CHINA CROSSROADS

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Navigating a Riskier World: Strategies for Western and Chinese Companies

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In a global economy marked by headwinds due to rising geopolitical tensions as well as the need (and opportunity) to engage on shared concerns such as climate change, multinationals are seeking new ways to navigate a complex environment. Through research and consulting, we highlight the ways global companies are learning to safely engage with China for a greener world, and how Chinese companies are using place-based strategies to tap existing and new international markets. The common thread running through both sets of ideas is the need to strive for the art of the possible in a strategic and thoughtful way, avoiding all-or-nothing thinking in a more volatile world.

Lola Woetzel is an expert on urban development, economic master planning and sustainability, having worked worked with local and national governments in Asia, Middle East, Africa, Europe and the Americas to improve productivity, attract domestic and foreign investment, and deliver on environmental and social goals for more than 40 years. Based in China since 1986, she has conducted more than 100 projects for local governments throughout China and the Middle East to support economic development and transformation. As a Director of the McKinsey Global Institute [MGI] she led MGI research on productivity, urbanization, infrastructure, inequality and regional economies. Lola works in the private sector as well, and has extensive experience in real estate, particularly affordable housing and commercial revitalization, and has advised on sustainable energy investment strategies among other topics. Dr. Woetzel holds a B.A., M.A. and Ph.D. in Political Science from the University of Southern California. She is a member of the Council on Foreign Relations and actively participates in international forums including the World Economic Forum and Bloomberg New Economy Forum.

Shameen Prashantham is a Professor of International Business and Strategy, and until recently was Associate Dean (MBA), at China Europe International Business School (CEIBS) in Shanghai, China. Prior to joining CEIBS, he taught at Nottingham University Business School (NUBS) China and the University of Glasgow. He pursued doctoral and post-doctoral research at Strathclyde University in Glasgow, Scotland. Prashantham is best known for his work at intersection of global strategy and entrepreneurship on partnering between large multinationals and startups – which he refers to as "dancing with gorillas." This focus evolved from his extensive research on new venture internationalization. He is also interested in strategy-as-practice and is currently focused on partnerships that contribute to the UN Sustainable Development Goals (SDGs). He is the author of Gorillas Can Dance: Lessons from Microsoft and Other Corporations on Partnering with Startups (2022). His academic research has also been published in academic journals such as the Journal of Business Venturing, Journal of International Business Studies and Journal of Management Studies, as well as practitioner-oriented outlets such as the Harvard Business Review and the MIT Sloan Management Review.

<u>China Crossroads</u> hosts talks on all topics related to China, including business, foreign policy, and other areas as they relate to China, the idea being that China is both already a "crossroads" of the world and itself at a "crossroads" in terms of its future global influence. For more information, contact Frank Tsai at <u>editor@shanghai-review.org</u>.