

## INDEX

### A

- 5 Acts of Collaboration, 47, 60, 61, 65, 66–94, 118
- Act of Articulating Intent, 41–42, 66–68
  - articulating 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 substainability 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  
 Art of Collaboration (AoC), 20, 25–53, 60–94, 108–25, 157, 158, 228  
   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

**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
- horse ships, 39, 150, 181, 236
- 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
- I**
- immediate superiors  
 manage relationships, 16
- imperial decree, 12, 13, 28, 29, 41, 67, 83, 203, 252, 253, 259  
 read out, 41, 67
- 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



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

- Marco Polo, 203
- maritime trade, 72, 73, 74, 203, 225
- market surveys, 34, 186, 232
- “market” transactions, 123
- “matou” or “great harbour” 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
- mission, 12, 17, 19, 26, 27, 28–30, 32, 33, 37, 40, 41, 42, 47, 60–94, 108, 117, 138, 140, 151, 154, 156, 164, 172, 173, 174, 175, 178, 179, 182, 183, 185, 186, 187, 191, 198, 199, 200, 201, 209, 250
- 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
- Ryukyū, 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 Sustainability, 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
- suspicion, 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
- trailblazer 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 Shipyard, 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
- Zheng He Jiapu* (Zheng He's family record), 33, 176
- Zheng He Navigational Map, 37, 214, 215
- Zhenla (Cambodia), 11
- Zhou Man, 146, 148, 224
- Zhou Meng, 33, 176, 208
- Zhu Di (Prince of Yan), 8, 9, 32, 142, 251
- Zhu Guozhen  
*Huangming dazhengji*, 9
- Zhu Liang, 33, 146, 176, 208
- Zhu Yunming  
*Qianwenji*, 38, 218
- Zhu Zhen, 147, 148, 176