The Intangible Concept Behind a Tangible Economic Miracle

A calling: what drives China’s entrepreneurial class to new heights?
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SUMMARY

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José Félix Valdivieso / Chairman of IE China Center

The adventure of the spirit

For reasons not worth exploring here, religion is no longer in fashion in the world today. Despite the exception of the Muslim nations: a certain secularization has spread across nearly all the countries of the world, not the exception of the West. The mention of religion is no longer fashionable in the traditional sense of the word, as a system of beliefs and practices that bring together the majority of the population of a country or region around a social structure.

A traditional concept of religion was introduced in China in the 19th century, through Japan, which has so often been used as a transmitting belt to its neighbors. Japan coined the word Shūkyō (宗教), religion, and the Chinese borrowed the concept, adopting the same characters, but pronouncing it zōngjiào (宗教). From the first Chinese Republic after the fall of the Qing Empire in 1911, to the present day, Buddhism, Taoism, Christianity and Islam have been recognized as religions in this traditional sense. All other religious beliefs and practices, local cults and other types of spiritual manifestations not part of these major religions were relegated to the category of superstitions and beliefs (迷信迷信).

However, in its less traditional or more lax meaning, we could talk about more religious beliefs in which case religion means everything that has to do with spirituality, which never goes out of fashion, because regardless of their cultural differences, all societies are spiritual. The spiritual gene is an intangible and enduring part of humankind. It is the greatest flaw of its greatest virtue. It is omnipresent, but intangible; it is not located in any one place. Moreover, while certain movements may appear to be free of spirituality, of religion, in reality they are still spiritual manifestations. „The Cultural Revolution was far from being a secularizing movement. Rather, it represented the apogee of political sacralization that was rooted in the religious and political culture of imperial China, as well as in the trends and traditions of its neighboring countries. Religion was introduced in China in the 19th century, through Japan, which has so often been used as a transmitting belt to its neighbors. Japan coined the word Shūkyō (宗教), religion, and the Chinese borrowed the concept, adopting the same characters, but pronouncing it zōngjiào (宗教). From the first Chinese Republic after the fall of the Qing Empire in 1911, to the present day, Buddhism, Taoism, Christianity and Islam have been recognized as religions in this traditional sense. All other religious beliefs and practices, local cults and other types of spiritual manifestations not part of these major religions were relegated to the category of superstitions and beliefs (迷信迷信).

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As one of the ultimate drives, a calling can motivate Chinese entrepreneurs and executives to pursue their careers and, further, power the Chinese economic miracle.
Altruistic contribution and a willingness to serve others by con-
tinuing to create something that matters. For example, Xu Jiayin, the founder of Evergrande, said: "We work very hard to create more
thousands of employees in China, and give back to society. We share a sense
of social responsibility and a willingness to give something back to society. We take a sense
of responsibility and a willingness to help others."  

Yan Qi, the founder of Tao Ranju Group, once said: "Before the age of 40, I
didn’t have the desire to achieve a calling in the automotive industry. I aimed to help China create its own mo-
bile industry. Over time, I was inspired to help China create its own mo-
bile industry." Visible leadership is an important component for the meaning of a calling. The concept of "calling" was first introduced in the 1980s as a way to describe the motivation behind personal achievement. Calling refers to the personal aspirations and goals that drive individuals to success. It is a personal, emotional, and spiritual phenomenon that is unique to each individual. Calling is often associated with a sense of purpose and a desire to make a positive impact on the world.

We processed the original data into items using Deductive Qualitative Anal-
ysis (DQA). Following DQA procedure, we categorized the qualitative data into 11 packages, which we have summarized as 11 labels:

1. Obligation
2. Self-actualization
3. Personal attachment
4. Actualizing the value of life
5. Positive influence
6. Service for others
7. Contribution to the country
8. Contribution to the family
9. Group expectations
10. Specific industry

These are the 11 labels that we used to categorize the qualitative data. The frequency of each label is shown in Table 2.

**Table 2: Conceptualization of Calling**

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Label</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Obligation</td>
<td>45.32%</td>
<td>47.06%</td>
</tr>
<tr>
<td>Self-actualization</td>
<td>32.87%</td>
<td>41.18%</td>
</tr>
<tr>
<td>Personal attachment</td>
<td>9.69%</td>
<td>5.88%</td>
</tr>
<tr>
<td>Actualizing the value of life</td>
<td>12.12%</td>
<td>5.88%</td>
</tr>
<tr>
<td>Positive influence</td>
<td>12.12%</td>
<td>5.88%</td>
</tr>
<tr>
<td>Service for others</td>
<td>12.12%</td>
<td>5.88%</td>
</tr>
<tr>
<td>Contribution to the country</td>
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<td>Contribution to the family</td>
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</tr>
</tbody>
</table>

(More text follows)
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The Relationship between a Calling and Business Practices

In order to investigate the influence of a calling on business practices, we collected data on business practices from the websites of the companies operated by the 226 executives recruited for the prior study of scale development. Specifically, we collected data reflecting four types of practices: business performance (measured by 2018 gross income), social responsibility behavior (e.g., donation, charity, foundation, etc.), diversification behavior (e.g., cross-industry new product, etc.), and responsibility behavior (e.g., foreign investment, merger & acquisition in foreign countries, etc.). Eventually, we matched data from 169 executives and their companies for analyses.

Following the procedure of Fisher’s least significant difference (LSD) test, we conclude the following relationships between the calling of Chinese business executives and their business strategic behaviors.

Altruistic contribution & actualization of the value of life & business performance

Two dimensions of calling, altruistic contribution and actualization of the value of life, are associated with better business performances, implying the mechanism of how calling of Chinese entrepreneurs and business executives promotes their companies’ success. In particular, as previously shown in our interview data, most of the executives consider job creation and tax as critical ways to pay back to the country and the society. Thus, a stronger mindset of altruistic contribution can motivate executives to operate their businesses more successfully with the aims of creating more jobs and contributing more tax to the country. In addition, if an executive feels the need for actualizing their own value of life through the success of their business, they may be more likely to work hard and be persistent when facing challenges and difficulties, which proves our argument of seeing calling as one of the ultimate motivations for Chinese entrepreneurs and business executives.

External influence & altruistic contribution → social responsibility

Unsurprisingly, the social responsibility practices of our sampled companies are related with their executives’ attention to both external influence and internal altruistic tendency. Being sensitive to external factors, such as economic reformation of the country, government policy, social trends, the need of general and/or less wealthy population, enables business executives to zoom into the proper domain for their social responsibilities. Driven by the spirit of altruism, these executives are more likely to devote some of their companies’ resources for the greater good of society.

Actualization of the value of life & altruistic contribution → diversification

A company’s diversification into other sectors usually reflects the founder’s ambition or that of the current CEO. Entrepreneurs driven by the need for self-actualization are more aware of the rapid change that has characterized the Chinese business environment in recent decades and, thus, are more likely to seize various opportunities to diversify their businesses. Moreover, the diversification of their companies may also be driven by the need to find creative ways for giving something back to society.

Altruistic contribution & personal attachment → internationalization

As Chinese companies play a more central role than ever in global business operations, they invest in foreign markets, acquire local businesses, and grow internationally. Our study suggests that Chinese executives are highly motivated to contribute to their country and return something to society by expanding their businesses globally, making more international connections and showcasing their business and wider culture to the rest of the world, thus strengthening their country’s reputation and wider culture to the rest of the world, thus strengthening their country’s reputation, companies’ reputation, and increasing their companies’ reputation globally, making more international connections and showcasing their business and wider culture to the rest of the world, thus strengthening their country’s reputation, companies’ reputation, and increasing their companies’ reputation.

business to actualize my personal value”, and “I started my business to make my life meaningful”), personal attachment (sample items: “I love my business and the industry I work in”, “I want to develop this industry to its best”), and external influence (sample items: “The creation of my business is related to my social life and social environment”, and “People in society at the time inspired me and guided me to the path of starting my own business”). Participants answered the items based on a Likert-type five-point scale, from one—Strongly Agree to five—Strongly Disagree. We first conducted a reliability analysis by using the value of Cronbach’s a (SPSS 25.0) to test the internal consistency of the scale. A larger value of Cronbach’s a indicates a stronger internal consistency among the scale items, with an acceptable threshold as 0.6. The results in Table 4 show high-level reliability in each of the four subscales, as well as the 16-item scale as a whole. Furthermore, we conducted a series of statistical analyses for the validity test. The result of exploratory factor analysis (EFA) shows a four-component solution for the data, which is consistent with our items for four dimensions of calling. Next, a rotation matrix located each of the 16 items into one of the four components the way we proposed. Lastly, the results of confirmatory factor analyses (CFA) indicate a good fit between our proposed structure and the data. Overall, these analyses provide evidence for a high validity of our newly developed scale measurement of a calling in a Chinese business context.
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In this report, we set out to answer the question of what drives the Chinese entrepre-
ners and business leaders who have contributed to China’s economic miracle in the past decades. By digging into their inner world, we have made progress in better understanding the meaning of a calling in a Chinese business context.

Firstly, we used publicly available data such as the speeches, interviews, and biographies of 169 iconic business leaders listed on ACFIC’s Outstanding Private entrepreneurs in the 40 Years of Chinese Economic Reformation from which we identified the four dimensions of a calling, such as altruistic contribution, actualizing the value of one’s life, personal attachment, and external influence. We then conducted interviews with 34 Chinese entrepreneurs and business leaders and further scrutinized our conclusions. By following the procedure of psychometrics, we created a 16-item scale measurement based on a diversification, and internationalization.

Actualizing the value of life. This aspect covers one’s self-expectation, self-satisfaction, personal improvement, and growth, as well as the ultimate personal goals and value of one’s life. Contrary to the collective tendency, the self still plays a central role in the pursuit of one’s work and career goals in China. To actualize one’s personal value of existence through work is one of the key drivers for Chinese entrepreneurs, which promotes the diversification and overall performance of their companies.

External influence. Very often, Chinese entrepreneurs are motivated by external factors that force them to seize the opportunity of China’s economic reforma-
tion, following the trend of entrepreneurship in the early 90s, or fulfilling a sense of duty to continue a family business. Together with the mindset of altruistic contribution, their focus on external influences helps Chinese entrepreneurs and business leaders to commit to social responsibility more efficiently and effectively.

Personal attachment. This emphasizes the importance of personal faith, belief, and preference. A significant proportion of the entrepreneurs and executives we sampled started their businesses and/or chose their career because they believed in the potential of certain sectors and that they had the passion and skill to make a change in that area. This passion drives them further expand, including internationally, and to seek the resources and opportunities necessary to develop their sector.

Taking these four aspects as the key elements to understand China’s highly dynamic business culture, as well as the outcome of the decades of rapid economic growth, we have contributed to a better understanding of Chinese entrepreneurs and business leaders in terms of their inner motivations and the resultant outcomes. This report explores the basic characteristics, content, and structure of calling in a Chinese business context.

Chinese entrepreneurs are increasingly being encouraged to use their passion to narrowing the gap between rich and poor, in which case a sense of pro-social altruism and a tie between personal values and the future of the nation will be further highlighted in China’s national strategies. An understanding of this trend could help create conversations and collaborations opportunities with Chinese businesses, which is necessary not only for the continuous growth of the Chinese economy but, more importantly, for the world benefit in the coming years.

**Details of scale items and data analysis results are ready upon request. National Natural Science Foundation of China (Project No. 71872124), the Humanities and Social Sciences Research Founda-
tion from the Ministry of Education of China (18YJC630129).
Spain China Council Foundation: connecting business and civil society across continents

In the last several decades China has become a major actor in science and technology, thus proving to be essential for the global transformation in digital era. In this context we should bear in mind how entrepreneur-ship is built into China’s business ecosystem. It is no surprise that the country has positioned itself as a leader in innovation, research and development, and much of that credit goes to a vibrant community of entrepreneurs that has promoted disruption in sectors as diverse as education, medicine, and finance.

At the Spain China Council Foundation, we follow with special attention these important trends. Our Future Chinese Leaders program, which over the last 13 years has organized visits to Spain for more than 100 young Chinese students from such institutions as the China Academy of Social Sciences, the Chinese Academy of Sciences, and Tsinghua University, among others, has an emphasis on companies and professionals who carry innovation in their DNA.

In 2015, the Chinese government launched a mass entrepreneurship and innovation program. Public support through funding, infrastructure and regulation has made possible what has become known as the “fourth wave” of entrepreneurship in the country and taking up the baton from the Chinese “digital age” pioneers from late 1990s and early years of this century.

Within two years, Beijing had already implemented more than 400 measures as part of the program, and the number of start-ups has been growing at a rate of close to 20% per year. China’s major cities now have an increasing number of “incubators”: areas specifically designed for the development of start-ups.

From a distant perspective, we could reaf- rm that China has regained its historic role as one of the world’s great innovation centres. The country that invented paper money, the compass or gunpowder, now has pro- duced a generation of entrepreneurs that are deemed to set the global pace in fields such as commerce, social networks or Artificial Intelligence. In the context of the recovery from the COVID-19 pandemic, innovation and disruptive thinking will be needed more than ever to ensure that technological ad- vances benefit society as a whole.

At the Spain China Council Foundation we will follow this dynamic process closely, set- ting our priorities on emerging and prosper- ing sectors, and always bearing in mind our mission to connect companies, organizations and civil societies.

JOSE CONSARNAU / Secretary-General of the Spain-China Council Foundation, Ministry of Foreign Affairs, the European Union and Cooperation.

GONZALO GARLAND / Professor of Economics. Executive Vice President at IE Foundation.

China’s economy surprises the world, in unexpected ways.

There is little doubt, if any, that China’s economic growth has been impressive over recent decades, and that the rise of China to a preeminent position as one of the leading economies of the world is one of the defining elements of the end of the 20th Century and the beginning of the 21st century. And it is highly likely that this new im- portant role of China in the world will continue to be one of the most important characteristics of the 21st century. (certainly from the 1990s to the late 1980s) this century may very well be marked by the rivalry between the United States and China.

Recent economic data confirms the gen- eral trend. China was the only major economy in the world that managed to record positive GDP growth in 2020, with 2.3% growth when the global economy showed -3.3% growth. Even though the official target for GDP growth in 2021 is 6%, and despite a modest slowdown in initial data for the second quarter, it seems that the Chinese economy once more, will grow at a significantly higher rate than the one officially forecasted. The In- ternational Monetary Fund predicts that the growth rate for 2021 will be above 8%. So the trend for the major emerging economies is indeed strong and China has as its most clear example, continues with full force, at least in that part of the world. It is true that the Covid-19 pandem- ic may have slowed down that convergence in some other parts of the world, particularly in Latin America that has been strongly hit in both the health and the economic fronts, but Asia in general, and China in particular, have continued its convergence process in relation to the high income economies.

When following the news on China’s im- pressive economic growth some issues tend to be emphasized. For example, the impor- tance of Chinese exports and the trade surplus with the United States, which has led to the tensions between the two largest economies of the world in recent years. Or the impressive infrastructure investment that has taken place in China in recent decades. Or the huge “Belt and Road Initiative” that has been projecting China in the interna- tional arena. But we hear less about some other characteristics of the Chinese economy, such as its entrepreneurship and its startups.

According to the “Startup Index of Nations” 2020, China has the second highest share of unicorns of the world after the United States, ahead of India and the United Kingdom. And it also holds 4 of the top 15 regions of the world with more start- ups. Not surprisingly the number one region in the world of startups is Silicon Valley with 39.2% of the startups of the world, but Beijing is number 3 with 6% (right after New York with 9.4%), Shanghai is 6th with 2.8%, Hangzhou is number 12 with 2% and

Shenzhen/Hong Kong is 15th with 1.4%. Un- derstanding all the conditions that have led to this situation, be it cultural, educational, policy related, or others, becomes very im- portant to secure that there will continue to be dynamism in this area that without doubt is also contributing to the overall growth of China. And other regions of the world may be interested on trying to learn more about the conditions that allow for this environment pro- moting creativity and entrepreneurship, that is so important for continuous economic growth and development. In fact, in a moment of fast technological change, it is crucial that individuals and firms are creative and innovate fast to maintain themselves in the forefront of their sectors, and not only at a local level, but at a global level. This constant innovation is one of the crucial elements that may define in the long-run why some countries may perform better than others.
How Chinese-born entrepreneurs are setting the pace in overseas markets

Despite the impact of the global pandemic over the last year, some startups not only survived, they became unicorns. Among the best-known is DoorDash, a simple-to-use, state-of-art video communication tool founded by Chinese-American entrepreneur Eric (Zheng) Yuan, and now valued at $16 billion, a 450% increase since 2020—a success comparable to vaccine maker Moderna or Chinese Tesla challenger Nio.

Overseas Chinese are more likely to set themselves up as entrepreneurs than other nationalities. Yuan is not alone and belongs to a generation of Chinese entreprenuers who are building successful careers, particularly in the United States and Canada. There are several ways for overseas Chinese to start businesses: the more traditional method is to set up a new company where the entrepreneur lives, and to then recruit and do business in that country. This approach is more suitable for a long-term commitment and when the founders are familiar with the local business culture.

Another model that is growing in popularity is to split up the production, R&D, sales, marketing, customer service and other areas of the company, locating the key parts overseas, and move the rest into China to take the advantage of the pool of high-quality labor market, while testing the market and building up a customer base.

Looking at the list below of startups worth more than $100 million, it’s clear that some of the current models from China are exportable to western markets and that entrepreneurs of Chinese origin are now more likely to be able to create unique business models or transform successful models from China to the outside world, bucking the trend of the last century. Even though markets outside of China are usually a lot smaller than at home, these startups can still make sizable profits and launch successful IPOs. By breaking businesses down into modules these startups are able to take advantage of different locations and markets and grow quickly.

DoorDash, the world’s first food delivery service was created in Silicon Valley in 2012, by CEO Tony (Xun) Xu, Andy Fang, and Stanley Tang. The combination of of stores, customers who use the startup’s services to store their graph databases are SoftBank, State Grid Corporation of China, Alipay, VISA, Jaguar Land Rover, UnitedHealth Group, Intuit, Wish and Elementum. The TigerGraphDB database and analytics platform and a hosted service, TigerGraph Cloud, offer pay-as-you-go pricing. In February 2021, TigerGraph raised $105 million in a Series C funding round, bringing the company’s total funding to over $171.7 million, according to Crunchbase.

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MARGARET CHEN / Optimus Horizon, Founder.

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TigerGraph: founded in 2012 by Yu Xu, the US-California based startup supports advanced analytics and machine learning platforms through its distributed native graph database platform for enterprise applications. Based on a SQL-like query language (GSQL), TigerGraph supports real-time deep link analytics for enterprises with large amounts of complex data. It leverages IoT, AI and machine learning to make sense of big data and provides personalized recommendations, supply-chain logistics, company knowledge graph, fraud prevention and many other features. Among TigerGraph’s best-known customers who use the startup’s services to store their graph databases are SoftBank, State Grid Corporation of China, Alipay, VISA, Jaguar Land Rover, UnitedHealth Group, Intuit, Wish and Elementum. The TigerGraphDB database and analytics platform and a hosted service, TigerGraph Cloud, offer pay-as-you-go pricing. In February 2021, TigerGraph raised $105 million in a Series C funding round, bringing the company’s total funding to over $171.7 million, according to Crunchbase.

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In 2020 China’s economy represented almost 19% of the world’s GDP, a huge figure considering that during that year, the world was hit by the worst pandemic in centuries and its economy, while only growing at 2.3%, well below previous rates, but nevertheless much better than the rest of the world, including the United States and Europe.

Last year also marked the end of the Thirteenth Five-Year Plan, 2016-2020, a year marked by Covid-19 and also with an eye on 2021 and its first major celebration in July 2021 with the centenary of the founding of the Chinese Communist Party.

Over the course of the five years, Beijing assumed it had achieved its goal, taking into account the special circumstances, and the fact that its GDP increased by 1 trillion yuan more than under the previous Plan, which covered the period from 2010 to 2015.

History should not only not be forgotten, but deserves to be studied, and that is why it is worth remembering that if this data seems extraordinary, in 1820 China’s share of the world economy was even higher than today’s, reaching 32%. We should also remember that in 1766, the ground is small; there is a critical ground speed, which must be passed before the craft can become airborne. 

Beijing has adopted its own big push model and has been spending heavily on Research & Development (R&D) to upgrade in comparative purchasing power terms its total GDP expenditure reached 80% of that of the United States in 2019, up from only 26% in 2003. This trend is expected to continue. During a speech in March 2021, China’s Premier Li Keqiang announced that R&D spending will increase by more than 7% per year between 2021 and 2025.

Innovation in China...

Lessons and Challenges

PEDRO GETE / Professor and Chair, Department of Finance IE Business School and IE University.

From bird-cage to dual circulation strategy

China has enjoyed spectacular eco-

nomic growth over the last three
decades, with per capita output
growing from $1,120 in 1978 to
$16,242 for 2019, an astonishing 3,310% growth. To avoid hitting the middle-income trap, when coun-
tries achieve a certain economic level and then begin to experience sharply diminish-
ing economic growth rates because they are increasingly unstable and even hos-
tile.

This new strategic vision does not imply abandoning the export-oriented model, and instead is about combining both: as President Xi has said, by gradually creating a new development model in which the domes-
tic economy will play a dominant role. The Thirteenth Five-Year Plan, 2015-2025, will pivot on this strategy.

Nevertheless, Xi Jinping has made it clear that this does not mean that China is closing itself off to the outside world.

So far, China has already signed 19 trade agreements with 26 countries and by Janu-
ary 2020 a total of 250 cooperation docu-
ments with 140 countries and 31 interna-
tional organizations, most of them linked to the New Silk Road Initiative.

From 2021, under the 14th Five-Year Plan, we are going to see whether this is the case.

Basically, this strategy holds that the policy of growth through exports is being replaced by one that increases domestic demand, laying the foundations for the fastest and most formidable economic growth ever achieved in recent history.

Launching a country into self-sustaining growth is a little like getting an airplane off the ground. The key is to transform China from “the factory of the world” that produced cheap, low-quality goods into a global leader in high value products and services. China spent $322 billion in 2019 in R&D, that is, around 2.5% of its gross domestic product. In comparison, according to the OECD, China is the world’s second-largest R&D spend-
er in comparative purchasing power terms its total R&D expenditure reached 80% of that of the United States in 2019, up from only 26% in 2003. This trend is expected to continue. During a speech in March 2021, China’s Premier Li Keqiang announced that R&D spending will increase by more than 7% per year between 2021 and 2025.

According to the big push model, coun-
tries require large investments in a wide range of industries if they are to enjoy sus-
tainable development, while gradual stra-
tegies using small investments are a waste of resources. The reason for this is firstly that firms need to achieve a minimum size to be able to invest in new technologies. Thus, governments and multinationals will be able to effectively pursue stable gains using small investments. Secondly, firms in different sectors complement each other and can only grow if all of them do so, for example, because they buy inputs from each other, or because their workflows have complementarities.

R&D has a well-developed system of incubators, national, regional and local levels. China’s strategy has been a success on many fronts, making it a global leader in domestic patents, while developing cutting-edge technologies in several key sectors such as telecommunications, high-speed trains, e-commerce and mobile payments. It is an example of trailblazing development of the digital economy. That said, there are obstacles ahead.

The first is geopolitical. China’s innovation successes have prompted a response from the United States. In 2020, citing national security concerns, Washington blacklisted dozens of Chinese companies and blocked global chip supplies to telecoms equipment giant Huawei. Then, in June 2021 the US Senate passed a $250 billion legislative package (“The United States In-
novation and Competitiveness Act”) to increase investment in research and development in new industries like artificial intelligence,
Finally, the reforms proposed by the World Bank are feasible if China strengthens its links with foreign business schools and universities. For example, China has around 1,000 universities that can conduct basic research. I have supervised talented graduate students who now work in them. China, by partnering with foreign educational institutions, can encourage its own schools to do more original, frontier-pushing research, which is the base of scientific discovery. Research progress is grounded in cooperation and exchange. The same principle applies to improving management practices. Foreign business schools can help Chinese managers.

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n a 1993 article in the Harvard Business Review, John Kao noted that this is a trend that will prevail over competition. At the time, they usually divided the region into three large economic areas that included Japan, the People’s Republic of China, and the “Four Little Dragons” — South Korea, Taiwan, Hong Kong, Macau and Singapore. The Four Little Dragons acted as an example of trailblazing development of the digital economy. That said, there are obstacles ahead.

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The Intangible Concept Behind a Tangible Economic Miracle

A calling: what drives China's entrepreneurial class to new heights?

LISA WANG / Founder of Link The World Advisers.

Why cultural identity is key to understanding Chinese entrepreneurs?

W hen $23.1 billion invested in over seas M&As in 2020, China is the
second-largest investor in the world.

For example, how are we to understand fam-
ilies who are the product of the one-child policy,
when our country's growth rate stagnated after
the series of changes that affected the Chinese
family? These changes refer to the rules of decorum within society and
are model to the younger, and the trust between
friends can be built. While most of these changes affected the ur-
banization of the Chinese family, the redefi-
cination of family structure championed by Confucius as a model
for the social and political world. Changes that
are dealing with a very different society, with
problems and assume their responsibilities while
understand Confucian philosophy on the con-
tact with the Chinese family. The
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