



China-Britain  
Business Council  
英中贸易协会

# CBBC EXECUTIVE LEADERSHIP PROGRAMME 2022

- Beijing (September)
- Shanghai (October)
- Shenzhen (December)



Cambridge Assessment  
English



CKGSB  
长江商学院  
CHEUNG KONG GRADUATE  
SCHOOL OF BUSINESS



CEIBS



## **WELCOME FROM THE CHINA-BRITAIN BUSINESS COUNCIL**

### **1. CBBC EXECUTIVE LEADERSHIP PROGRAMME**

#### **➤ OVERVIEW**

#### **➤ PROGRAMME MODULES**

- **BEIJING:** LEVERAGING GOVERNMENT RELATIONS TO ACHIEVE COMMERCIAL OUTCOMES
- **SHANGHAI:** SETTING SUSTAINABILITY GOALS FOR YOUR BUSINESS
- **SHENZHEN:** INCORPORATING INNOVATION, TECHNOLOGY, AND CHANGE INTO YOUR BUSINESS MODEL

### **2. CBBC PROGRAMME SPONSOR**

#### **➤ CAMBRIDGE ASSESSMENT ENGLISH**

### **3. CBBC'S BUSINESS SCHOOL PARTNERS**

#### **➤ CHEUNG KONG GRADUATE SCHOOL OF BUSINESS**

#### **➤ CHINA-EUROPE INTERNATIONAL BUSINESS SCHOOL**

### **3. SPEAKER PROFILES**

# WELCOME FROM THE CHINA-BRITAIN BUSINESS COUNCIL



**Andrew Seaton**  
**Chief Executive**  
**China-Britain Business Council**

On behalf of the China-Britain Business Council, I would like to invite you to participate in our inaugural Executive Leadership Programme.

CBBC's Executive Leadership Programme is designed to enable senior executives from British and other multinational companies to undertake intensive study of China's business environment, political landscape, and regulatory regime to equip them with the skills needed to lead an internationally orientated business from the mainland.

As well as learning from academics teaching at leading business schools, which will provide you with foundational modules on leveraging government relations, setting sustainability goals, and incorporating innovation into your business, you will also hear from titans of industry who are considering these issues daily. CBBC hopes that participation in this programme will prepare you to take your career to the next level and enable you to make better informed decisions within your company and industry.

Moving across China and touching on the formative characteristics of three of the country's most commercially active cities, in the case of Beijing, Shanghai, and Shenzhen, the programme will be delivered with the assistance of academics from two of China's pre-eminent business schools.

CBBC has partnered with the Cheung Kong Graduate School of Business (CKGSB) and the China Europe International Business School (CEIBS), with both institutions boasting faculty members who are among the most respected scholars in their respective fields, with many of them previously having held tenure at Russell Group institutions in the UK or Ivy League schools in the US. By pairing these voices with industry leaders in China, the CBBC's programme is unique in putting theory into practice and ensuring that each session is vocational training with real-life application.

We welcome you to apply to join the CBBC's Executive Leadership Programme and hope that you see the chance to study China's business landscape at these institutions at this time as an opportunity to be seized.

A handwritten signature in black ink that reads "Andrew Seaton".



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# CBBC EXECUTIVE LEADERSHIP PROGRAMME 2022

*From Book to Boardroom: Practical lessons for business leaders operating in China*



## OVERVIEW

The structure of the programme is as follows:

- **Beijing** – *Leveraging Government Relations to Achieve Commercial Outcomes*
  - 22<sup>nd</sup> September 2022
  - Cheung Kong Graduate School of Business (CKGSB)
  - 16:00-19:30 (networking until 21:00)
- **Shanghai** – *Setting Sustainability Goals for your Business*
  - 11<sup>th</sup> October 2022 (TBC)
  - China Europe International Business School
  - 16:00-19:30 (networking until 21:00)
- **Shenzhen** – *Incorporating Technology, Innovation, and Change into your Business Model*
  - 6<sup>th</sup> December 2022 (TBC)
  - CKGSB, Shenzhen Campus
  - 16:00-19:30 (networking until 21:00)

Participants are invited to participate in all three modules or simply join the programme for whichever modules are of interest to them.



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**Scan the QR code below to  
submit your application!**



<https://jinshuju.net/f/hpEshE>

**HOW TO APPLY**

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# KEYNOTE SPEAKERS



## **LIU Jing**

Professor of Accounting and Finance, Director of  
Investment Research Center  
PhD, Columbia University  
Cheung Kong Graduate School of Business

Dr Liu is Professor of Accounting and Finance, Chairman of the Faculty Executive Committee and Director of the Investment Research Center at the Cheung Kong Graduate School of Business (CKGSB). Prior to joining CKGSB, he was a tenured professor at UCLA's Anderson School of Management. He earned his Ph.D. from the Columbia Business School in 1999.

Academically, Dr Liu is an internationally recognized expert on capital markets and investment analysis. A key feature of his research is a broad range and a tight connection between theory and practice. His research has been published in a number of leading international journals and has received wide recognition and citation. He is a recipient of the Outstanding Research Award from CKGSB, Eric E. Juline Research Award from the UCLA Anderson School, and the Barclays Global Investors (BGI) Best Paper Award from the Review of Accounting Studies.

Dr Liu serves as a director on the boards of several large Chinese as well as international companies. He also consults widely on management and investment issues.



## **Shameen Prashantham**

Professor of International Business and Strategy,  
China Europe International Business School

Dr Shameen Prashantham is a Professor of International Business and Strategy at CEIBS. Prior to that, he worked at the Nottingham University Business School China from 2011 to 2015 as Associate Professor in International Business & Strategy. Before joining NUBS China, Dr Prashantham spent a decade in Scotland, UK, as a doctoral and post-doctoral researcher at Strathclyde University and then as Lecturer and latterly Senior Lecturer in International Business & Strategy at Glasgow University. His research and teaching interests relate to international entrepreneurship and strategy. His research focuses on new venture internationalisation with an emphasis on how start-ups “dance with gorillas,” i.e. partner with large multinationals to improve their prospects of innovation and international expansion. He also has an interest in strategy-as-practice.



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# PROGRAMME MODULES

- Each module will be structured around developing impactful business strategies for multinational companies in China, featuring case studies, workshops, and expert panels.
- Hosted by two of China's pre-eminent business schools, the modules will marry the academic excellence of CKGSB and CEIBS with the practical experience of senior representatives of CBBC member companies.
- You will join a cohort of 30 industry peers, all of whom are senior decision makers within their respective organisations, with which you will be able to network, share best practice, and consider some of the most pressing issues affecting foreign firms operating out of the China market.



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22 September 2022

Cheng Kong Graduate School of Business  
16:00-19:30 (networking until 21:00)

www.cbbsc.org



BEIJING

Cheng Kong Graduate School of Business  
1 E Chang'an St, Wangfujing, DongCheng, Beijing



## Indicative Agenda (Subject to Change)

Time:	Activity:
16:00-16:15	<b>Introductory Remarks</b> <ul style="list-style-type: none"> <li>- <b>Tom Simpson</b> (Managing Director &amp; Chief Representative in China - CBBC)</li> <li>- CKGSB</li> <li>- Cambridge Assessment English</li> </ul>
16:15-17:00	<b>Keynote Address</b> <ul style="list-style-type: none"> <li>- <b>Dr LIU Jing</b> - Professor of Accounting and Finance, Director of Investment Research Center, CKGSB</li> </ul> <p><i>An Introduction to China's Regulatory Environment as it Pertains to Foreign Business</i></p>
17:00-17:30	<b>Breakout Session 1</b> <ul style="list-style-type: none"> <li>- Model Bilateral Meeting: <ul style="list-style-type: none"> <li>• <i>Roleplay how you would put your company's asks to government</i></li> </ul> </li> </ul>
17:30-17:45	<b>Group Debrief</b>
17:45-18:30	<b>Expert Panel</b> <ul style="list-style-type: none"> <li>- <b>QU Min</b> - Director Asia Pacific Region, Cambridge Assessment English</li> <li>- <b>Amy Wang</b> - Executive Vice President, HSBC Bank (China)</li> <li>- TBC</li> </ul> <p><i>Leveraging Government Affairs to Achieve Commercial Outcomes</i></p>
18:30-19:00	<b>Breakout Session 2</b> <ul style="list-style-type: none"> <li>- No News is Good News: <ul style="list-style-type: none"> <li>• <i>Chart your company's course through a series of fictional crises</i></li> </ul> </li> </ul>
19:00-19:30	<b>Event Wrap-up</b>
19:30-21:00	<b>Networking</b>





## An Introduction to China's Regulatory Environment as it Pertains to Foreign Business

The China market features a rapidly evolving regulatory environment, one which is by no means uniform across the country nor similar to what multinational companies might be used to in third markets. Foreign firms looking to trade and invest in and around China must familiarise themselves with several lists outlining the sectors they are free to participate in; the difference between Free Trade Zones, High-Tech Industrial Zones, and Special Customs Administrative Zones; and the various tax regimes maintained by different cities and provinces, for example. What is more, for a company to succeed in China long term, understanding how its regulatory environment affects market entry is not enough—it is essential to understand the rationale behind these policies and learn how one can infer where the central and local government plans on taking the economy as a result.

## BEIJING



## SAMPLE RESOURCES

- [Report – 中文] “The CKGSB Investor Sentiment Survey Q1 2022,” **Cheng Kong Graduate School of Business**, May 2022, <https://english.ckgsb.edu.cn/worldwide/insights/the-ckgsb-investor-sentiment-survey/>.
- [Report] “In the Zone: Green Transition within China's Economic Zones,” **China-Britain Business Council**, June 2022, <https://www.cbbsc.org/cbbc-zone-report-series>.
- [Policy Update] Cash, Joseph., “Is China Finished with Foreign Investors?,” **Focus**, 29 June, 2022, <https://focus.cbbsc.org/?s=Joe+cash-.YsKE9y8RppQ>.
- [Policy Update] Weller, Torsten., “Why do More than 50% of British Imports go to Beijing and Shanghai?” **Focus**, 18 February, 2022, <https://focus.cbbsc.org/why-do-more-than-50-of-british-imports-go-to-beijing-and-shanghai/#.YsKFYy8RppQ>.

## EXAMPLE DISCUSSION POINTS

- What is behind China's adoption of policies such as the Dual Circulation Strategy, Common Prosperity, and Double Reduction?
- How does China fit into a multinational company's research & development activities as well as its supply chains, and how have the country's export control and data security legislation, for example, affected that?
- How do different provinces typically distinguish themselves to attract foreign investment, and how can multinational companies stand to benefit?
- How can multinational companies benefit from initiatives such as the Greater Bay Area, the Yangtze River Delta, and the plans to pursue socialist modernisation in Pudong?



### Leveraging Government Affairs to Achieve Commercial Outcomes

Companies looking to grow the scale and scope of their business in China often have to apply for various licences. While some licences are granted at the national level and dispensed by the central government, others must be sought on a province-by-province basis, and there are certain permissions that will only be granted in specific areas, such as Free Trade Zones. Obtaining a licence usually results in the removal of a market access barrier and almost always involves engaging government stakeholders—be it directly or through state-to-state engagement during a bilateral meeting. Businesses from certain countries may face more market access barriers in some sectors than others, and it is always worth checking to see which licences a competitor has been awarded in any given sector. Having a sophisticated advocacy strategy is crucial to staying ahead of the competition in the China market.

## BEIJING



### SAMPLE RESOURCES

- [Podcast] “Interview with Rahul Ahluwalia, ‘Money Talks,’ 23 March, 2022, <https://podcasts.apple.com/gb/podcast/china-business-brief/id1541091516?i=1000544884041>.
- [Book] Huiyao, Wang (eds)., “Transition and Opportunity: Strategies from business leaders on making the most of China’s future,” **Springer**, 2022.
- [Policy Update] Kedl, Kent., “Government Affairs in China Means Risk Management as well as Market Access,” **Control Risks**, accessible at: <https://www.controlrisks.com/campaigns/china-business/government-affairs-in-china>.

### EXAMPLE DISCUSSION POINTS

- What is the role of a government affairs team and under what circumstances are they at their most effective?
- How to develop relationships with key ministries, and how to identify which is the right government agency to take a market access issue to?
- Under what circumstances is it best for a company to lean into its ‘British-ness’ and when should it talk up its credentials as a company that is ‘In China, for China?’
- How do you consider government affairs to have evolved as an industry over the past twenty years, and what is its future?
- What skills does one need to possess to be an effective government affairs professional?





# SHANGHAI

China-Europe International Business School  
 699 Hongfeng Road, Pudong, Shanghai



## Indicative Agenda (Subject to Change)

Time:	Activity:
16:00-16:15	<b>Introductory Remarks</b> <ul style="list-style-type: none"> <li>- <b>Tom Simpson</b> (Managing Director &amp; Chief Representative in China – CBBC)</li> <li>- CEIBS</li> </ul>
16:15-17:00	<b>Keynote Address</b> <ul style="list-style-type: none"> <li>- <b>Professor Shameen Prashantham</b> – Professor of International Business &amp; Strategy and Associate Dean, CEIBS</li> </ul> <p><i>Thinking Global, Acting Local – Adapting Practices for SDG Goals</i></p>
17:00-17:30	<b>Breakout Session 1</b>
17:30-17:45	<b>Group Debrief</b>
17:45-18:30	<b>Expert Panel</b> <ul style="list-style-type: none"> <li>- <b>LU Haiqing</b> – Vice President and Chief Corporate Affairs Officer, IHG Greater China</li> <li>- TBC</li> <li>- TBC</li> </ul> <p><i>Setting Sustainability Goals for Your Business</i></p>
18:30-19:00	<b>Breakout Session 2</b>
19:00-19:30	<b>Event Wrap-up</b>
19:30-21:00	<b>Networking</b>



## International Trends in Corporate Social Responsibility

Corporate social responsibility (CSR) is increasingly becoming an issue of great concern and, as a result, more and more CSR-related guidelines have been rolled out internationally even as legislation and regulations are being effectively improved in China. Meanwhile, different coalitions, codes of conduct, assessment methods and investment standards have been provided for companies. But even though the concept of CSR is widely recognised across the globe, there is still no consensus on what CSR is, what it covers, and how it should be applied.

# SHANGHAI



## SAMPLE RESOURCES

- [Policy Update] Tsai, Terence., “CSR: International Trends,” **CEIBS**, accessible at: <https://www.ceibs.edu/alumni-magazine/csr-international-trends>.
- [Policy Update] Lin, Li-Wen., “Mandatory Corporate Social Responsibility? Legislative Innovation and Judicial Application in China,” **University of Oxford – Faculty of Law**, 27 May, 2019, <https://www.law.ox.ac.uk/business-law-blog/blog/2019/05/mandatory-corporate-social-responsibility-legislative-innovation-and>.
- [Report] “How Foreign Companies can Contribute to China’s Evolving CSR Landscape,” **APCO**, 6 January, 2020, <https://apcoworldwide.com/blog/how-foreign-companies-can-contribute-to-chinas-evolving-csr-landscape/>.
- [Book] Taticchi, Paolo and Demartini, Melissa., “Corporate Sustainability in Practice: A Guide for Strategy Development and Implementation,” **Springer**, 2021.
- [Book] Kotler, Philip and Lee, Nancy., “Corporate Social Responsibility: Doing the Most Good for your Company and your Cause,” **Wiley**, 2004.

## EXAMPLE DISCUSSION POINTS

- How to align the CSR obligations of a China-based business with the goals of its parent company worldwide?
- How is Corporate Social Responsibility understood in China, and how is that different to elsewhere?
- How does a sophisticated CSR strategy improve a company’s commercial performance?
- How can companies go about incorporating CSR into their daily operations?





### Setting Sustainability Goals for Your Business

Achieving net zero will require businesses across all sectors to undertake a massive change in how they operate. From adopting internal pledges to restructuring their supply chains and manufacturing processes, companies are working to institutionalise sustainability within their operations to ensure that all their employees, at all times, strive to work in a way that secures the company, the communities it interacts with, and the planet for the long term. 60% of the UK's FTSE 100 have already signed up for the United Nations' 'Race to Zero' campaign, clearly demonstrating the seriousness with which the British business community takes sustainability. And in China, the race to peak carbon emissions by 2030 and carbon neutrality by 2060 is well and truly on—and has become one of the country's top priorities.

# SHANGHAI



## SAMPLE RESOURCES

- [Policy Update] Rogmans, Tim and El-Jisr, Karim., “Designing your Company’s Sustainability Report, *Harvard Business Review*, 14 January, 2022, <https://hbr.org/2022/01/designing-your-companys-sustainability-report>.
- [Report] “Targeting Net Zero: The Role of UK-China Business,” *China-Britain Business Council*, 9 November, 2021, <https://www.cbcc.org/news-insights/cbbc-launches-new-report-targeting-net-zero-role-uk-china-business>.
- [Report] “Embedding Sustainability into Core Strategy and Business Operations,” *Deloitte*, June 2020, <https://www2.deloitte.com/content/dam/Deloitte/au/Documents/strategy/deloitte-au-con-embedding-sustainability-into-core-strategy-and-business-operations.pdf>.

## EXAMPLE DISCUSSION POINTS

- How should a company allocate budget towards societal initiatives? What metrics should be applied and how to gauge return on investment?
- What can multinational companies learn from local start ups in China about sustainability?
- How to connect your company’s sustainable development goals with its business strategy?
- What steps can a company take to secure and maintain broad organisational support for its SDGs?
- What is the broader global political context to companies increasing their focus on sustainability?





# **THE AGENDA FOR THE SHENZHEN SESSION WILL BE ANNOUNCED SOON**



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English is spoken in every corner of the globe: from cafés to campuses, markets to meeting rooms and everywhere in between. We deliver qualifications and tests in over 170 countries to over 8 million people every year. We offer comprehensive preparation, support materials and resources for learning and teaching English. Through years of research, we have gained an in-depth understanding of how people learn languages. This enables us to design assessments that help learners acquire the right skills based on how people use English today.

Our work is supported around the world by a network of 2,800 exam centres, over 50,000 schools and tens of thousands of examiners, teachers, education experts and publishers. Working together, we inspire learners to go further.

With the right support, learning a language is an exhilarating journey. We're with you every step of the way.



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# CBBC'S BUSINESS SCHOOL PARTNERS



**CKGSB**  
长江商学院  
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SCHOOL OF BUSINESS

**Cheung Kong Graduate School of Business**

<http://english.ckgsb.edu.cn/>

Established in Beijing in November 2002, Cheung Kong Graduate School of Business (CKGSB) is China's first privately-funded and research-driven business school. The school aims to cultivate transformative business leaders with a global vision, sense of social responsibility, innovative mindset, and ability to lead with empathy and compassion.

Today, CKGSB stands apart for its full-time, world-class faculty, research excellence, China insights and unparalleled alumni network. More than half of its 40 strong faculty members previously held tenure or senior professorships at top business schools, such as MIT, Wharton, and Yale. CKGSB is also the preferred choice for management education among China's established business leaders and a new generation of disruptors. More than half of its 18,000 alumni are at the CEO or Chairman level and, collectively, they lead one fifth of China's 100 most valuable brands.

CKGSB goes beyond the traditional boundaries of business schools to focus on the complete wealth cycle, inspiring business leaders not only to learn how to better compete and collaborate, but also to focus on why they do business and what to do with their wealth for the greater global good. The School is now fostering social innovation through the collaboration of businesses, governments, multilateral institutions, non-profit organizations and civil society, to address humanity's most challenging and often systemic issues—like income and wealth inequality, social immobility and sustainability.

Headquartered in Beijing, CKGSB is also located in Shanghai, Shenzhen, New York, Hong Kong and London.



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# CBBC'S BUSINESS SCHOOL PARTNERS



**China Europe International Business School**

<https://www.ceibs.edu/programmes>

China Europe International Business School (CEIBS) was co-founded by the Chinese government and European Union (EU) in 1994, with Shanghai Jiao Tong University and the EFMD serving as its executive partners. CEIBS has campuses in Shanghai, Beijing, Shenzhen, Accra in Ghana, and Zurich in Switzerland.

As China's only business school to originate from government-level collaboration, CEIBS is committed to educating responsible leaders versed in 'China Depth, Global Breadth' in line with its motto of 'Conscientiousness, Innovation and Excellence'. Leaders from the Chinese central government and the EU, respectively, have lauded CEIBS as "a cradle of excellent executives" and "a role model of EU-China co-operation".

CEIBS offers MBA, Finance MBA, EMBA, Global EMBA, Hospitality EMBA, DBA (Switzerland), and Executive Education programmes. CEIBS was the first business school on the Chinese mainland to be accredited by both EQUIS and AACSB. CEIBS has placed in the top tier of the FT's ranking of global MBA programmes for six consecutive years and has been ranked in the top 5 on its global EMBA list for four consecutive years.

**The CEIBS Mission:** To educate responsible leaders versed in "China Depth, Global Breadth".

**The CEIBS Vision:** To become the most respected international business school in the world by linking China and the rest of the world in teaching, research, and business practice and by promoting China's social and economic development through high-impact knowledge creation and dissemination.



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## **[Full programme]**

- **Members: RMB 4000**
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**If you have any questions about the event, please contact at:**

[serena.li@cbbc.org](mailto:serena.li@cbbc.org)

**If you have any questions about the programme's course of study, please contact :**

[joseph.cash@cbbc.org](mailto:joseph.cash@cbbc.org)



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