, Esquel continues to be the standard bearer of reform for the textile and apparel industry. *Source: [www.esquel.com/en/](http://www.esquel.com/en/)*

### Shenhua China

Shenhua Group Corporation Limited (Shenhua Group) is a state-owned enterprise under the direct supervision of the Chinese central government. The company is a coal-based integrated energy enterprise with businesses in coal production, railway transport, electricity

generation, port, shipping, coal-to-liquids and coal-to-chemicals. It also runs a complete supply chain covering production, transportation and trade. At the end of 2011, the group has 62 operating mines, power plants with total installed capacity of 42,830 megawatt(MW), a total self-owned railway length of 1,466.53km, Huanghua Port and Tianjin Coal Terminal with a throughput capacity of 100m tons and 45m tons respectively, and a shipping company with 12 vessels. Shenhua Group is headquartered in Beijing. Shenhua Group is one of the largest and most modernized coal producing companies in China. It also provides coal chemical products, such as methanol, PE, and PP; and coal-to-liquid products, including diesel oil, liquefied gas, and naphtha. As of end of 2011, the group has owned 15 coal enterprises, of which 10 are in production. It has 65 coal mines and 71 shafts, of which, 53 coal mines and 58 shafts are in production. In 2011, the group's raw coal output was 407 million(m) tons. Its sales volume of commercial coal was 503m tons. The volume of coal transported by selfowned railway was 320m tons; electricity generation was 209.9 billion kwh; and port throughput was 126m tons. *Source: Global Data/OneSource*

### **Shenzhen Stock Exchange**

Shenzhen Stock Exchange (SZSE), established on 1st December, 1990, is a self-regulated legal entity under the supervision of China Securities Regulatory Commission (CSRC). It provides the venue and facilities for centralized securities trading. It also organizes, supervises securities trading and performs duties prescribed by laws, regulations, rules and policies. Its main functions include providing the venue and facilities for securities trading, formulating operational rules, receiving listing applications and arranging securities listing, organizing and supervising securities trading, supervising members; regulating listed companies, managing and disseminating market information, and other functions as approved by the CSRC.

SZSE is committed to developing China's multi-tier capital market system, serving national economic development and transformation and supporting the national strategy of independent innovation. The SME Board was launched in May 2004. The non-listed shares quotation and transfer system (OTC market) began its pilot operation in Zhongguancun Science Park in January 2006. The ChiNext market was inaugurated in October 2009. Thus SZSE has basically put in place a framework of multi-tier capital market comprising the Main Board, SME Board, ChiNext and the OTC market. Shenzhen Stock Exchange has become an emerging market that attracts worldwide attention. By 30 December 2011, SZSE had 1,411 listed companies, with 484 on the Main Board, 646 on the SME Board and 281 on the ChiNext. Their total market capitalization amounted to RMB 6.6 trillion (USD 1.0 trillion). In addition, 102 companies from Zhongguancun Science Park were quoted on the OTC market. In the year of 2011, SZSE raised RMB 181.0 billion (USD 28.7 billion) in IPO proceeds and recorded a total trading value of RMB 18.4 trillion (USD 2.9 trillion). SZSE's products cover equities, mutual funds and bonds. The product lines include A-shares, B-shares, indices, mutual funds (including ETFs and LOFs), fixed income products (including SME collective bonds and asset-backed securities), and diversified derivative financial products (including warrants and repurchases). SZSE plays an increasingly important role in supporting the real economy and transforming the nation's economic growth model.

Since 2000, SZSE has signed MOUs with 28 major stock exchanges in the world and enhanced cross-border cooperation and communications. It has also taken an active part in international securities organizations. SZSE is a member of both the World Federation of Exchanges (WFE) and the Asian and Oceanian Stock Exchanges Federation (AOSEF). It is also

an affiliate member of the International Organization of Securities Commissions (IOSCO).  
*Source: www.szse.cn.*

### **SINA Corporation**

SINA Corporation (SINA) is an online media company serving China and the global Chinese communities. The Company's digital media network of SINA.com (portal), SINA.cn (mobile portal) and Weibo.com (social media), enable Internet users to access professional media and user generated content (UGC) in multi-media formats from the Web and mobile devices and share their interests to friends and acquaintances. SINA.com offers distinct and targeted professional content on each of its region specific Websites and a range of complementary offerings. SINA.cn provides information and entertainment content from SINA portal customized for wireless access protocol (WAP) users. It generates its revenues from online brand advertising, MVAS and fee-based services. SINA provides advertising, non-advertising and free services through SINA.com, SINA.cn, Weibo.com, MVAS, other businesses and SINA products. Advertising revenues relate to online advertising revenues derived from SINA.com. *Source: OneSource/Reuters*

### **SMIC**

Semiconductor Manufacturing International Corporation (SMIC) is a holding company that operates through its subsidiaries. The Company is engaged in the computer-aided design, manufacturing, packaging, testing and trading of integrated circuits and other semiconductor services, as well as manufacturing and designing semiconductor masks. The Company's subsidiaries include Semiconductor Manufacturing International (Shanghai) Corporation (SMIC Shanghai), Semiconductor Manufacturing International (Beijing) Corporation (SMIC Beijing) and Semiconductor Manufacturing International (Tianjin) Corporation. The Company serves a global customer base, consisting of integrated device manufacturer, fabless semiconductor companies and system companies. For the six months ended 30 June 2009, Semiconductor Manufacturing International's revenues decreased 41% to \$413.9M. Net loss increased 2% to \$276.5M. Revenues reflect decreased sales in products. Net loss was partially offset by reduced research & development expenses, the absence of impairment loss of long lived assets, decreased interest expenses and the presence of income from sales of equipment and other fixed assets vs. a loss. *Source: OneSource*

### **China Vanke Co., Ltd.**

China Vanke Co., Ltd. (known as Vanke) helps the country's emerging middle class become yezhu (homeowners). Vanke is China's largest mainland residential real estate developer. Its high-rise apartment towers, single-story suburban developments, and luxury gated communities can be seen in 30 cities across the Pearl River Delta, the Yangtze River Delta, and the Bohai Rim region. Vanke has developed hundreds of properties and has a land bank of 18 million square meters (about 7 sq. mi.). The company was founded in 1984 by chairman Shi Wang, and in 1991 it became the second company to list on the Shenzhen Stock Exchange. China Vanke's largest shareholder is China Resources (Holdings) Co., with 15%. *Source: Hoovers*

## Speaker/Panelist Bios

### James McGregor

James McGregor is a senior counselor for APCO Worldwide in China and author of two highly regarded books: *No Ancient Wisdom, No Followers: The Challenges of Chinese Authoritarian Capitalism*, published in October 2012, and *One Billion Customers: Lessons from the Front Lines of Doing Business in China*, published in 2005. He was a veteran reporter for *The Wall Street Journal*, and prior to joining APCO, he was founder and CEO of a China-focused consulting and research firm for hedge funds. He also held previous roles as a senior adviser for Ogilvy Public Relations China and the China managing partner for GIV Venture Partners, a venture capital fund that focused on technology and Internet investments in China and India.

Mr. McGregor was a reporter in the Washington bureau of Knight-Ridder newspapers during the Reagan administration. After serving as the Taiwan bureau chief for *The Wall Street Journal* from 1987 to 1990 and China bureau chief from 1990 to 1994, he spent seven years building Dow Jones' media business in China as CEO of Dow Jones' China. During this time, he established CNBC in China and created the Chinese language website of [wsj.com](http://wsj.com), Dow Jones' Chinese-language newswires, Chinese stock-market indexes and the first weekly business-television show in China. He was also a Series A investor in Sohu.com and served on the Sohu board for several years. After successfully preventing Xinhua News Agency from obtaining a monopoly on financial information in China, he received the Barney Kilgore award, Dow Jones' highest employee accolade.

Mr. McGregor is a professional speaker, regular television and radio commentator and a contributor of essays and opinion articles for a variety of publications. He has lived in China for more than two decades and can speak and read Chinese. He was an active member of the Board of Governors of the American Chamber of Commerce in China (AmCham) for nearly a decade and served as chairman in 1996. He is currently chairman of the U.S. Government Relations Committee for AmCham. He is also a member of the Council on Foreign Relations, the Atlantic Council, a Global Council member of the Asia Society, a board member of the U.S.-China Education Trust and a member of the National Committee on U.S.-China Relations.

### He Gang (Managing Editor of CAIJING Magazine, Editor of HBR Chinese Edition)

In Nov. 2009, Mr. He joined the editorial team of CAIJING Magazine where he serves as Managing Editor. In addition, since March 2012 he has been Editor of the *Harvard Business Review* (Chinese Edition). Previously, he has been news Editor of *People's Daily*, comment Editor of *Financial Daily*, Editor-in-chief of *International Finance New* and Managing Editor-in-Chief of *Investor Journal*. Gang He got his BA in International Politics from Renmin University of China, received a Master's degree in Journalism from the Graduate School of Social Science Academy of China and a MBA from Cranfield School of Management in the UK.

### Professor Sun Chao

Mr. Sun has been first party secretary of the Minhang District for a year. Prior to that he was Xuhui District mayor, a position he held since 2004. He was born and raised in the Xuhui District, the former French Concession with exceptional architecture and a rich cultural

history. Sun is a graduate of East China University of Politics and Law with a major in Constitution and Legislature.

After graduating, Mr. Sun began his career as a law teacher at East China University of Politics and Law and later became a professor and director of the university's Research Center. He was a visiting scholar at the Georgetown University Law Center from August, 1989 to January, 1991, and also traveled extensively in the United States, including as part of a National Committee Scholar Orientation Program. He lectured at the University of Wisconsin Law School in 1993, and in 1996 at Sydney Law School, University of Sydney, Australia. During the fall of 2001, Mr. Sun was a visiting professor at the Yale Law School.

Mr. Sun first entered political life in 1998 when he was elected a special executive member of the People's Congress of Shanghai, focusing on law making and policy advisory. *Source:* <http://www.ncuscr.org/?q=programs/roundtable-discussion-sun-chao>