
Demystifying China's Internet Giants



By INSEAD Knowledge with Guoli Chen

A behind-the-scenes look at what makes or breaks China's Big Tech flagbearers and their foreign exploits.

Love them or loathe them, Chinese tech giants such as ByteDance, Alibaba and Tencent have become global household names in e-commerce, digital payments, social media and gaming in a few short years. Relatively little is known about these firms, but a new book may just change that.

Written by INSEAD Professor of Strategy Guoli Chen and Jianggan Li, founder and chief executive of venture capital firm Momentum Works, ***Seeing the Unseen: Behind Chinese Tech Giants' Global Venturing*** shines a light on the success - and failure - of the likes of TikTok, Shein and WeChat beyond their **home market of China**.

[Listen to "Demystifying China's Internet Giants" on Spreaker.](#)

In this podcast, Chen dissects the phenomenon using what he terms the POP-Leadership framework. Short for people, organisation, product and

leadership, POP-Leadership can help companies think systematically about their [strategy for overseas expansion](#).

Chen, who carried out extensive interviews with Chinese executives and investors for his book, gives us a behind-the-scenes look at how TikTok became the world's leading social media app, how Xiaomi established an early foothold in India and how e-commerce upstart Shopee has held its own against Alibaba-backed Lazada in South-east Asia.

Find article at

<https://knowledge.insead.edu/strategy/demystifying-chinas-internet-giants>

About the author(s)

INSEAD Knowledge is the expert opinion and management insights portal of INSEAD, The Business School for the World.

Guoli Chen is a Professor of Strategy at INSEAD. His research focuses on the influence of CEOs, top executives, and boards of directors on firms' strategic choices and organisational outcomes, as well as the interaction and dynamics in the top management team and CEO-board relationships.

About the research

This conversation is based on the book [Seeing the Unseen: Behind Chinese Tech Giants' Global Venturing](#), published by Wiley and available on [Amazon](#).