



The cross-cultural issues of collaboration

Best practice / do's & don'ts for collaborative working

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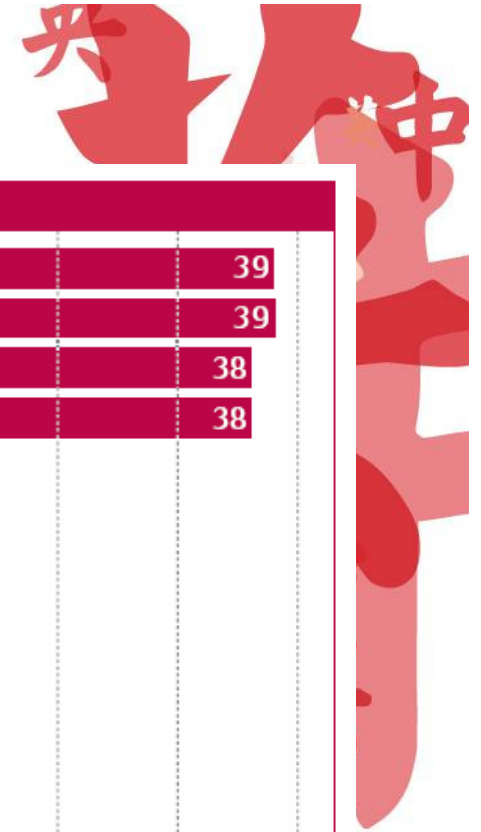
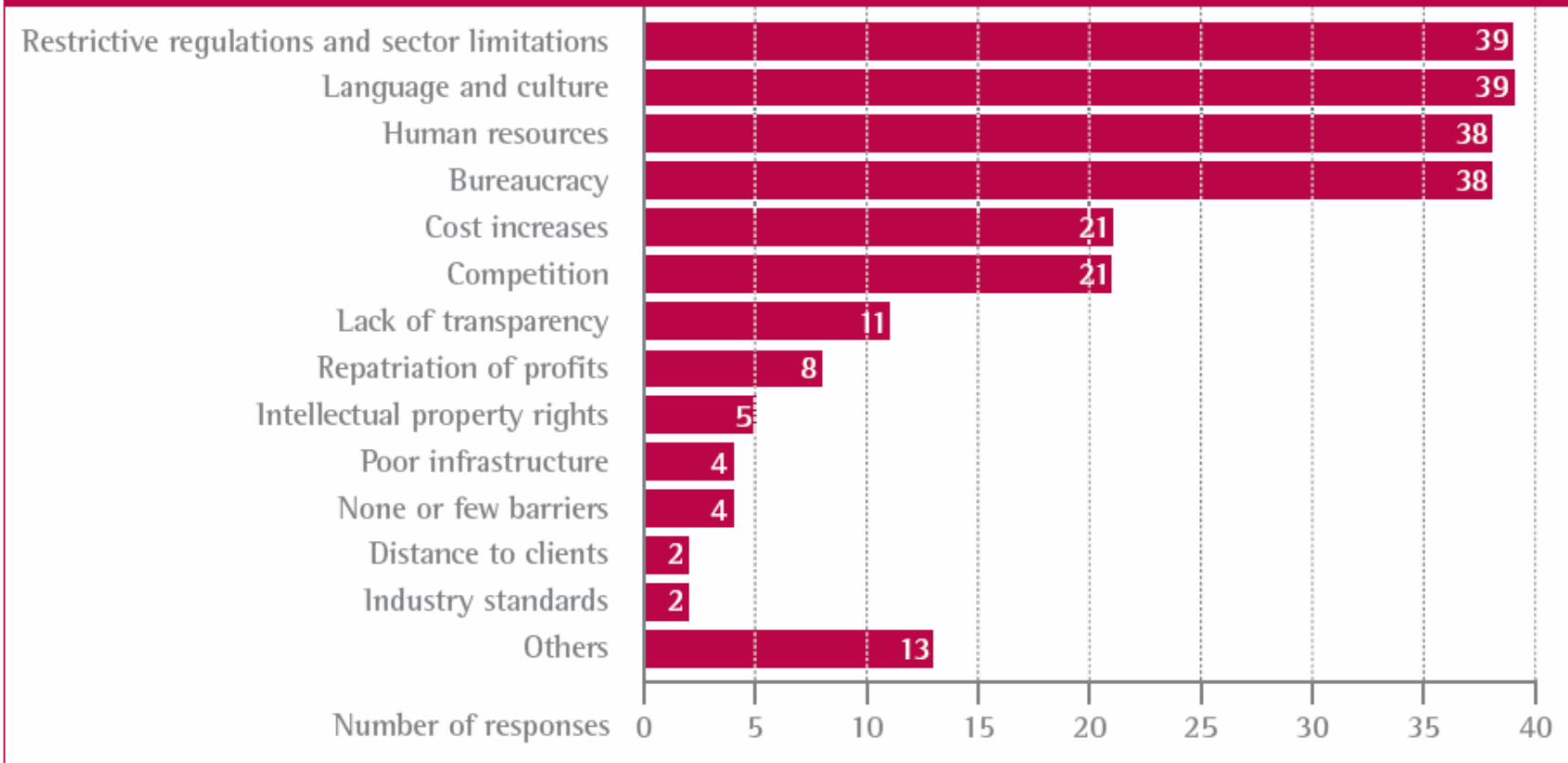


Exhibit 8 – Challenges of Doing Business



The context for collaboration

- China's 're-emergence'
- China's challenges
- 'National priorities'
- China recognition and need for foreign technology and know how
- China moving up the value chain
- China's domestic market

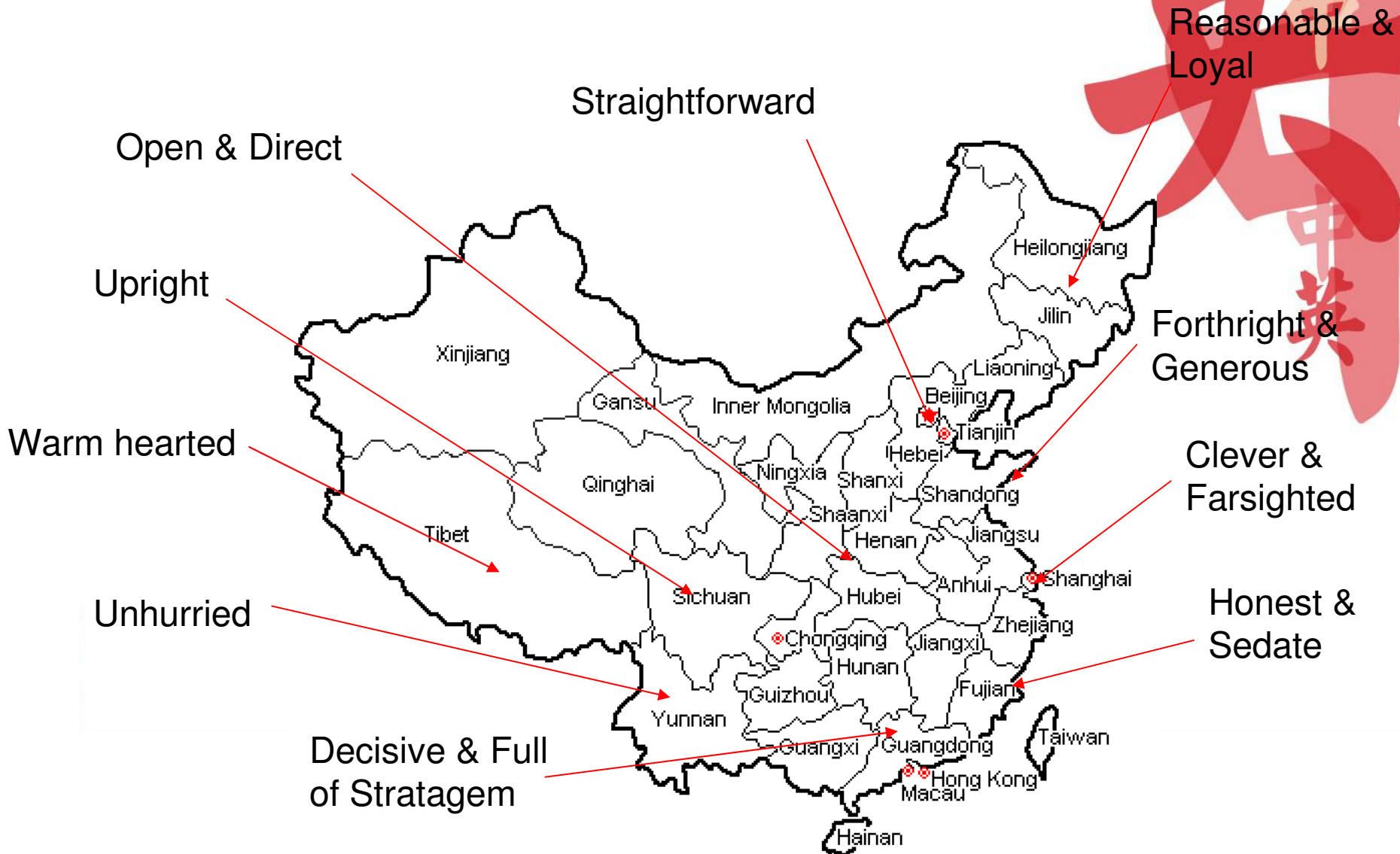


Geography & Collaboration

Geographic distribution of Regional Cities



Regional cultures and collaboration



Relationships and collaboration

Relationships, then business
Not business, then relationships



Finding & developing the right relationships

- Using networks to get the right introductions
- Pitching the right messages and finding common ground
- Fielding the right people, with the right knowledge at the right time
- Demonstrating commitment
- Regular communication and exchanges
- Towards shared objectives and trust



What to do (and conversely what not to do!)

- Invest in interpreting and translation to get an accurate message across
- Seek shared objectives and avoid 'Same Bed Different Dreams'
- Assign China contacts in your team to develop working relationships
- Seek compromise and avoid conflict & loss of face
- Recognise needs of Chinese side to satisfy needs of broader stakeholders; don't forget to use your own stakeholders
- Reciprocate hospitality and kind gestures
- Seek a good commercial outcome and 'look after your own benefit'





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Many Thanks!

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