

## Huawei Goes Global - How Sino Tech Companies Seek Opportunities in Digital Age

The Sino-US trade war in 2019 placed Huawei in the crosshairs of public debate. The outbreak of COVID-19 in 2020 will further strike a blow to the globalization of Chinese companies. In the context of the ongoing spread of pandemic worldwide and the extremely complex global economic and trade situation , the Huawei Goes Global Academic Forum (hereinafter referred to as the "Forum") co-sponsored by the Chinese Globalization Association (CGA) and the emlyon business school has successfully rung down the curtain.



The Forum is live streamed on November 13<sup>th</sup>. Participants, including Julian Chang, President of the CGA and professor at Tongji University, Wenxian Zhang, professor at Rollins College, Ilan ALON, ex-president of CGA and professor at the University of Agder, Norway, John McIntype, professor at Georgia Institute of Technology, Christoph Lattemann, professor at Jacobs University Bremen, Germany, Donald (Andy) Purdy, Jr., Chief Security Officer for Huawei Technologies USA, along with more than ten international experts and scholars who contributed to the writing of *Huawei Goes Global*, have

exchanged their insights on the new development opportunities for Chinese technology companies in the era of digital economy.



### Masters from Industries, academia and research institutes gather

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# HUAWEI GOES GLOBAL

ACADEMIC FORUM

1. **Weaponizing Globalization: Chinese High-Tech in the Crosshairs of Geopolitics**  
*Francis Schortgen, University of Mount Union, USA*
2. **Huawei at Bay? Global Interdependencies Provoked by the 5G Network Rollout**  
*Laura Kirste and Dirk Holtbrügge, University of Erlangen-Nürnberg, Germany*
3. **Market Entry Strategies of Huawei in Germany and the Russian Federation from a Net Perspective**  
*Mario Glowik, Berlin School of Economics and Law, Germany*
4. **Huawei in Central and Eastern Europe: Varying Anchors, Differing Perceptions**  
*Ágnes Szunomár, CERS Institute of World Economics and Corvinus University of Budapest*
5. **Huawei's Carrier Business in Southeast Asia**  
*Serina Al Haddad, Rollins College, USA*
6. **Red Teaming: Huawei's Organizational Learning Strategy**  
*William Chongyang Zhou and Sunny Li Sun, University of Massachusetts Lowell, USA*
7. **Gaining Legitimacy: An Uphill Battle for Chinese Multinationals**  
*Lei Li, University of Nottingham Ningbo, China*
8. **Huawei and Global Cybersecurity**  
*Donald (Andy) Purdy, Jr., Huawei Technologies, USA*

According to Professor Francis Schortgen at the University of Mount Union, USA, the challenges facing Chinese technology companies in their going global stem from the U.S.-China structural rivalry. Against the backdrop of a combination of the forces of globalization, dynamics of global competition and national innovation policy, as well as a relative weakening of U.S. innovation

competitiveness in recent years, China's tech companies are bound to squarely remain in the crosshairs of geopolitics if China and the USA fail to find common ground through constructive cooperation.

Dirk Holtbrügge and Laura Kirste, both of whom are professors at the University of Erlangen-Nürnberg, analyzed Huawei's role in establishing the 5G network rollout by applying a theoretical framework into the case of Huawei and discussing the dynamic power asymmetries of governments and multinational corporations, which provides theory-informed insights for practitioners and policymakers in the field of 5G.

Mario Glowik, Professor at Berlin School of Economics and Law, Germany, pointed out in his speech that Russia had recently moved into Huawei's focus as a result of the economic sanctions launched by western countries. The research outcomes of Professor Glowik serves as a reference for Huawei's positioning in the global high-technology telecommunication industry network.

As discussions moved from western Europe to central Europe, Agnes Szunomar, professor at Hungarian Academy of Sciences, Joanna Karas, professor at SGH Warsaw School of Economics, and Iulia Monica Oehler-Sinca, professor at Romanian Academy, analyzed Huawei's development in Central and Eastern Europe (CEE), and the most important characteristics of Huawei's operations,

the mechanism for cooperation with host country institutions and its relationship with competitors. Then, Serina Al Haddad and Sheryll Namingit, both of whom are assistant professors of Rollins College, introduced Huawei' s business and supply chain in Southeast Asia as well as the role that Huawei had played in the development of existing infrastructure.

Sunny Li Sun, associate professor at the University of Massachusetts Lowell and William Chongyang Zhou, his doctoral student, shared their insight into the role and importance of Huawei' s red team strategy. In the 1990s, Huawei established its Red Team, which, through analyzing and imitating its major competitors, has helped Huawei to learn from its industry peers, ensure robust operation against a disturbing external environment and improve the organizational learning and resilience.

Lei Li, Associate Professor at Nottingham University Business School China and Sunny Li Sun, Associate Professor at the University of Massachusetts Lowell, pointed out that Huawei had encountered serious and prolonged legitimization challenges in many western countries. They expounded, from the perspective of cross-border stakeholder engagement, on the trouble of Huawei in coping with the governments and media in developed Western countries, with relevant solutions provided.

Finally, Donald (Andy) Purdy, Chief Security Officer for Huawei Technologies USA, elaborated the opinions of Huawei Technologies on global cybersecurity issues that are of great concern to everyone. He also called on government departments, private institutions, academia and other experts from various countries to unite and cooperate in cyber security management and actively improve resilience and transparency.

### **New Release of Authoritative Books**

#### **Teaching Chinese Enterprises How to Go Global Successfully**

Huawei, as a leading Chinese high-tech giant, has demonstrated advanced outlook and strategic awareness in its global layout, which are worth learning by all managers. Recently, two academic monographs, namely, [\*Huawei Goes Global: Made in China for the World\*](#) and [\*Huawei Goes Global: The Regional, Geopolitical Perspectives and Crisis Management\*](#), the compilation of which were headed by Wenxian Zhang, Ilan Alon and Christoph Lattemann, have been published by the world-renowned McMillan Publishers. More than fifty scholars from the whole world have contributed their research from the perspectives of multi-disciplinary academic research, case analysis, data and empirical investigations to tell the story of the globalization of this emerging economy. The books will provide the executives of Chinese technology companies with a comprehensive and academic angle when examining the complex business



environment faced by Chinese tech giants and their approaches to global operation.



CGA, an organization that has been committed to the research on the globalization of Chinese economy and enterprises, is a major platform for global academia to study the globalization of Chinese enterprises. **emlyon business school**, which currently has six international campuses, has also promoted and set globalization as a major development strategy and integrating the concept of globalization into the school' s curriculum design, the cultivation of students and alumni, research and development and so on.

Previously, when receiving an interview by NBD ( a famous business media in China ) , William Hua WANG, Associate Dean of **emlyon business school** and Dean of **emlyon business school** Asia, said that Chinese technology companies do much better in innovation than in philosophical and basic-value-related thinking and practices. Professor Wang described the need to “walk on both legs” , which means both, esp, the latter, deserve special attention. If technology and digital companies desire sustainable development, then the

above-mentioned problems shall be included in the product design stage in terms of design dimensions to avoid a rollercoaster-like development path.

Julian Chang, president of CGA and professor at Tongji University, said that global academic and business elites exchanged dialogues and ideas with each other in this brand-new on-line fashion due largely to the COVID-19 pandemic. Christoph Lattemann, professor at Jacobs University Bremen, thanked all the guests for their participation in the Forum and for their valuable suggestions to Chinese enterprises on how to go global.

The unusually brilliant "Huawei Goes Global Academic Forum" has concluded successfully in the cloud. Experts and scholars from various fields jointly brainstormed and conducted in-depth discussions on new development opportunities for Chinese technology companies. In the future, **emlyon business school** will further contribute to China's economic and commercial progress by advancing globalization, integrating academic education with business practices, empowering industries and leading the frontier of theory.