

JUAN ANTONIO FERNANDEZ LAURIE UNDERWOOD

Gibtiothek



JOHN WILEY & SONS (ASIA) PTE. LTD.

Contents

Acknowledgments		xi
Foreword		xiii
Introduction		xv
Chapter 1: Getting Started: Understanding the Business Environment		
and Dealing with the Chinese Government		1
Introduction	۸	2
The Past: China Opens its Doors		2
The Transition: China in the 1990s •		8
The Present: "Better for Entrepreneurs than Silicon Valley"		11
Dealing with the Chinese Government		13
Bureaucratic Challenges for Entrepreneurs		17
Strategies for Successful Government Relations		23
Conclusion		27
Chapter 2: Setting Up Shop (I): Obtaining a Business License		
and Choosing the Right Legal Form		31
Introduction		32
Getting Help with Licensing		32

vii

Choosing the Right Legal Form		35
Conclusion		52
		-
Chapter 3: Setting Up Shop (II): Fir	nding the Money and Choosing	
the Right Chinese Busir	ness Partner(s)	55
Introduction		56
Finding the Money		56
Choosing the Right Chinese Busine	ess Partner(s)	65
Conclusion		75
Chapter 4: Targeting the Right Cus	stomers and Getting Paid	79
Introduction		• 80
Targeting the Right Customers		80
Getting Your Customers to Pay Yo	u	93
Conclusion		103
Chapter 5: Human Resource Challe	enges	105
Introduction	,	106
Strengths and Weaknesses of Chinese Employees		106
Bridging the Skills Gap: Training, Training, Training		112
Recruitment and Retention Challenges		122
HR Strategies: Selling "Small is Beautiful"		128
Solving the Salary Question		134
Conclusion		138
Chapter 6: Ethics and Corruption		141
Introduction		142
Putting Corruption into Context		142
Government	Guanxi	148
B2B Corruption		153
Unethical Employees		161
Avoiding Government Corruption		' 166
Blocking B2B Corruption		171

CONTENTS ix

Fighting Internal Corruption	174
Conclusion	178
Chapter 7: Business Negotiations	181
Introduction	182
Pre-negotiation Preparation	183
At the Negotiation Table: Tactics and Strategies	192
Post-agreement: After the Contract is Signed	207
Conclusion	212
Chapter 8: Living in China: A Survival Kit	217
Introduction	218
Clearing the Language Hurdle	218
Hardships of Life in China	222
The Struggle for Work-Life Balance	236
Foreign Businesswomen in China	241
The Good Life, China-style	245
Conclusion	250
Chapter 9: Are You Ready for China? Necessary Traits and Expertise	253
Introduction	254
Must-have Traits for China Entrepreneurs	255
Prerequisite Expertise "	263
Tools for Surviving the Tough Times	267
Endgames	272
China's Future	274
Conclusion	280
Epilogue	283
Appendix: China and Its Trade Partners	285
Index	329