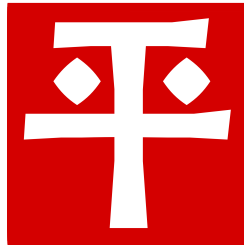


PING



The key to success with China

Over the past decade, increasing numbers of Western businesses have expanded into China. 80% of them fail within two years and are left wondering why: they are generally well established, well resourced, and experienced in entering new markets. The 20% who survive are wondering how to sustain their presence in a constantly changing environment. Those who stayed out of China are finding that China is now coming to them - as an investor, acquirer or partner. "Ping" helps all three of these communities to engage with China with confidence.

中 CENTRE

We all think we're the centre of the world – and none of us is.

When our worlds collide there are 2 possible outcomes:

- i. Retreat – shrink away from the other
- ii. Subsume – try to swallow up the other

Neither is appealing, or generally even feasible anymore. Is there another way?

平 PING

Ping is well-being, not by resolving tension but by maintaining it.

Ping is a Chinese symbol for well-being. What does it take to have a healthy business in today's globally interconnected world?

Ping is a stylised picture of weighing-scales. Normally in business we use scales to measure a product (eg a quantity of gold) against an agreed standard (eg a gram weight). But in today's East-West business there is no "standard" to place on one side and measure the other against. Furthermore, both East and West are continually changing.

Ping values not one side or the other but both. It calls us to shift our focus from the pans to the balance beam. Our goal is to get the beam to balance, and that is achieved by holding the contents of the two pans in tension. Maintaining balance is a continual process of adjustment and re-adjustment: adding to, taking from or shifting between the contents of each pan. This is liberating and exciting, but requires both partners to be connected, committed and dynamic.

There are 8 practical steps to achieving "Ping" in East-West business.

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1. 河 JOURNEY

Ping means engaging with the whole story not just a moment in it.

This transaction, this deal, this partnership is just one part of a bigger and more important journey for the other party. Your business will succeed if you understand and identify with that journey.

2. 苦 CHALLENGES

Ping means identifying with others in the challenges they face.

On their journey, the other party is especially concerned with overcoming specific challenges that make their world bitter. Your business will succeed if you help them get past their pain points.

3. 天 CONTEXT

Ping means aligning ourselves to something bigger than both of us.

Their journey with its challenges is set in a wider context over which they have little or no control – social changes, government regulations, market forces ... Your business will succeed if you continually align it with the greater environment.

4. 一 UNITY

Ping means discovering the foundations of unity.

The success or failure of any joint venture depends not on its individual parties but on the strength of the relationship between the parties. Your business will succeed if you are united by something more foundational than profit.

5. 道 COUNTER-BALANCE

Ping means seeking out counter-balances to ourselves.

With tension, our muscles become stronger; without it we get flabby. Your business will succeed if you counter-balance the differences between each party rather than trying to eliminate them.

6. 仁 ROLE

Ping means valuing the role that each party plays.

The unwelcome truth is that we are not independent – of our employees, of our suppliers, of our partners, of our customers ... Your business will succeed if you value the role that each party plays.

7. 山 PERSPECTIVE

Ping means looking for other perspectives.

The mountain looks completely different depending on where we view it from. Your business will succeed if you actively seek out different perspectives.

8. 言 PROCESS

Ping means connecting with the thinking of others.

Language is firstly a means of thought and only secondarily a means of communication; different languages are literally different operating systems. Your business will succeed if you do not confuse processes.