
Introduction

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Biographical notes: Ilan Alon is Harvard Kennedy School Visiting Scholar and Asia Fellow, and Rollins College Petters Chair of International Business and Executive Director of Rollins China Center. He has published 20 books (two authored), over 100 peer-reviewed articles and chapters. His four recent books on China include *Chinese Culture, Organizational Behavior and International Business Management* (Greenwood, 2003), *Chinese Economic Transition and International Marketing Strategy* (Greenwood, 2003), *Business and Management Education in China: Transition, Pedagogy and Training* (World Scientific, 2005), and *The Globalization of Chinese Enterprises* (Palgrave-McMillan, 2008).

Dr. John R. McIntyre has been Director of the Georgia Tech Center for International Business Education and Research (CIBER), a national center of excellence, since 1993 and a Professor of international business management and international relations with joint appointments in the College of Management and the Sam Nunn School of International Affairs of the Georgia Institute of Technology, Atlanta, Georgia. He is also a Senior Fellow of the Center for Trade and International Security of the University of Georgia, Athens, Georgia. Published articles are in journals such as *Osteuropa Wirtschaft* (Munich), *Technology and Society*, *Public Administration Quarterly*, *International Management Review*, *Defence Analysis* (London), *Studies in Comparative and International Development*, *Crossroads* (Oxford), *The Journal of European Marketing*, *Jeune Afrique*, *Le Moci* (Paris),

CCE International (Paris), *Politique Internationale* (Paris), *International Trade Journal*, *International Executive*, *Fordham International Law Journal*, *Journal of Global Business*, as well as many book chapters. He is author and co-editor of the following books: *Uncertainty in Business-Government Relations: The Dynamics of International Trade Policy*, *The Political Economy of Technology Transfer*, *National Security and Technology Transfer: The Strategic Dimensions of East-West Trade*, *International Space Policy: Legal, Economic, and Strategic Options for the Twentieth Century and Beyond* and *Japan's Technical Standards: Implications for Global Trade and Competitiveness*. He has completed a major research project on business education and development leading to the publication of a three-volume series in the last two years: *Business Education and Emerging Market Economies: Perspectives and Best Practices* (Kluwer Academic Publishers, Boston, 2004), *Business and Management Education in Transitioning and Developing Countries: A Handbook* (M.E. Sharpe, New York, 2005), *Business and Management Education in China: Transition, Pedagogy and Training* (World Scientific Publishing Co. Ltd., Singapore and London 2005) and *Globalization of Chinese Enterprises* (Palgrave-McMillan, 2008).

This special issue of the *International Journal of Chinese Culture and Management*, co-edited by Dr. Ilan Alon of Rollins College's Crummer Graduate School of Business and China Center and Dr. John R. McIntyre of Georgia Tech's Center for International Business Education and Research, focuses on the globalisation of Chinese firms with particular reference to the research dimension of Chinese brands. Brands associated with a particular country's economy, its country image, as well as a particular range of branded products that achieve a reputation beyond national boundaries, are the clear demonstration of its global competitiveness and its achievements in riding the globalisation development escalator. The special issue found its roots in a two-day research symposium for invited guests, co-organised by the two institutions and held at Rollins College, Orlando, Florida, USA, in December 2006, and in the ensuing constitution of a research network of scholars sharing similar interests and located both in China and the West. The globalisation of Chinese brands is at the crossroads of the reform process and economic opening that have typified Chinese economic and strategic choices made since the early 1980s.

Chinese companies are making acquisitions abroad to win access to technology, raw materials, new markets, and brands. They have in fact been fairly successful in the developing world but are struggling to turn around their loss-generating assets and second-tier brands in the markets of the Triad (the USA, Europe and Asia). Among the many challenges Chinese firms face is the management integration of domestic and increasingly acquired businesses. Managing the differences between Chinese and Western business cultures and practices is best understood in the context of creating global brands that are equally successful in a variety of national and regional markets. During the next twenty years, a huge middle class, with enormous purchasing power will continue to emerge in China's cities, in the wake of several spurts of growth. As incomes increase, the spending patterns of Chinese consumers will evolve and become more similar to that of more developed markets. Chinese companies will have to think creatively to adapt to the globalisation of their products and the fast-paced growth of their own internal markets.

The works selected for inclusion in this unique edited journal were originally presented at a December 2006 research conference co-organised by Georgia Tech CIBER and Rollins China Center, in Winter Park, Florida on the beautiful campus of Rollins College, bringing together over 80 scholars of China to reflect on the themes dealing with the globalisation of Chinese enterprises and specialised components thereof. The special issue opens with the work of Jankowiak, an anthropologist, on the collapse of the work enterprise system in China as a ground-setting article which is then followed by three further original and creative pieces which define how institutional and organisational rules are reinventing the modes of operations, defining best practices and resetting the guiding assumptions which will lead Chinese firm into the global arena, as they move further away from the Asia-Pacific area. Fetscherin and Sardy's research on Chinese brands, Toncar's insightful analysis of consumer perceptions of Chinese imports, along with Du *et al.*'s growth models and Wang's focus on manufacturing as a process of internationalisation of Chinese operations and finishing up with Alon *et al.*'s unique case analysis of Geely motors are all insightful and unique contributions which shed much needed light and add to a fast-growing literature on a phenomenon that will dominate the international business landscape for the foreseeable future.

We hope that this issue along with the emerging work in the area will facilitate increased attention on the special challenges facing emerging markets as they go global. The example of Chinese companies will be followed closely by industry observers, academics, and companies from other emerging markets.