

Conference Cross Cultural Management Portugal-China
November 6th
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Welcome Message

In name of the New Silk Road Friends Association it is my great pleasure and honor to welcome all the guest speakers, participants, and friends which come to the Conference Cross Cultural Management Portugal-China held today in this ISEG auditorium and on the digital room.

In particular we would like:

To thank the presence of Prof. Clara Raposo President of ISEG in this opening session and her message as well as all the cooperation which has been establish between ISEG and the New Silk Road Friends Association since 2017

To give a special greeting to Ambassador Cai Run for its participation online on this Conference and for all the encouragement given to the New Silk Road Association projects. It is a great honor to have your digital presence.

To express our gratitude to Jorge Álvares Foundation here highly represented by its President General Garcia dos Santos who give us the honor of addressing us a message.

The New Silk Road Association and the Jorge Álvares Foundation signed a Cooperation Agreement last September planning to promote the organization of seminars, colloquiums and meetings to spread various areas of knowledge related with Belt and Road Initiative and the potential cooperation between Portugal and China in different fields such as scientific research and higher education, health, trade and investment, culture...

It is a great honor for us to have the Secretary of State for Science Technology and Higher Education at the Closing Session of this Conference and we look forward for its message.

We also are very happy to have Mr. Choi Man Hin Chairmen of New Silk Road Friends Association, on the closing session. Mr. Choi thank for coming.

To express our warm appreciation and gratitude to our guest speakers today, who willingly agreed to present their views on the topics proposed to them or to answer our questions.

We would like also to show our gratitude and appreciation to the co-organizers of this Conference the ISEG's Research in Social Science and Management Centre and the ISEG's Marketing Department they made a fantastic job.

The theme of this Conference is about how national cultures affect management. We talk of national cultures as a set of values that are common to the citizens of each nation and constitute a system of shared rules, values and priorities code, of expected behavior in that societies. Each society have a collective cognitive style that affects the perception, behavior, thinking patterns and business practices.

Cultures differ widely to the extent that unspoken, unformulated and non-explicit rules determine how information is treated and how people interact with one another.

Related to cultural distance is the psychological distance

"Factors that prevent or disturb the flow of information between the company and the market"

"Silent language"

"Hidden dimensions"

Cultural distance comprises differences in the elements of culture which are difficult to identify and understand because we tend to analyze the others cultural attitudes, behaviors and actions with the lenses of our own culture.

We tend to say that Chinese Culture and Portuguese Culture are very distant, many Portuguese business people register a high level of uncertainty when they approach Chinese market, and because of that they don't commit many resources both human or finance to the market and so they choose market entry modes of low commitment as exports directly or indirectly.

By contrast we can see that the Chinese business people prefer to enter the Portuguese market with high commitment entry modes such as Acquisitions of Portuguese companies.

The question is why they don't feel unsafe in the Portuguese market maybe they feel Portuguese Culture is not very distant of the Chinese Cultural, maybe because they know us better than we know them, or because they are higher risk takers. Any answer can be explained by different cultural characteristics, that have reflections on international business management decisions.

Theoretically we can identify some characteristics of Chinese and Portuguese national cultures dimensions following Hofstede index;

Chinese are family oriented, have high respect for hierarchies, power distance is high, are a masculine society that praises material success, are hardworking, non-indulgent, collectivist, develop team work since childhood, value win-win solutions, for them trust is very very important, as well as face and guanxi, they practice influence and power through affiliation, they are not afraid of uncertainty, they are long-term oriented.

Portuguese are family oriented, have high respect for hierarchies but a little less than the Chinese, they are a feminine society that praise quality of life, caring and

relationship, they are non-indulgent but less than the Chinese, they are collectivist, committed to their inner circle group being it family or enlarged family or relationship to whom loyalty is important, is a kind of guanxi, they tend to personalize problems in decision making processes is a kind of face, they highly avoid uncertainty, they are short term oriented.

This Conference will try to give us a more enlightened approach exchanging important empirical views on the management experiences of our guest speakers.

Thank you