



Doing business in China 在中国经营企业

Alone a bumpy road, together a drivable way
孤军奋战一路坎坷，团队合作一路畅通

Ina Enting
Berry Wang



Dutch Meat & Feed Centre

荷兰肉类与饲料中心

Managed by Wan Dai Ying Ltd.
由万代英有限公司管理

Ina Enting
Berry Wang



China – Netherlands 中国-荷兰

Size (232x)

面积大小 (232倍)





China – Netherlands

中国 – 荷兰

Population (81x)

人口 (81倍)



160 cities > 1,000,000

160个城市 > 1,000,000





China – Netherlands

中国-荷兰

- GDP (6.2x)
- GDP(6.2倍)





China – Netherlands

中国-荷兰

Netherlands → China / 荷兰 → 中国

- 2nd largest trade partner from EU / 欧盟第二大贸易合作伙伴
- 3rd largest country foreign capital (\$ 11.9 million) / 第三大外国资本国家（1190 万美元）

China → Netherlands , EU / 中国 → 荷兰, 欧盟

- 2nd largest export market / 第二大出口市场
- 2nd largest investor / 第二大投资者

China and Netherlands / 中国和荷兰

- 68.2 billion trade, / 682 亿的贸易额



Food chain 食品链

China 中国

- 1st largest producer pork / 第一大猪肉生产国
- 1st largest producer table eggs / 一大蛋类生产国
- 2nd largest producer poultry meat / 第二大禽肉生产国
- 2nd largest producer of animal feed / 第二大动物饲料生产国

Netherlands 荷兰

- 1st largest importer agricultural resources / 第一大农业资源进口国
- 2nd largest agricultural exporter / 第二大农业出口国



Food chain 食品链

Issues in China / 中国面临的问题

- Food safety 食品安全
- Food security / 粮食安全
- Food inflation / 食品通货膨胀

“Chinese consumers spent 25% of their annual income on food (ref. 2010)”

“中国消费者将年收入的25%花在食品上（参考文献2010）”



Needs in business in China

在中国开展业务所必需的要素

- Have focus
有重点
- Have sound strategy
有完善的策略
- Accurate in laws and regulations
准确的法律法规
- Selective in market intelligence
对市场情报有选择性
- Have good local network
有良好的本地网络

“Don't go with the flow”
“不要随波逐流”





Dutch Meat & Feed Centre

荷兰肉类与饲料中心

- Bridge behavioral, cultural and professional gap
行为、文化及专业差距之间的桥梁
- Beijing-based business support and development portal
位于北京的业务支持和拓展中心
 - Company-wise: commercial 商业
 - Operation-wise: semi-governmental 半政府
- Value added service both in China and Netherlands
在中国和荷兰进行增值服务
- For individual companies and for platforms
针对个体公司及平台
 - Network and relationship development / 网和关系的拓展
 - Account management / 账户管理
 - Project management / 项目管理
 - Market analysis / 市场分析





Orange Pig 中荷猪业联盟

- Whole chain, from farm to fork
整个产业链，从农场到餐桌
- Companies from supply and processing segments of chain
来自产业链供应和加工环节的公司



- Platform is a portal, behind that members operate their commercial activities
平台是一个门户，成员们经营自己的商业活动





Orange Pig

中荷猪业联盟

- Value proposition 价值主张
 - Focus is first on knowledge, second on products.
首先关注于知识，其次是产品
- Customer value 顾客价值
 - More on process and relationship than on product as such
相比较于产品，更关注于过程和关系，如
 - One-stop shop, portal for complete practical solutions in the pork chain
一站式, 猪肉产业链的完整实用的解决方案
 - Supports Chinese company in their strategic development
支持中国企业的战略发展
- Market segment 市场细分
 - Sub-top, well-known but not directly top 5 (individual companies have already access to these themselves)
次顶级的，有名的但并非直接的前五(个人公司自身已拥有获取这些的途径)
- Cost structure 成本结构
 - Service fee for staffing and office / 人员和办公费用
 - Additional costs for activities (preferably subsidized) / 活动的额外费用(优选资助)
- Value network 价值网络
 - Branding of Orange Pig itself, not of individual companies (WHOLE chain branding)
中荷猪业联盟的品牌推广, 而非个体公司(整个产业链的推广)





Foundation (NL)
基础 (荷兰)

Budget
预算

Fee
费用

Staffing
人员配备

Individual service
个人服务

Pork
猪肉

Poultry
家禽

Feed
饲料

Platform
平台

Branding
品牌推广



Service
服务

Company
公司

Company
公司

Company
公司

Company
公司

Company
公司





Orange Pig 中荷猪业联盟

- Attractiveness of platform
 - Dutch government: central portal to tune their own bilateral relations with business demands
荷兰政府：调整自己双边关系的主要途径
 - Chinese government: neutral, as Orange Pig operates as semi-governmental
中国政府：中立的，因为中荷猪业联盟作为半政府组织运作
 - Dutch companies: provides contacts and entries which they can not easily access themselves
荷兰公司：提供他们自己不能轻易获得的联络方式和途径
 - Chinese companies: more visible
中国公司：可见的





DMFC, Orange Pig

荷兰肉类与饲料中心，中荷猪业联盟

- Network and knowledge driven
网络和知识驱动
- Ability to transform own knowhow and technology into local applications
有能力将自身的知识和技术转换为本地应用
- Bridging between China and Netherlands
中国与荷兰之间联结的纽带



Establishing your business in China 在中国建立您的企业

Matters to consider

考虑事项

&

Cultural differences

文化差异



Summary – Basic cultural difference

总结 – 基本的文化差异

- Collectivism vs Individualism
集体主义与个人主义
Chinese list top 5 collectivism ranking; Dutch list top 5 individualism ranking (one of the most independent people in Europe: Top 2: Great Britain; Top 5: NL)
中国人在集体主义排行榜上排名前5；荷兰人在个人主义排行榜上排名前5
- Religion does **not** hold a high place in Chinese society.
宗教未在中国社会占有一个很高的地位
- Confucius – Traditional Chinese Value (Chinese people are proud of)
孔子- 传统中国价值
 - Long historical heritage
悠久的历史遗产
 - Filial (son to father)
孝(子对父)
 - Respect for the maturity and age
尊敬长辈
 - Loyalty and devotion to state (changing, getting less important)
对国家的忠诚和奉献(正在改变, 变得不那么重要)
 - Tolerance, propriety, deference (changing, getting less important)
宽容, 礼, 尊重(正在改变, 变得不那么重要)



Summary – Business rules

总结 – 商业规则

- The value and importance of Guanxi
关系的价值和重要性

Establishing trust is very important to both culture , can take long time
在两种文化当中，建立信任都是非常重要的，但会耗费很长的时间

- Essential for foreign companies to have Chinese manager with ‘feet on the ground’
对外国公司而言，雇用中国经理是必不可少的
- Creation of a comfortable atmosphere
创造一个舒适的氛围
- The importance of food & drink (“ganbei”)
食物和饮料的重要性（“干杯”）



General Matters to consider

需要考虑的一般事项

Relationship "guanxi"/network is one of the most important issues in China:

“关系” / 人际网络是在中国最重要的一个问题:

- **Make friends and build up trust first, brings to real business afterwards**
首先交朋友，建立信任，然后再开展实际业务
- **Cultivate and long term invest important relationships**
培养和长期投资重要的关系
- **Patience: contracts, trust, establishing business takes longer in China**
耐心 – 合同，信任，建立业务在中国需要较长的时间



General Matters to consider

需要考虑的一般事项

Make good investigations/ market research before investing a project in China

在中国投资项目之前，要做好充分的调查/市场研究

- Governmental policies (most important: RIGHT interpretations for the policies and regulations!!)

政府政策(最重要的是：对政策和法规的正确解读!!)

- (e.g.: 12th five-year plan China's National People's Congress)

(例如：中国全国人民代表大会的第十二个五年计划)

- Market research (market & network)

市场研究

- Approach RIGHT partners (Chinese organizations, companies and people; Dutch organizations and companies in China)

接触正确的合作伙伴(中国的机构，公司和个人；荷兰在中国的机构和公司)



General Matters to consider 需要考虑的一般事项

Communication and Negotiation

沟通与谈判

- Clear communication structure
清晰的沟通结构
- Emphasize what you can bring to the table
强调你能提供什么
- Get Clear what your Chinese partner is bringing to the table
弄清楚你的中国合作伙伴能够带来什么
- (can be confusing for Dutch people: 1) the last sentence can be the important information for the whole meeting; 2) changing thoughts faster - opportunities driven; 3) no open confrontation with problems, keep the face


(可能会对荷兰人造成困惑：1)最后一句话可能会是整个会议重要的信息；2)快速改变思维 - 机会驱动；3)不会公开反对议题，留面子

What makes DMFC and Orange Pig strong? 什么让荷兰肉类与饲料中心和 中荷猪业联盟做强？



What makes DMFC and Orange Pig weak? 什么使荷兰肉类与饲料中心和中荷猪业 联盟薄弱？





Burning questions

热议问题

- What is the most challenging factor for your company in setting up business in China?
在中国建立公司最有挑战性的因素是什么？
- Opportunities and Threats of the business model?
商业模式的机会与威胁？
- Can our approach be copied for other countries? Or is it typical Dutch culture?