INDEX

A
5 Acts of Collaboration, 47, 60,
61, 65, 66–94, 118
Act of Articulating Intent,
41–42, 66–68
describing mission and
values, transparent to
all, 41
share blessings and goodwill
and all peoples live in
peace, 67
Act of Building Win-Win,
43–44, 72–80
own initiative, 72–74
strategic preparation and
execution, 74–75
separate fleet into
squadrons, 75
set up trade bases, 74
transport and storage of
trade items, 74
trade items and activities,
75–76
allow private trade, 43
facilitate trade, 43
import foreign goods, 43
trade export goods, 75
win-win trade benefits, 76–79
build and facilitate win-win
trading relations, 44
Act of Cultivating Trust, 45–47,
85–91
Act of Ensuring Sustainability,
44–45, 81–84
ensure sustainability
of collaborative
environment and
relationship, 44
eradicate privacy and threats
to regional security,
81–83
maintain power balance in
the region, 83–84
secure external environment
for trade activities, 44
Act of Practising Generosity,
42–43, 68–71
generosity, 42, 68
gifts, 28
interacting with the locals, 69
sharing of China’s resources and knowledge, 42, 71
give free medical treatment, 70
share agriculture and fishing techniques, 70
Abdul Majid Hassan, Borneo King, 90
acceptance of the different personal faith practices of his men, 267
accountability, 187–88
Aceh, 223, 259
see Samudra (or Semudera)
actions on the ground, 42
non-antagonistic, non-aggressive and non-colonization behaviours, 46
“administrated” transactions, 123
aggression, 26, 27, 50, 109, 139, 188
Alakeswara (also Alagakkonara), Ceylonese King, 31, 45, 82, 88, 139, 187
also see King of Ceylon
Allah, 46, 90, 117, 254, 257, 262, 263, 264
alternative to Sun Zi’s AoW, 25
antagonism, 26, 50, 139, 188
Annam (Vietnam), 11, 84
AoC and 5Acts of Collaboration, learning from
build win-win and grow business, 93
collaborative mindset, 93
connect with others, 93
eye on environmental threats, 93
generous in giving and sharing, 93
Arab countries, 177, 209
Arab traders, 202
Arab world, 73, 77
alternative model to AoW, 25–53, 110
Art of War (AoW), 20, 25–59, 26, 50, 92, 109, 110, 113, 118, 119, 120, 121, 122, 123, 124
Ashab Mosque, 253
Astronomical Navigation (the “Star Observation Across Oceans” technique), 214
authority in making decisions, 61
B
bandits, 44, 81, 89, 91, 115, 151, 175
Basalawarmi, Prince of Liang, 7, 8
Battle of Jingnan, 9, 142, 178
battle ships, 39, 150, 181, 236
benevolence, 111
being generous, 113
blank scrolls, 10, 16, 65, 143, 157
Boni (Brunei), 11
Buddha, 10, 46, 90, 117, 137, 248, 255, 256, 263
“Sanbao” (Buddhist “Three Treasures” or Triratna), 10, 255, 256
Buddhist law (dharma), 10, 256
community (sangha), 10, 256
Buddhism, 10, 252, 255, 258
Buddhist Classics, 255, 256
building trust, 48, 66

C
Calicut, 12, 29, 39, 40, 43, 69, 74, 84, 86, 91, 148, 182, 185, 208, 222, 224–26, 230, 231, 259
capability in planning, organizing, directing and controlling voyages, 25
capable organizer, 143
Care for Crew as the Fuel for Performance, 183–85
castrated, 8, 16, 142, 251
CEO, 17, 33, 134, 149, 208
Ceylon, 12, 29, 39, 40, 45, 46, 47, 82, 88, 90, 91, 117, 121, 185, 208, 222, 223, 226, 230, 263, 264
Champa, 11, 38, 39, 40, 42, 69, 71, 74, 78, 84, 85, 112, 182, 185, 208, 211, 219, 220, 224, 230, 259
also see Zhancheng
Changle, 10, 17, 135, 136, 146, 158, 163, 177, 185, 209, 218–19, 230, 231, 256, 258
Chen Yicheng, Senior Medical Officer, 70, 177
Chen Zuyi, 31, 45, 81, 87, 88, 115, 139, 140, 187, 188
Cheng Ho, 4
China
close its door, 49
gentle giant with enduring goodwill, 51
China’s peaceful rise, 51
Chinese culture, 12, 19, 28, 35, 108, 111, 112, 154
Chinese Muslims, 253, 254
Chinese traders, 62, 73
Christopher Columbus, 14, 15, 19, 28, 164
clarity of strategic intent of voyages, 198
Clever HR Organizer, 172, 179–83
Organization and Structures as the Required Enabler, 179–82
communications, 181
fleet to sail with a formation, 181
departments, 180
Command Centre, 180
Foreign Affairs and Supplies
   Department, 180
Military and Defence
   Department, 180
Navigational Affairs
   Department, 180
ships, 180–81
   grain ships, 181
   horse ships, 181
   treasure ships, 180
   water ships, 181
sub-fleets, 181–82
close and frequent linkages with
   the emperor, 31, 189
close links, 189
Cochin, 12, 29, 39, 70, 71, 84,
   185, 222, 225, 259
coexist peacefully, 19, 28, 63
collaborative partnerships, 52
Collaborative Planning,
   Forecasting and
   Replenishment (CPFR), 228
collaborators, 125
colonization, 19, 26, 28, 50
commander-in-chief, 9, 13, 16,
   17, 65, 143, 155, 173, 199,
   208, 235, 253, 260, 263, 267
Commander-in-Chief Ship, 235
command and control of fleets,
   18, 147, 196, 201, 214
Commissioners of Foreign Trade,
   10, 202
communicate, 18, 41, 47, 67,
   117, 122, 196, 210, 213, 214
comparative analysis of AoC and
   AoW, 110
competition, 51, 109, 123, 124,
   125, 206
competitive advantage, 5, 202,
   207, 238
competitors, 26, 50, 52, 92, 109,
   123, 125, 228
computing analytics, 238
concern, may not succeed, 138
conflict, 51, 82, 84, 88, 89, 112
confrontation, 51
connections with the locals, 46,
   90, 91
consistency of basic route, timing
   and countries visited, 230
   facilitated continual learning,
   230
   continual improvements, 234
Continuous Replenishment
   Program (CRP), 228
conviction
   with utmost loyalty there is
   nothing (that he) cannot do,
   145
corporate inclusiveness, 250,
   261–67
corporate sponsorship, 31
crew of tens of thousands of
   men, 175
crew size, 194
crew’s higher-level needs, 184
cultivating and earning trust, 45
cultural wisdom, 262
Index

D
Dabao’en Temple, 71, 80, 188, 255
Dazang Jing Buddhist Classics, 255
dazong, 40, 182
deception, 41, 66, 116, 118, 119, 121, 123
deep burden and responsibility for their safety, 185
deep care for crew, 185
Deng Xiaoping, 50
design and construction of massive, state-of-the-art fleet, 200
designing and building ships, 196
Desired Outcome, 110
detailed routes, 231
devout Muslim family, born into, 6, 10, 139, 248, 249
Dhofar, 12, 29, 44, 77, 230, 259
dichotomous strategies, 110
diplomacy of peace, 19, 28, 108, 187
diplomat, 5, 155, 164
duration of voyages, 5, 15, 18, 36, 133, 150, 172, 184, 195, 196, 204

E
East Africa, 14, 34, 70, 195, 217, 240
East and West King of Java, 89
East-West sea route, 222
eclectic nature of religious beliefs, 10
Efficient Consumer Response (ECR), 228
Emperor Gao Zong, 202
Emperor Hongwu, 3, 42, 63, 69, 72, 81
policy of Haijin, 72
Emperor Hongxi, 135
Emperor Hui (Jianwen), 9, 62, 72
Emperor Ming Taizu (Zhu Yuanzhang), founder of the Ming Dynasty, 7, 8, 9, 10, 11, 12, 27, 29, 142, 220
foreign policy, friendly and peaceful, 11
Emperor Renzong, 48, 64, 65, 122
Emperor Xuande, 12, 13, 28, 29, 136
Emperor Xuanzong, 48, 221
Emperor Yongle (Zhu Di), 9, 10, 11, 12, 13, 16, 17, 19, 26, 27, 28, 29, 31, 32, 33, 36, 41, 42, 43, 45, 61, 62, 65, 66, 67, 68, 72, 73, 80, 82, 83, 84, 85, 88, 108, 139, 141, 142, 143, 154, 155, 156, 157, 173, 177, 183, 187, 188, 189, 191, 199, 203, 204, 208, 220, 221, 225, 226, 252, 253, 255, 260
death, 48, 135
decree, 64, 65
foreign policy, 12, 28
motives, 62
perspective, 258–60
political ideology, 63
coexist peacefully and
prosper together, 63
reign, 79, 80, 221, 253, 255
successor, 48, 135
vision
trade to prosper, 41
emperor-decreed mission, 5, 19,
41, 50, 52, 62, 66, 67, 72,
108, 137, 147, 155, 174, 187,
188, 190, 196, 198, 199, 200,
231, 249, 250, 263
enemies, 26, 50, 52, 92, 109, 124,
228
entrepots, 73, 76, 83, 222
envoys, 7, 10, 27, 33, 42, 43, 45,
61, 65, 68, 69, 73, 79, 82, 89,
115, 156, 176, 180, 200, 202,
209, 220, 221, 223, 225, 227,
235, 259
Ming envoys, 11, 27, 221
era, 240
eunuch, 3–20, 29, 32, 142, 251
eunuch slaves, 8, 16, 32, 142, 155
exchange of medicine, 186
Execution of Strategies, 110
exhibitor or special logistics
services, 239
expeditions, 28, 32, 35, 36, 37,
39, 46, 48, 49, 50, 87, 90, 185
expert specialists, 215
extended reach of supply chain,
229

F
faith and beliefs, 250
faith and management, 18–19
faith of his fathers, not
abandoned, 253, 262
faith practices, 19, 248, 249, 250,
256, 257, 258, 260, 261, 262,
263, 264, 266, 267
Fast Moving Consumer Goods
(FMCG), 228
father, Milijin, 6, 18, 251
Fei Xin, 34, 224, 259
fenzong (branch fleets), 40, 182,
183
Ferdinand Magellan, 14, 15, 164
fleet
storage space for imperial gifts
and trade products, 234
fleet design, 196
fleet formation, 213
floating fifteenth-century supply
chain, 195
floating supply chain to the
West, 210
“Focused Factory”
“Plant within a Plant”, 207
Forbidden City, 140, 188
foreign languages, 33, 34, 177,
209
foreign policy
friendly and peaceful, 10, 11,
12, 27, 42, 47, 68
foreign trade, 10, 27, 35, 180,
186, 202, 205, 226
fragmented industry, 92
friendly ties between China and other countries, 12, 19, 28, 108, 154
Fu Youde, 8, 251
Fujian, 36, 39, 71, 78, 160, 202, 203, 204, 219, 255, 262
fundamental motivation, 141
Fundamental Strategic Objective, 110
AoC
form collaborative relationships to co-create, 114
maximize value for all, 114
AoW
dominate enemy, 113
minimize value destruction, 113
G
Game Theory, 119
Geithner, Timothy, U.S. treasure secretary, 52
“Geng” and “Sand Hour-Glass” to measure depth of water, speed and time, 214
global explorer, 4
Goddess of the Sea, 10, 137, 138, 160, 184, 256, 257, 258, 260, 262
see Mazu
also see Heavenly Princess (Tianfei)
Golden Age of Indian Ocean commerce, 240
Gong Zhen, 210, 259
good knowledge of each country visited, 186
goodwill
spread of, 19, 28, 30, 40, 45, 48, 85, 89, 108, 139, 156, 188, 196, 199, 249
grain ships, 39, 150, 181, 210, 236
Grand Director (taijian), 9, 143, 146, 147, 199, 256
Grand Eunuch, 9, 143
grand voyages, 12, 19
grandeur, 13
grandfather, Chaermidena, 6, 18, 251
Gresik, 254
guanchang (or warehouse), 74, 75, 76, 175, 198, 222, 224, 234–35, 236–37, 238, 239, 241
H
Haiguo Jianwen Lu, 69
Haji Ma, 6, 141, 251, 252
Han Dynasty, 28
Hanafite Muslim Chinese communities, 254
harmony, 162
Hasan, spiritual leader of the Qingjing Mosque, 46, 90, 160, 177, 209, 257, 259, 262
call to Allah for help, 262
Heavenly Princess (Tianfei), 137, 159, 248
also see Goddess of the Sea
Hindu god Tenavarai-Nayanar, 46, 90, 117, 264
Hong Bao, 33, 146, 148, 176, 208, 259
Hormuz, 12, 14, 29, 39, 82, 148, 185, 195, 217, 224, 226–27, 230, 231, 253, 254, 259
see Persian Gulf
Hou Xian, 33, 65, 146, 147, 156, 176, 208, 259
HR Role model, 172, 190
HR roles, 173
Huangming dazhengji, 9
Hui Yao Fang, 71
human and technological capabilities, 30
human capital, 17, 31, 32, 35, 171, 190
Human Resource
mission-critical resource, 175
Human Resource as the Key Strategic Asset, 174–75
human resource management, 17
learning from Zheng He, 190–91
practices, 17, 171–91
imperial edict, 10, 27, 44, 77, 84, 155
imperial gifts, 175, 195
crowns and girdles, 220
implications, 189–90
inclusive society, 262
inclusiveness, 50
India, 4, 14, 15, 48, 73, 77, 101, 139, 155, 187, 195, 217, 222, 223, 224, 230, 260
information capital, 190
interpreters, 33, 34, 177, 180, 181, 209, 210, 236, 254
invoking protecting of divine spirits, 184
Islam, 46, 90, 160, 254
spread of, 160, 254
Islamic beliefs, 252
Islamic faith heritage, 250–52
Islamic practices, 252–54
Islamic states, 259
Islamic world, 259
Islamization of Southeast Asia, 254
isolation, 49, 50, 162
J
Java, 11, 14, 39, 43, 69, 73, 77, 83, 84, 85, 89, 185, 195, 211, 217, 220, 254, 259
Javanese legends, 148
Jiangnan, 17, 205
Jingde Zhen (most reputed porcelain production centre), 77, 78
immediate superiors
manage relationships, 16
imperial decree, 12, 13, 28, 29, 41, 67, 83, 203, 252, 253, 259
read out, 41, 67
Index

Jinghai Temple, 189, 255
Jingjue Mosque, 254
Jinshan Temple, 255
JIT (Just-in-Time) system, 216, 234

K
kept crew motivated, 185
King of Borneo, 90
King of Calicut, 224, 225, 226
King of Ceylon, 32, 139, 187
see Alakeswara
King of Champa, 220
King of Dhofar, 46, 77
King of Java, 89
King of Malacca, 83, 84, 221
see Parameswara
King of Samudra, 223, 224
King of Siam, 83, 84
knowledge, tools and techniques of navigation, 214
Kunyang, 6, 7, 32

L
Landmark Piloting Method in conjunction with Zheng He Navigational Map, 214
large scale trade, plan to carry out, 175
leader, 136, 164
leadership, 16–17
superstitious belief, 159
leadership and faith, 163
leadership and management, 134
leadership and management capabilities, 16, 134
leadership model, 135, 138–63
allegiance to authority (A-A) strategy, 139–46
accountability, 139
continued trust, 140
motivation and conviction, 141–44
band of brothers (B-B) strategy, 146–49
bonding through proximity and time, 148–49
delegation of work, 148
sharing the burden of leadership, 147
care for crew (C-C) strategy, 149–54
deep care, 152–53
safety, 151–52
welfare, 150–51
monetary rewards, 151
promotion in ranks, 151
sewing services and haircuts, 151
supplies and resupplies, 150
doing due diligence (D-D) strategy, 154–59
accepting the job, 154–55
defining the job, 155–57
doing the job, 157–58
embracing the eternal (E-E) strategy, 159–63
personal conviction, 160–62
religious inclusiveness, 160
Buddhist rituals and ceremonies, 160
entrust fleet to protection by divine spirits, 159
Muslim beliefs, 160
leadership principles and practices, 134
legacy, 4, 50
Les Chinois De La Diaspora, 64
Li Xing, 33, 146, 176, 208
Linggu Temple, 255
Liu Daxia, 79
instructed burning of documents and records regarding Zheng He's voyages, 79
Liujiagang, 36
Liujiagang and Changle inscriptions, 135, 136–38, 153, 159, 161, 184, 248, 256
local customs, 35
logistics, 18, 74, 195, 197, 199, 212, 228
large scale, 196
logistics and supply chain management, 18, 195–97
logistics and supply chain operations, 212
logistics and supplies to support movement and sustenance of massive fleet and crew, 199
logistics bases, set up, 175
Longjiang Shipyard, 203

M
7S Model of Importance in Logistics and Supply Chain Management, 197–240
Ma Haji Epitaph, 7, 32
Ma He, 5, 6–8, 9, 251
brother of, Ma Wen Ming, 6, 141, 251
Ma Huan, 34, 40, 177, 209, 223, 224, 225, 226, 235, 236, 259
description of the people of Samudra as very honest and genuine, 224
Yingya Shenglan, 40, 43, 44, 74, 76, 77, 81, 83, 86, 88, 91, 236
Majapahit, 222
Malacca, 4, 12, 29, 39, 40, 74, 75, 77, 78, 83, 84, 134, 152, 175, 182, 185, 220, 221, 222, 224, 225, 235, 236, 240, 259
Malacca sultanate, 221
Malay Annals, 254
Malay Archipelago, 254
Malay Peninsula, 211, 220
management and leadership practices, 5
management committee, 149
management perspective, 15–16
“managing the boss”, 186
manipulation, 116
manufacturing and services supply chains, 240
Mao Yuanyi
Wubeizhi, 231
Index

Marco Polo, 203
maritime trade, 72, 73, 74, 203, 225
market surveys, 34, 186, 232
“market” transactions, 123
“matou” or “great habour” of the Western Ocean, 224
Mazu, 160, 184, 259, 260, 262, 263
believer, 256
practices, 256–58, 262
see Goddess of the Sea
Mazu altars, set up, 184
Mazu belief, stemmed from Chinese
traditional culture,
traditional values and morality, 262
Mazu Temple, 28, 160, 256
Mecca, 6, 7, 14, 18, 32, 148, 195, 217, 251, 259
medical officers, 33, 34, 46, 70, 71, 90, 112, 150, 177, 180, 181, 209, 232, 233, 236
medical services, 211
medical, cultural and religious services, 211
Mencius, 7, 32
message, 64, 67, 108, 109, 117, 156, 252
Middle East, 8, 48, 254, 259
Middle Kingdom, 11, 12, 40, 154, 161, 236
Ming Chengzhu (Emperor Yongle), 9
Ming China
comprehensive capabilities in
shipbuilding and maritime trade, 203
financial position, 80
projection of power, 63, 174
splendor and glory, 89, 174
Ming Court, 4, 5, 8, 12, 16, 37, 42, 64, 68, 69, 73, 79, 80, 81, 82, 83, 88, 89, 90, 92, 115, 142, 175, 188, 189, 199, 200, 205, 218, 219, 221, 223, 224, 225, 227, 251, 259
vision of peace and stability, 41, 67
Ming Dynasty, 7, 9, 10, 11, 13, 27, 28, 62, 63, 143, 202, 203
Ming Shi, 9, 43, 62, 63, 76, 88, 89, 256
Ming Shi Lu, 12, 28, 221
Ming Taizong Shilu, 45, 68, 82, 88
Minghui Dian, 43, 76
success, 19, 178, 249, 250, 258, 259, 260, 261, 264, 265, 267
mission-critical, 172
mission of voyage, 12
Mongol
forces, 8
prince, 7
rule, 7
monsoons, 38, 148
mosques, 252
building and renovating, 253
mother, Wen, 6, 141, 251
movement of people, 18, 195
multi-religious workforce, 245
Muslim beliefs, 160, 262
Muslim Chinese, 18, 250, 252, 253, 255, 259
Muslim eunuch in Ming Court, 5
mutual respect and trust, 52

N
Nandu Fanhui Tu, 76
Nanjing, 9, 33, 36, 37, 45, 48, 76, 80, 81, 143, 177, 189, 203, 205, 218, 226, 253, 255
national hero, 4
navigation room, 215
navigational technologies, 37, 49
navigator, 4, 133, 134, 155, 164
networks, 52, 240
Nobel Peace Prize, 26, 51

O
Ongoing Learning as the Means for Value Creation, 185–86
Opaque Pagoda of the Buddhist Dabao’en Temple, 255
openness, 50
organization capital, 190
organizational capital, 38
culture, 190
demise, 144
glue, 40
leader, 134
structure, 179, 183
units, 182
organize and structure huge HR asset base, 172
Overseas Chinese communities, 254

P
Palembang, 11, 39, 44, 77, 81, 115, 185, 211
Palembang Commissioner of Pacification, 12, 29
Parameswara (Iskandar Shah), 83, 211, 221, 222
see King of Malacca
PC Model
Corporate Inclusiveness is an Important Must for mission success, 250, 261–64
Personal Faith can be a Significant Plus, 258
peace, 11, 12, 13, 19, 26, 27, 28, 29, 30, 41, 44, 45, 63, 67, 68, 85, 89, 108, 139, 154, 161, 187, 188, 249, 261
people skills, 172
Persian Gulf, 14, 195, 217, 225, 226, 230, 240
see Hormuz
personal conviction of belief, 258
personal faith, 252–61
Buddhist faith, 255–56
Islamic practices, 252–54
Mazu practices, 256–58
phased approach in extending voyages, 229, 230
philosophical root in Chinese thinking, 110
physical need, 183
physical supply chain assets, 237
pilgrimage to Mecca, 6, 18, 251
piracy problem, 45, 81–83, 175
pirates, 15, 44, 45, 81, 82, 89, 91, 115, 133, 140, 151, 161, 163, 195
port, 36, 189, 204, 205, 218, 219, 223, 225, 239
“port-in-ocean”, 239
“port-on-land”, 239
praying for divine help and protection, 248
preparation for collaboration, 30, 60
President Barack Obama, 26, 51
Prince of Yan (Zhu Di), 8, 9, 32, 142, 251
Principles in Strategy Formulation, 110
AoC
continual attempts at building collaboration, 118
principles of honesty, transparency, consistency, mutuality and trust, 116
AoW
deceive and confuse enemy, 118
principles of deception, manipulation, unpredictability, self-guardedness and suspicion, 116
projection of power, 199
prominence, 5, 13–15
provision of food, water and other supplies for sustenance of his large crew, 196
purpose-driven, 200
purpose of voyages, 198
activate tribute system, 138
facilitate trade, 138
Q
Qi Tai, Defence Minister, 9
Qianwenji, 38, 218
Qing Dynasty, 62, 69
Qingjing Mosque, 46, 90, 160, 177, 253, 254
Quanzhou, 17, 177, 202, 209, 252, 253
Quilon, 39, 40, 71, 185, 208, 225

R
recruiting and selecting crew, 17
specialist experts, 176
Red Sea, 225
regional bases or depots, 217, 218
religion and business, 249
religious inclusiveness, 160–261, 262, 263, 264, 265, 266, 267
routes chosen, 196
Ryukyu, 42, 69, 82, 112, 211

S
4Cs strategies in Art of Collaboration
Capacity-building, 30–37
human capital, 31–35
technological capital, 35–37
Communication, 41–47
Continuity, 47–49
Coordination, 37–40
Samudra (or Semudera), 11, 12, 29, 82, 88, 222, 223, 224, 225, 235, 259
logistically viable location, 223
also see Aceh
San Feng Pagoda Temple, 256
San Qing Baodian Temple, 256
“Sanbao”, Buddhist nickname of Zheng He, 255
Sekander, rebel, 31, 82, 88, 139, 187, 223
Selection and Recruitment as the Foundation for Performance, 176–78
Selection of Regional Bases as the Importance of Supply Chain Collaboration, 217–29
bases outside China, 219–27
base in Calicut, 224–26
base in Champa, 219–20
base in Hormuz, 226–27
base in Malacca, 220–22
base in Samudra, 222–24
location, logistical and economic advantages of base in Changle, 218–19
self-guardedness, 116
Semarang, 253, 254
senior associates, 17, 33, 138, 146, 147, 149, 164, 176, 180, 185, 208, 209, 213, 235, 259
sensitivity, 162
sensitivity of the different personal faith practices of his men, 267
seven epic and grand voyages to the West, 13
two phrases, 39
seven voyages, 13, 14, 15, 65, 66, 73, 121, 122, 157, 194, 195, 219
bigger message of pursuing peace, goodwill and collaboration, 108
criticism, 79
Shaanxi, 46, 177, 209, 254, 259
shipbuilding activities, 11, 28
shipbuilding capabilities, 14, 196
Shuyu Zhouzi Lu, 79, 88
Siam (Thailand), 11, 39, 44, 69, 77, 78, 83, 84, 86, 87, 112, 185, 211, 221, 222
Sights and Sound of Navigation as the Importance of Simplicity in Operations, 212–17
navigational expertise in the ops room, 214–15
navigational operations on the ground, 213–14
silk manufacturing, 11
Silk Route, 11
Singapore
Leading Global Integrated Logistics Hub, 206
serve as Nerve or Brain Centre, 206
Singapore's attempt to build ecosystem of supply chain capabilities, 206
Singapore model
for managing faith matters, 267
recognizes and accepts a multi-religious Singapore, 266
Siyi Guan, 34, 177
soft power, 51
Song Dynasty, 6, 202
Song Government, 10, 27, 202
sound and sight signals, 18, 197
elaborate but simply communication system, 214
source, store, protect and manage supplies, 196
South Asia, 4, 19, 133, 200, 240
Southeast Asia, 4, 12, 19, 28, 31, 48, 71, 73, 77, 78, 139, 154, 155, 200, 220, 222, 254
Specialist Recruitment as the Importance of Supply Chain People and Knowledge, 208–12
organizing the crew and specialists, 209–11
putting supply chain leadership in place, 208–9
recruiting people with specialist skills, 209
specialist team, 33, 209
spices, 11, 36, 43, 74, 76, 77, 204, 226
splendour of Ming Court, 13, 19, 66, 89, 108, 174, 196, 199, 259
sponsor linkage with Emperor Yongle, 173
Sponsor Linkages as the Support for Mission Subsustainability, 186–90
spread of Islam, 160, 254
Sri Vijava (Palembang), 11, 39, 44, 77, 81, 115, 185, 211
Standard Operating Procedures (SOPs), 216
statue of goddess
  shine, 137, 248
stayed true to his own religion
  Islam, 262
Storage and Guanchang as the
  Importance of Physical
Supply Chain Assets, 234–40
  guanchangs, the official
warehouses, 236–37
Zheng He's fleet, floating
  supply chain, 235–36
Straits of Malacca, 44, 140, 188,
  222, 223, 230
strategic fit, 200
Strategic HR Planner, 172,
  173–79
Strategic Intent and Clarity as
  the Importance of Supply
Chain Mission and Vision,
  198–202
  vision of building the largest
  and state-of-the-art fleet,
  199–200
strategic intent for supply chain,
  200
strong Islamic faith, 6, 18,
  250–52, 253, 254, 259
  practices, 19
succession, 7, 8, 142, 157
Sun Zi, 3, 4, 114, 118, 120, 122
  Art of War (AoW), 20, 25–59,
  26, 50, 92, 109, 110, 113,
  118, 119, 120, 121, 122,
  123, 124
  book, 111
insights, 109
  mindset, 41, 66
  philosophy, 111
  strategies, 26, 109, 110, 119
supplies, 18
  supply and re-distribution
  centres, 18, 197
supply chain
  collaborators, 218, 227
  operations
  simplicity of
    implementation, 214,
    216
  reach, 233
  “supply chain factors of
  importance”, 241
supply chain leadership team,
  208
supply chain management
  learning from Zheng He,
  240–41
  practices, 18, 194–41
supply chain to deliver imperial
  gifts and Chinese products,
  199
supply ecosystem
  importance of supply chain
  capabilities, 202–8
Supply Ecosystem as the
  Importance of Supply Chain
Capabilities, 202–8
port and supply logistics
  capabilities, 204–5
relevant historical capabilities,
  202–3
ship construction capabilities, 203–4
Supply Growth and Development as the Importance of Continual Learning, 229–34
continual learning of local markets, 231–32
medical learning, 232–33
phased extension of voyages, 230–31
supply logistics assembly point, 204
susicion, 116
sustainable collaboration, 47

T
Taicang, 17, 36, 37, 177, 189, 204, 205, 209, 218, 231
Taiping port, 39, 218, 219
Taiwan, 49, 218
Taiyi Yuan (imperial medical hall), 70
Tang and Han dynasties, 11, 28
technological capital, 31, 35–37
Tenavarai-Nayanar, Hindu god, 46, 90, 117, 264
thoughts and feelings, 135
thoughts and inner life, 135
Tianfei Temple, 256
Tianjie Temple, 255
Tianxia (all under heaven), 63
tolerance, 50, 89, 261, 262, 265, 266, 267
tolerance of the different personal faith practices of his men, 267
“Toyota City” of supplies, 207
TQM (Total Quality Management), 216, 234
trade and collaboration, 19, 38, 108
trading activities, 73, 74, 81, 82, 226
impact of, 77
trailbazer of modern open-door policies, 4
“treasure” ships, 13, 35, 39, 40, 43, 62, 69, 74, 75, 86, 87, 150, 180, 184, 194, 210, 213, 235, 236
Treasure Ship Shipyards, 36, 203, 207
tribute missions to China, 11
trilingual stone tablet, 46, 90, 117, 263
trust, 188

U
unprecedented fleet, 194
unpredictability, 116, 119

V
values, 41, 47, 66, 93, 110, 262
Vasco da Gama, 14, 15, 19, 28, 164, 187
Vendor Managed Inventories (VMI), 228
vessels
colossal, 194
vulnerability to the natural elements, 249
W
Wal-Mart, 200, 201
delicated fleet, 201
distribution centres, 201
electronic point-of-sales
technology and data, 201
private satellite communication
technologies, 201
well-known Everyday Low
Prices, 201
Wanandi, Jusuf, 51
Wang Heng, 147, 148, 176
Wang Jinghong, 12, 29, 33, 49,
146, 147, 148, 176, 208, 259
warfare, 6, 26, 41, 66, 109, 110,
111, 112, 113, 120, 121, 134
warrior, 4, 5, 16
waste reduction, 234
Water Floating Compass, 214
water ships, 39, 150, 181, 236
Wee Chow Hou, professor, 113
western seas, 33, 146, 176, 179,
208, 218, 227, 234, 250
Wise HR Manager, 172, 183–90
work as a higher calling, 145
world's largest ocean-going fleet,
leader of, 5, 13
writings, from historical,
maritime, diplomatic and
cultural perspectives, 4, 25
Wu Zhong, 33, 146, 176, 208
Wuhua Temple, 255
X
Xia Xiyang (Travel to the Western
Seas), 67, 146, 173
Xingcha Shenglan, 88
Xinjiang, 6
Xinzhou, in Champa (today's
modern city of Qui Nhon), 219
Xiyang Chaogong Dianlu, 91
Xiyang Fanguo Zhi, 91, 210
Y
Yang Chen, 33, 176, 208
Yao Guangxiao, 178
Yao Yunzhu, major-general, 51
Yemen, 14, 195, 217
Yin Ching, 221, 225
Yu Dan
Confucius from the Heart, 4
Yuan Court, 10, 73
Yuan Dynasty, 6, 7, 10, 27, 73, 203
Yunmen Temple, 256
Yunnan, 6, 7, 8, 18, 71, 250, 251,
255
Z
zero-sum game, 55, 94
Zhancheng (Champa in Central
Vietnam), 11
also see Champa
Zhang Da, 33, 146, 176, 208
Zhang Tingyu, 62
| Zheng He Epic, 14 | Zhu Di (Prince of Yan), 8, 9, 32, 142, 251 |
| Zheng He Jiapu (Zheng He's family record), 33, 176 | Zhu Guozhen |
| Zheng He Navigational Map, 37, 214, 215 | Huangming dazhengji, 9 |
| Zhenla (Cambodia), 11 | Zhu Liang, 33, 146, 176, 208 |
| Zhou Man, 146, 148, 224 | Zhu Yunming |
| Zhou Meng, 33, 176, 208 | Qianwenji, 38, 218 |
| Zhu Zhen, 147, 148, 176 | |