

## **EMBA Entry Exam**

**Time: 1.5 hrs**

### **Case Study: PGL: The Entrepreneur in China's Logistics Industry**

Read the case study and answer the questions. **Total marks: 50**

Guangzhou-based PG Logistics Group (PGL), considered a high-growth enterprise in China's fledging logistics industry, has gained a significant first-mover advantage after securing a stable customer base and operational scale. The company is poised to gain further leadership as the industry is expected to undergo exponential growth in the next few years. However, the transition from a single-owner-driven venture to an established organization is a demanding undertaking

1. Examine the success factors contributing to the company's phenomenal growth as a private-owned enterprise in China. (25 points)
2. What shall PGL do in its next stage of development? Should it develop on its own or join hands with state owned enterprises or cooperate with foreign enterprises? (25 points)