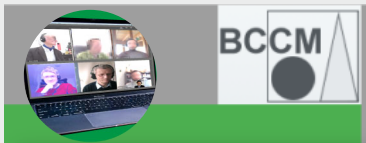


Von Teilnehmern empfohlen.

Gut informiert ins Ausland



Besuchen Sie unsere Infothek am:

- 16. Juni 2021
- 23. Juni 2021
- 30. Juni 2021
- 07. Juli 2021

Meine E-Mail-Adresse

Meine Themenwünsche und Fragen

Teilnahme als Gast buchen.

Hilfreiche Informationen rund um Auslandsentsendungen sind schon vor dem Entschluss, für die Firma ins Ausland zu gehen, Gold wert.

Die BCCM-Infothek ist ein Geheimtipp für Ausreisekandidaten. Hier erhält man passgenaue Informationen und nützliche Ratschläge für einen von Anfang an erfolgreichen Auslandseinsatz.

Mittwochs von 19:00 bis 20:00 Uhr stehen BCCM-Experten online Rede und Antwort.

Der Zugang zum begeisterten Erfahrungsschatz der BCCM-Experten ist ganz einfach: Auf der BCCM-Infothek-Seite einen Einwahl-Link anfordern und sich zum gebuchten Termin pünktlich einloggen.

Erfolg im internationalen Geschäft



Die Digitalisierung macht Märkte global Kompetenz für Auslandsmärkte immer wichtiger

Ob Porsche, Käthe Wohlfahrt, OMV oder das Sägewerk in Bad Segeberg, ohne Engagement auf ausländischen Märkten fiele auch der nationale Erfolg deutlich schmaler aus.

Auslandsmärkte haben Eigenheiten, die zu kennen sich auszahlt. Kaufmännische Sicherheit wird anders erreicht, Personalführung kennt andere Grundsätze, andere Rechtsrahmen und andere Handlungsspielräume. Entsandte erleben die Unterschiede tagtäglich, weil Meetings andere Funktionen haben, Verantwortlichkeiten anders geteilt werden, die Rolle des Arbeitsplatzes anders gesehen wird usw.

Die Digitalisierung sorgt zwar für mehr weltweite Gleichheit hinsichtlich der Arbeitsmittel, der Umgang damit ist aber so grundverschieden, dass die seit Dekaden bekannten Klagen deutscher Firmenlenker kein Ende finden, im Ausland nicht die benötigten Mitarbeiter zu finden, weil diese elementäre Umgangsformen im Geschäft nicht teilen.

Viele ‚Überraschungen‘ eines Auslandseinsatzes sind eigentlich sehr gut vorhersehbar, weil die Rahmenbedingungen am ausländischen Standort einen erheblichen Einfluss auf den konkreten Umgang am Arbeitsplatz haben. **Biographien herausragender Manager** aus Deutschland, Japan, China und den USA geben Aufschluss, wie Sie auf **Seite 2-5** lesen.

Wie man unter den etwas anderen Rahmenbedingungen eines ausländischen Standorts eigene Vorhaben effizient vorantreibt, wird in den begeistert gelobten BCCM-Trainings vorgestellt und geübt. Bleiben die Corona-Fallzahlen niedrig, kann das offene Programm im 2. Halbjahr wieder aufgenommen werden, natürlich mit digitalen Sessions erweitert. Melden Sie schon jetzt Ihr Interesse an, um zu den Ersten zu gehören, die Informationen über Termine erfahren.

Frühzeitig relevante und solide Informationen über das Expat-Leben am Einsatzort zu erfahren, ist ein wichtiger Erfolgsbaustein einer Entsendung. BCCM bietet den leichten Zugang zu diesen Informationen (siehe **links**). Verweisen Sie Entsendekandidaten Ihres Unternehmens ruhig auf diese erstklassige Informationsquelle, denn die BCCM-Infothek steht allen potentiellen Expat-Kandidat*innen frei zur Verfügung. Die Infothek ist BCCMs Beitrag, dass niemand mehr ohne solide Informationsbasis sich für oder gegen eine angebotene Entsendung entscheiden muss.

Internationale Zusammenarbeit geht trotz der Pandemie weiter. Dass solide Kenntnisse über Auslandsmärkte und ausländische Business-Kulturen zum Erfolg im internationalen Geschäft beitragen, zeigt sich in der Pandemie einmal mehr.

Bleiben Sie gesund und weltoffen!

Ihr

Bastian Broer





Business-Cultural Disruptors

Cross-cultural lessons learned from the biographies of highly appraised business leaders

Business Cultural Disruptors

People admire (newly) rich people as outstanding business idols anywhere around the globe. Every business culture knows some fresh business idols, but they are mostly quite unique personally. What distinguishes these individuals from normal businesspeople is their ability to recognize business trends timely, and they – after years of outstanding business success – sometimes reshape a country's business culture. Despite worldwide similarities amongst newly rich, we find of course several differences in their biographies, decisive ones, and cultural ones. Though the world has become closely interconnected, each one of the new business idols grew up in particular country with particular hurdles on their way to become a Forbes 500 celebrity. One characteristic, though, they all share, is that their individual careers each tell a distinctive story. And these stories are full of cultural traits, as you will learn in this article reading about outstanding personalities from the USA, Germany, Japan, and China. To compare the newly rich's peculiarities, allows an eye-opening insight in cross-cultural management.

From Rags to Riches



Jan Koum is a recent incarnation of the American Dream. Born in Ukraine, a country of strong suppression, his mother sought future by migrating to the land of the free bringing not much more than two

brains, two mouths, four hands and a strong will to forge her family's fortune by herself. Food stamps and cleaning jobs supported Jan's early years in Mountain View, California. Apparently, Jan had some challenges to adopt to the American culture, for a court imposed an injunction on him 4 years after arrival. By that time, he studied programming in an affordable State University supporting himself working in the field he saw his professional future in. Like Bill Gates and Steve Jobs, Jan Koum dropped out of college for economic prospects, taking up a job at yahoo! Nine years later he took a year off for extensive travels, enjoying freedom he had earned by normal hard work in a booming industry. When Apple's App-Store started, Koum was fast to realize its potential, he incorporated WhatsApp Inc. for marketing a messenger he had programmed earlier to stay in touch with friends. WhatsApp was initially unpopular, until Apple allowed a push notification function in June 2009. Koum's buddy Acton gathered seed funding for more programming work, the free app took off, the rest is history. Mark Zuckerberg paid Koum 19 billion USD in February 2015. When interviewed about his road to fortune, Koum answered, he never intended to earn money, he just wanted to build useful products.

Could a career like Jan's have happened in Europe? Dietmar Hopp was not alone, when founding Europe's biggest software company SAP, he needed more than 30 years to earn a fraction of Koum's wealth. And he was not steered by the idea to build products, ordinary people find useful, but rather ones, that companies need to administer business. The

Business idols incorporate cultural traits

German business environment with its huge industrial sector simply does not provide outsiders and rags as many niches and opportunities. Big Business in Germany usually means inter-company business, so German managers get trained to understand what companies need, they are less trained to focus on individuals' interests when considering business development.

Koum's path from rag to rich was clearly supported by peculiarities of the American business culture, i.e., especially the concept of self-reliance, the can-do-spirit, stretch goals and quick hire and fire. To provide huge business opportunities to 'nobodies' on not much more than a rough business prospect is a cultural strength deeply ingrained in the American Way of Business. And it is one of the challenges for German expats leading American fellows. American high potentials aspire self-reliance and

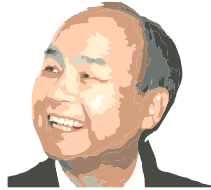




dream of making the world a better place. To understand the implications hereof in the workplace is truly an asset for successful cooperation in international teams.

頑張るぞ Ganbaru

-- be persistent and work hard



Masayoshi Son 孫正義 is the most illustrious successful contemporary Japanese manager. While born to a family of social outcasts with limited resources, his father soon became wealthy enough to run personal loans and gambling shops in nearby metropolitan Fukuoka. Son attended a rare private school and became driven by the dream to leave Japan for more respect elsewhere. His family had Son attend an English summer course after which he passed the entrance exam to a local college in California. Two years later he jumped on to Berkley to study economics. In 1979 Son founded his first software company with 1.7 million USD he had earned from

Managers often refer to cultural wisdom internalized during childhood

selling an automatic translation program to Sharp Corporation. Returning to Japan, Son sold Computers. He was already rich when he jumped into cell phone business in 1994 and started Yahoo!Japan as a Joint Venture in 1996. Son had found his role as high profile global investor when he bought 25% of Alibaba in 2005 and a major share of the English chip producer ARM in 2015.

Son has pursued a remarkably successful business track outside the realms of the big players of Japanese business. He capitalized on business trends emitted from Silicon Valley and moved much faster than classic Japanese companies which dominated markets before the digital disruption. It took the Japanese business society noticeably long to recognize Son's successes. He still is seen as a foreign descendant in a society that places huge emphasis on hierarchical order.

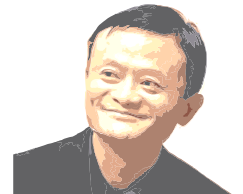
When asked about his recipe for success, Son shared the admonishment from his father: "You belong to the Korean-Japanese minority, so you'll have to work harder than the average Japanese to get ahead."

There it is, the Japanese narrative that business success depends mostly on one's own efforts. But again, there is a unique Japanese commandment for socially accepted wealth: *Thou shallst not compromise customers*. Son meets this Japanese

expectation by abeying to his grandma's words of wisdom: "As my grandma said, success is granted by others. So, I strive not for money, status or reputation but to make people feel pleased."

Making customers feel pleased is a slightly different business goal from building useful products or developing tools for a more productive administration. It is a small but decisive difference, though, a golden thread intertwined in most Japanese business behavior. Experienced managers can easily see, this slightly different business goal calls for a different way of doing business and a different way of organizing business entities.

Again, to know this seemingly small difference and considering it while pursuing business goals is a huge asset for people doing business in Japan or with Japanese partners.



When the emperor calls

Jack MA 马云 was born in disruptive chaotic times with a dizzying future and consequently named 'Yun'云 meaning 'cloud / mist' by his parents. Since foreigners found it hard to pronounce his surname Yun, MA

China is unique in many ways

americanized his name to Jack MA for the convenience of his international contacts. He grew up in Hangzhou, a local geographical center and at that time a major tourist location regarded one of the two proverbial paradise-places in China. Hangzhou overflows with famous historic attractions and national treasures, not even the ravaging mobs in the chaotic late Mao era could destroy in total. In the early 1980s, years after Mao's death, herds of foreign tourists served Jack MA as perfect language learning partners after China opened its doors and started the Chinese economic miracle, while Jack MA studied for the entrance exam to the local Teachers' University. By the time of his graduation in 1988, China had changed. Graduates were now allowed and encouraged to pick jobs freely. Jack got rejected more than thirty times, maybe an after-effect of his failing the university entrance exam twice before clearing on the



last try. Eventually, he was lucky to work as English lecturer in the local Electric College. China increased economic contacts to the western world, Jack served privately as interpreter besides his official assignment. These semi-legal side jobs were quite common amongst aspiring Chinese in the early 1990s, and as many other intellectuals who had experienced the government crash on Tiananmen-protesters, he sought independence from political control and founded his own company in 1995 providing vastly needed language services. His business brought him to visit the USA where he first encountered the internet. He was surprised to find no pages on businesses in China on the internet, so he asked a friend of his to put one up. When inquiries from foreign investors dropped in within hours after going live, MA realized the potential of this new media. He immediately founded his second company ChinaPages, building websites for Chinese companies seeking to boost exports. MA did not do any coding work, he relied on contacts in the US. Shortly after, he was asked to serve at the Ministry of Foreign Trade and Economic Cooperation for his unique knowledge of the internet, but after a short year, MA quit to found Alibaba. One of the obstacles to this B2B sales platform were malfunctioning money-transfers within China. MA used his friends across China to open a bank-account on behalf of Alibaba in every major city in China and send bank statements by fax daily, so Alibaba could notify sellers of received payments days or weeks faster than state owned banks. In November 2012, Alibaba's online transaction volume exceeded one trillion Yuan. Jack Ma got praised as e-commerce Christ, he is admired by many Chinese for his courageous advocacy of free trade (within China), something not necessarily expected from a reported member of the ruling Communist Party and richest person in China.

2018 set a sudden end to his rise. Jack MA announced in September, to step down as Chairman of the omnipresent Alibaba-Group to focus on philanthropy and education. In his most recent appearance in public in August 2020 he criticized Chinese banks for their old-fashioned way of banking. Shortly afterwards, the Alibaba-Group company AntFinancial was rejected from going public in Shanghai and Hongkong. And just a while later, Alibaba got sentenced to the highest

penalty ever imposed in China for alleged abuse of market power.

Jack MA represents the prototype of Chinese self-made businessmen. Swift in action, he manages his friends. He built up an economic giant by relying on personal contacts and fast implementation of new technology to mend shortcomings in

*Outstanding careers
illustrate
cultural traits*

the Chinese society. In the eyes of the communist cadres, he has been the *infant terrible*, who generated entrepreneurial leeway by successfully banning all governmental influence until 2018. Although officially denied, chances are, that in 2020 he got harmonically invited to hand over control to more obedient servants.

And as Chinese intellectuals have done for centuries, when there was a call from the emperor, there is nothing but to follow. To understand this aspect of the Chinese business culture can be vital to business operations in China. The central government needs many skilled intellectuals to lead China. Once invited to join official lines, individuals cannot reject it in other ways than leaving the country. Maybe this cultural trait makes it appealing to stay abroad for persons like Eric Subrah Yuan, founder of zoom, once they have been identified for outstanding technological or other achievements.

Culture defines managerial leeway. Culture defines areas of business opportunities and red tape. Culture also forms excellent managers of a certain kind, though to become as rich as Midas, one must do something special, non-standard. The deviation from standard is found in many biographies of successful businesspersons. Yet again, it is the surrounding national culture that plays a distinctive role on the way to success. In this sense, biographies on foreign businesspersons display plenty of valuable information on foreign business cultures. Readers with a sound knowledge of cross-cultural management can easily sort out cultural success factors from individual ones.

So, books on admired foreign businesspersons serve as an outstanding supplement to cross-cultural training. That's why BCCM recommends readings on Steve Jobs, Morris Chang, Matsushita, Chong Mongu, Jack Ma and many more. Alumni find these books revealing and fun to read.

Privilege Mode Perfekt für Trainings zum richtigen Zeitpunkt

Manchmal braucht es ein Training vor einem bestimmten Zeitpunkt, manchmal kann man nicht bis zum nächsten bewährten offenen BCCM-Training warten.

Da ist es gerade passend, Trainings der Reihen „Business Compass ...“ oder „Besser ankommen in ...“ auch im **privilege mode** buchen zu können: Sie nennen uns Ihren Wunschtermin, und BCCM nimmt Ihren Wunschtermin in den Trainingskalender als offenes Training auf, sodass auch weitere Interessierte sich in diesem Training fit machen können für die effiziente Zusammenarbeit mit ausländischen Partnern.

Privilege mode bietet die Vorteile eines offenen Trainings zu Ihrem Wunschtermin. Besonders vorteilhaft ist das in der beruflichen Weiterbildung wichtige Lernerlebnis in der Gruppe: Die Teilnehmer erleben im Austausch mit anderen, welche Herausforderungen regelmäßig auftreten und welche eher spezifisch für die eigene Branche sind. Offene Trainings von BCCM bieten auch im **privilege mode** die von Didaktik-Experten empfohlenen Rollenspiele als herausragend intensive Lernform. Hier wird nicht nur über eine weit entfernte Geschäftskultur doziert, sondern ganz im Gegenteil mit einem versierten Vertreter der Geschäftskultur vis-a-vis an praxisnahen Aufgaben gearbeitet. Im Anschluss befragen Teilnehmer und der deutsche Trainer die versierte ausländische Geschäftsperson nach ihrem Mindset, warum sie in der gemeinsam erlebten Situation so vorgegangen ist, wie sie es getan hat. Warum haben Sie sich für dieses und jenes

interessiert? Was haben Sie sich davon versprochen? Welche Kriterien haben Sie an das Verhalten des deutschen Partners angelegt? Warum? Wieso konnten Sie auf den in den Ohren der Teilnehmer sehr plausibel klingenden Vorschlag nicht eingehen? Etc.

Die Betrachtung des gemeinsam Erlebten mündet schließlich in das Aufzeigen verallgemeinerbarer Verhaltensweisen, mit denen über den Einzelfall hinaus regelmäßig zu rechnen sein wird. Wie diese Verhaltensweisen vom Umfeld der Geschäftskultur des Partners gefördert werden, wie sie auf bestimmten und landesspezifischen oder gar lokalspezifischen Begebenheiten beruhen, wird abschließend betrachtet. So ergibt sich ein rundes Bild, in dem Handlungsspielräume für ein erfolgreiches Bewältigen beruflicher Herausforderungen im Zusammengehen mit ausländischen Partnern klar werden.

Trainings im **privilege mode** vermitteln die Inhalte besser und nachhaltiger als individuelle Coachings. Zwar sind die Themen ähnlich oder identisch, aber die Lerneffizienz von aufgabenbezogenem Gruppenlernen ist erheblich höher, wie Neurowissenschaftler in den letzten Dekaden nachweisen konnten.

Trainings im **privilege mode** ermöglichen diese besonders hohe Lerneffizienz.

Bei Interesse wenden Sie sich vertrauensvoll an das BCCM-Büro.

