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PROJECT MANAGEMENT IN CHINESE WORK ENVIRONMENT  
– CASE CONFECTIONARY TEST CENTER

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## PROJECT MANAGEMENT IN CHINESE WORK ENVIRONMENT

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Tämän opinnäytetyön aiheena oli suunnitella, rakentaa ja käyttöönottaa makeisten testikeskus Bosch Packaging Technologies:lla, ja työstä kertyneen kokemuksen perusteella tuoda esille kulttuurillisia erityispiirteitä projektijohtamisesta Kiinalaisessa työympäristössä.

Hankkeen tavoitteena oli käynnistää uusi makeisten testikeskus. Tämä työ sisälsi tuotantolinjan perustamisen, putkiston suunnittelun ja asennuksen, laitteiston ja materiaalien hankinnan, testauslaitteiston määrittämisen ja kalibroinnin, prosessien dokumentoinnin, uuden henkilöstön koulutuksen sekä rakenteiden muutosten suunnittelun ja toteutuksen. Lyhyesti ilmaistuna, tehtävänä oli rakentaa ja käynnistää makeisten testikeskus nolapisteesta käyttövalmiiksi.

Lähtökohtana opinnäytetyöhön on aiempi kokemus yrityksen muilta osastoilta sekä laaja työkokemus eri sektoreilta. Entinen kokemus laadunvalvonnasta, prosessien kehittämisestä, rakentamisesta ja putkistojen asennuksesta osoittautui korvaamattomaksi.

Hankkeen aikana tuli esiin monia erityispiirteitä työskentelystä Kiinalaisessa työympäristössä. Tässä työssä käsitellään näitä ominaisuuksia ja tarjotaan ratkaisuja ongelmiin.

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The purpose of this thesis was to design, build and start a confectionary test center for Bosch Packaging Technologies and to point out the special features regarding project management in Chinese work environment based on experiences.

Goal of the project was to launch a new confectionary test center. This work included setting up a production line, designing and assembling piping, purchasing parts and accessories, defining and calibrating necessary test equipment, documentation of processes, training of new personnel and to design and execute changes in structures. In short form; task is building and then starting up the test center from point zero. The starting point for thesis was earlier experience in the company in other department and a wide experience in different segments of related work. Former experience in quality control, process development, construction and pipe installations proved out to be essential.

During the project many special features of working in this country were uprisen. In this thesis these features will be presented and solutions for problems provided.

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## LIST OF ABBREVIATIONS

PUR	Purchasing
QMM	Quality Management and Methods
LOG	Logistics
FCM	Facility Management
HRL	Human Resources Location
CFA	Controlling Finance Accounting
CI/ISY	Corporate Information Information Systems
MKT	Marketing
SCN-PH	Business Unit Pharma China
SCN-CC	Business Unit Confectionary China
SCN-PM	Business Unit Packaging Machine China
SPC	Sales Pharma China
SPE	Sales Pharma Export
SSP	Sales Support Pharma
TER	Technical Responsibility
MFO	Manufacturing Operations
END	Engineering, Design
ECS	Engineering, Controls, Software
STC	Sales Technical Services China
SCC	Sales Confectionary China
SFC	Sales Food China
SFS	Sales Food Support

## PREFACE

I have made this thesis for Bosch Packaging in Hangzhou, People's Republic of China. This thesis was made to launch a new testing center for the confectionary department. I would like to thank Bosch Packaging and the people involved for providing me this opportunity and supporting me while doing this.

Big thank you goes for everyone involved in the work of this thesis, especially Henri Beelen and Peng Lingxiao. I would like also to thank Pasi-Valtteri Valtanen for being the supervisor for my thesis and helping me through this process

Satakunta Polytechnic University has supported my studies in China and has been flexible with my different path of studies. This has made it possible for me to do this thesis, learn Chinese, obtain work experience and have such a great time in China.

Special thanks belong also for my family members in Finland, who have been supporting my stay abroad and helped to handle many running things.

Last but not least I want to say thanks for all my friends here. Without you this time would not have been the same.

In Hangzhou 6th of July 2011

Mikko Ranta

# 1 INTRODUCTION

Packaging technology – technology that is always around in our every day life as various products. Not many of us pays a thought how their cookies end up in packages, how their medicines get into boxes and how their candies get their fancy wrappings. There are many companies providing their solutions for the growing demand and Bosch packaging is on the frontline of them.

Settling to this new environment and culture has not always been smooth and easy and during the time there has been numerous language and culture barriers to be solved. This thesis not only introduces my project with the confectionary test center but also reviews these difficulties caused by cultural differencies in working habits and provides solutions to solve them.

Chapter 2 introduces Bosch Packaging Technologies. A brief introduction for company's history and present is given and the organization chart shown.

Chapter 3 reviews the backgrounds about this project. It defines the reasons why Bosch Packaging started this project and what was the goal for this.

Chapter 4 is about the orientation phase. Familiarization with the machines, getting to know the cooking process, surveying the location and getting to know with the different actors in this project.

Chapter 5 goes to the planning phase. Mapping the scope and depth of work and creating the timetable are the key topics in this chapter.

Chapter 6 is information about design of piping and the workspace. Design process, drawings, decisions and reasons for these are presented.

Chapter 7 provides used methods for purchasing. In this chapter can be found a deeper view at the purchasing process and the supporting ones, controlling and



quality control. Purchase process had some uprisen cultural problems and these are pointed out.

Chapter 8 concentrates on assembly phase. How the production line was put together, how the communication was handled and which methods were used for work.

Chapter 9 introduces the start-up process and testing. A brief introduction what happened after everything was put together.

Chapter 10 lists the equipment purchased for testing use. Fields of application, introduction for equipment and the reasons for selecting this layout.

Chapter 11 takes a deeper look at the special nature of project management in China. Problems caused by cultural and language barriers are presented and solutions to fix them provided.

Chapter 12 sums the project up and looks back at different topics after finishing.

## 2 BOSCH PACKAGING TECHNOLOGY

### 2.1 Common

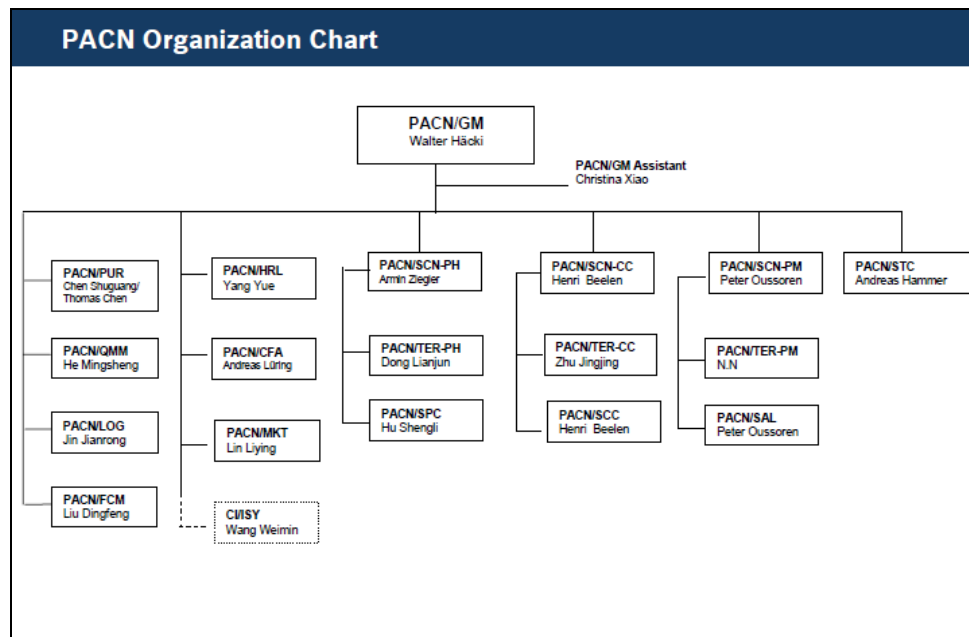
As the world's largest supplier of packaging technology, Bosch Packaging offers packaging technology and solutions for customers worldwide. Now in China Bosch packaging offer engineering and design, manufacturing, sales and after service for stand alone packaging machines as well as complete lines in the pharmaceutical, confectionery, food and non-food as well as cosmetics industries.

To satisfy the needs of Chinese market for high performance but also price wise competitive equipments, Bosch Packaging Technology (Hangzhou) Co., Ltd was established as an entirely foreign owned company in April of 2001, in Hangzhou, Zhejiang Province. Bosch Packaging Technology (Hangzhou) Co., Ltd now occupies 35,000 square meters, several hundreds dedicated associates in Hangzhou and became the biggest Bosch packaging plant in Asia. (Bosch marketing material for internal use)



**Photo 1, Bosch Packaging Hangzhou, Bosch marketing material for external use**

## 2.2 Organization



**Chart 1, Bosch organization chart for external use, Bosch internal files**

Bosch Packaging is divided into four business units: Pharma, Confectionary, Packaging machines and Sales technical service. General manager and business unit managers are expatriates from Europe and working 3 to 5 year period in China. Other supporting departments, such as HRL, accounting and logistics are run by local managers.

Each of the main business units are sub-divided into sales, engineering and assembly. These sub-units have tight co-operation with each other and are run by local personnel. (Bosch internal materials)

### 3 PROJECT BACKGROUND

#### 3.1 Demand for a testing center

As the Chinese market for confectionaries is rapidly growing, full life-circle service is important to retain old customers and to obtain new ones. Feedback from old customers and new potential customers showed that there was a need for a place to test old products and to create new ones. Sales department would also benefit for showing our products in practise at fixed place, without need to always transfer our machinery to exhibitions or such.

From this base rose the idea about building a test center to Bosch Packaging's facilities. Idea was floating around for one year without manpower to execute this. At the time I finished my former project with purchasing department and was free to take over a new one, management team decided to assign me for this challenging task.

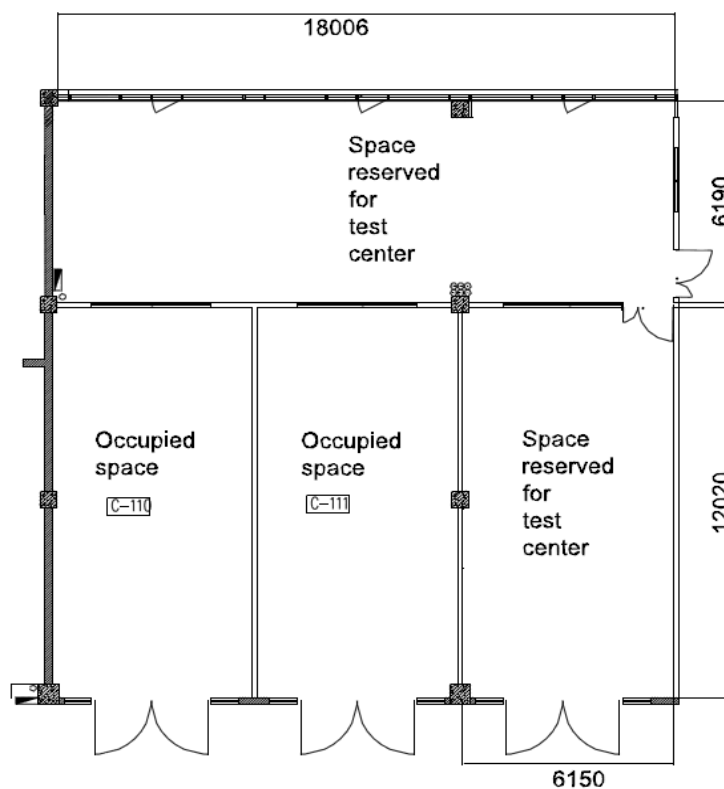
As the execution of this project got confirmed, a preliminary project plan was made and orientation phase begun. (Beelen, H. Department Manager, Bosch Packaging. Hangzhou, China. Project meeting held on 14.2.2011. Interviewer Mikko Ranta. Notes held by the interviewer.)

## 4 ORIENTATION

### 4.1 Common

To create a successful project all actors have to have deep knowledge on their own specialty. For the project manager the same level of depth is not possible on all fields but a basic knowledge about everything is recommendable. As the process of candy cooking and packaging was not familiar before there was a lot to learn before actual work could begin.

### 4.2 Space for test center



**Drawing 1, Test center space base drawing, Bosch internal files**

### 4.3 Machinery used in process

#### 4.3.1 Vessel 150l – Mixing tank + Stirrer

Vessel is used for mixing up the ingredients and to start the cooking process. Around the vessel is a steam jacket for heating. First tank is equipped with a stirrer to mix ingredients used and to confirm homogeneity. Second tank has a reservation for stirrer if needed. (Peng Ling Xiao, END project supervisor, Bosch Packaging. Hangzhou, China. Project meeting held on 21.2.2011. Interviewer Mikko Ranta. Notes held by the interviewer.)



**Photo 2, Vessel 150l, Bosch internal files**

#### 4.3.2 BKK 0750AA – Candy mass cooker

Candy mass cooker uses steam, process water and chilled water in the process to cook the candy mass. (Peng Ling Xiao, END project supervisor, Bosch Packaging. Hangzhou, China. Project meeting held on 21.2.2011. Interviewer Mikko Ranta. Notes held by the interviewer.)



**Photo 3, BKK 0750AA, Bosch internal files**

#### 4.3.3 Candy mass caramelizer

Caramelizer machine cooks the sugar mass with high temperature in a short time, with a purpose to to give the sugar mass a nice brown color. If wanted, it also gives specific candies a brewn taste by caramelizing sugar inside the mass. Machine maximum output is 750kg in one hour. (Polpong T. END senior engineer, Bosch Packaging. Hangzhou, China. Project meeting held on 21.2.2011. Interviewer Mikko Ranta. Notes held by the interviewer.)



**Photo 4, Candy mass caramelizer, Bosch internal files**



#### 4.3.4 WOC 0900AA – Cooling drum

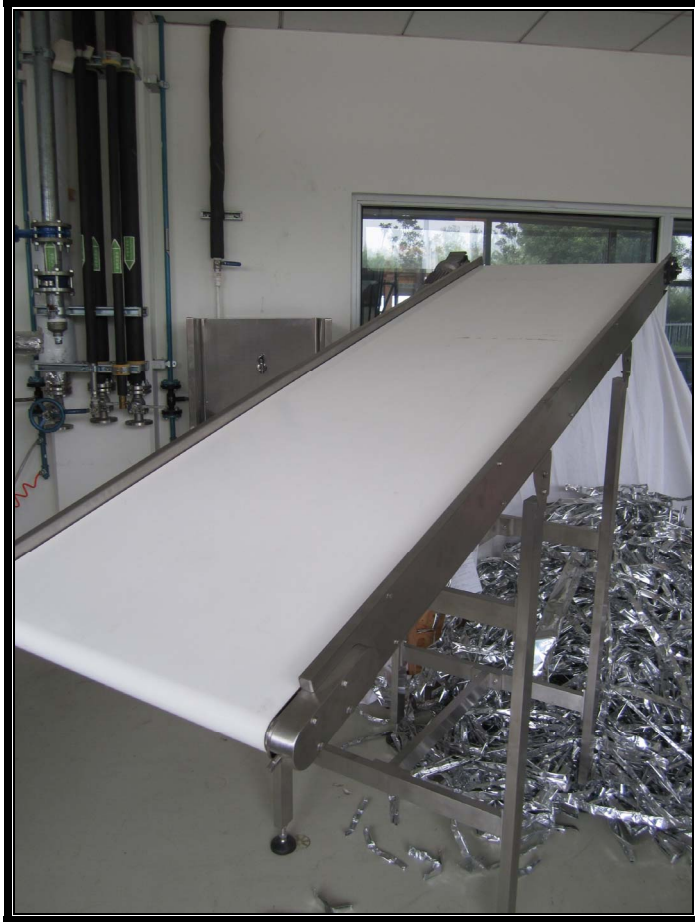
WOC cooling drum cools the candy mass down and forms it into a mat for the next phase. Drum has a teflon coating on the outside to keep mass from sticking and to help keeping the drum clean. Inside the drum circulates chilled water. (Peng Ling Xiao, END project supervisor, Bosch Packaging. Hangzhou, China. Project meeting held on 21.2.2011. Interviewer Mikko Ranta. Notes held by the interviewer.)



**Photo 5, WOC 0900AA, Bosch internal files**

#### 4.3.5 Conveyor belt

Conveyor belt delivers the mass from the cooling drum to BSK0100 batch former. Belt is equipped with a standard belt and a motor to run it. (Peng Ling Xiao, END project supervisor, Bosch Packaging. Hangzhou, China. Project meeting held on 21.2.2011. Interviewer Mikko Ranta. Notes held by the interviewer.)



**Photo 6, conveyor belt, Bosch internal files**

#### 4.3.6 BSK0100 – Batch former

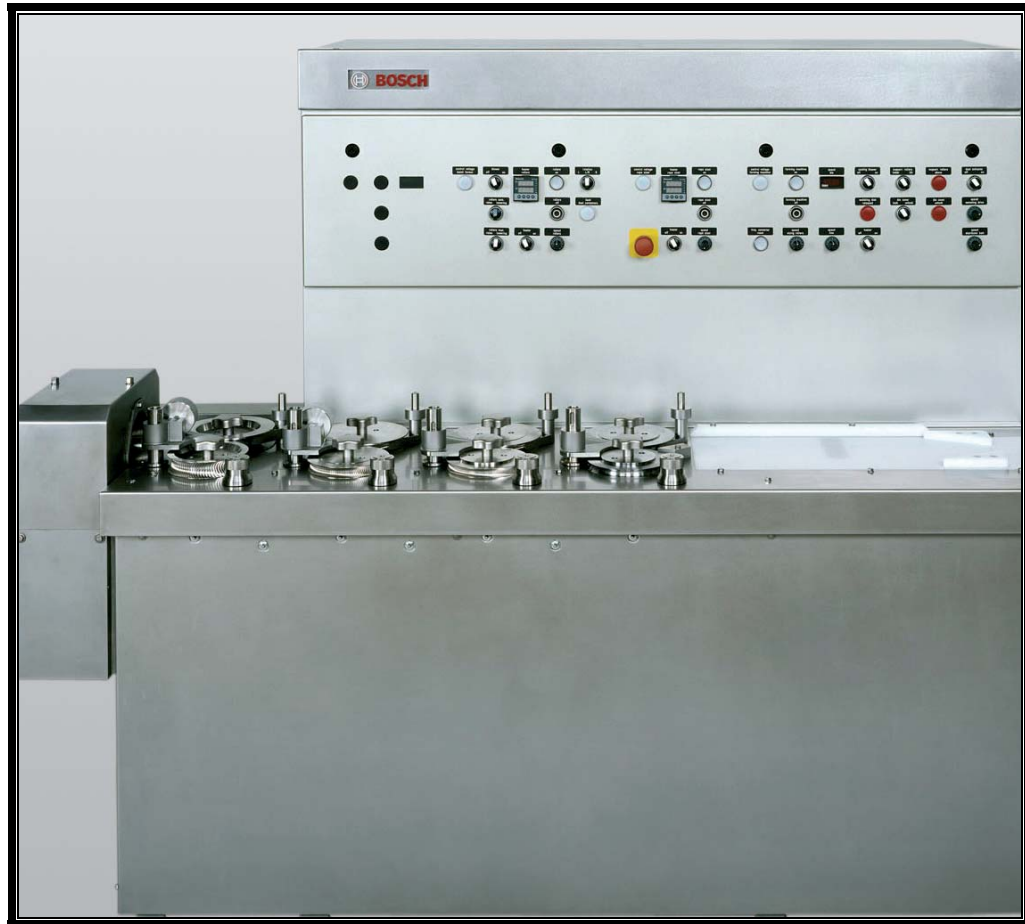
BSK batch former uses 4 conical roller cones to form the sugar mass into a sugar cone. Sugar cone output diameter and speed can be adjusted. (Peng Ling Xiao, END project supervisor, Bosch Packaging. Hangzhou, China. Project meeting held on 21.2.2011. Interviewer Mikko Ranta. Notes held by the interviewer.)



**Photo 7, BSK0100, Bosch internal files**

#### 4.3.7 BAK 0150 – Rope former

Rope former uses sizing rollers to create a wanted size sugar rope. Size and speed of the rope are adjustable towards the die former. (Peng Ling Xiao, END project supervisor, Bosch Packaging. Hangzhou, China. Project meeting held on 21.2.2011. Interviewer Mikko Ranta. Notes held by the interviewer.)



**Photo 8, BAK0150, Bosch internal files**

#### 4.3.8 BPK 0150A – Die former

Die former continuously shears of candies from the rope in a pillow fashion between two raceways. BPK 0150A can handle up to 150m of candy mass rope per minute. (Peng Ling Xiao, END project supervisor, Bosch Packaging. Hangzhou, China. Project meeting held on 21.2.2011. Interviewer Mikko Ranta. Notes held by the interviewer.)



**Photo 9, BPK 0150A, Bosch internal files**

## 5 PLANNING – MAPPING AND SCHEDULING

### 5.1 Planning process

Planning phase was formed from five main types of action:

- Meetings with confectionary department manager
- Meetings with engineering department
- Meetings with purchase department
- Meetings with assembly leader
- Self planning based on received information and feedback

Goal of these discussions was to map the needed time asset and the methods of work to execute certain work phases, from where the whole project was formed. Based on these meetings a project plan was created and preliminary deadlines determinate.

### 5.2 Project plan

From the beginning it was clear that this project can not be put through with stiff planning, budgeting or scheduling. This was the first of a kind center in China, second in Bosch worldwide, so the base information was very limited. Timetable was very dependant on suppliers that are often late on their delivery time. Machine part deliveries were known to go at least until May 2011 and likely even later.

Based on these facts indicative project schedule was created and the budget was let to the guideline – Cheap as possible but without compromising quality. (Beelen, H. Department Manager, Bosch Packaging. Hangzhou, China. Project meeting held on 14.2.2011. Interviewer Mikko Ranta. Notes held by the interviewer.)

## 6 DESIGN

### 6.1 Design process

Since the beginning the design part was the most interesting as well as most difficult. As a construction engineering student, especially the piping design was far away from the major I study. Support from END and previous work experience on assembling the household piping proved out to be essential on this work.

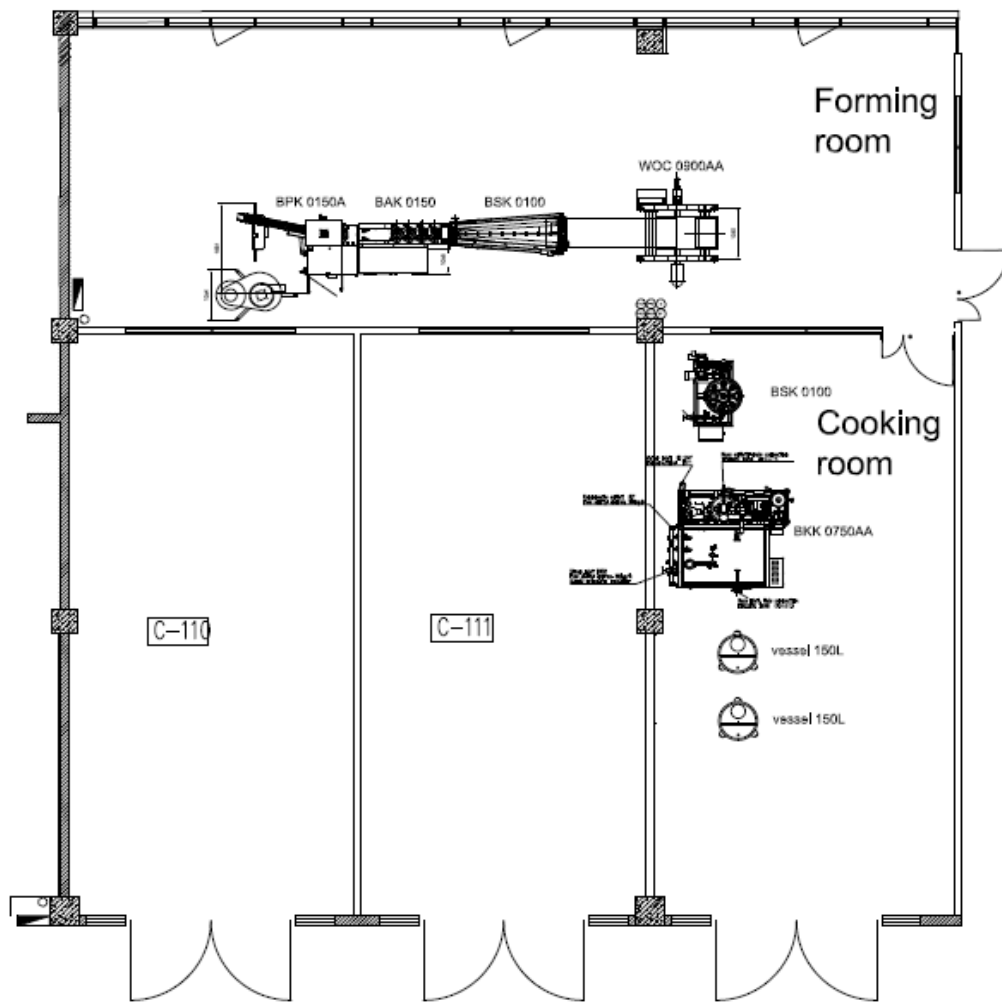
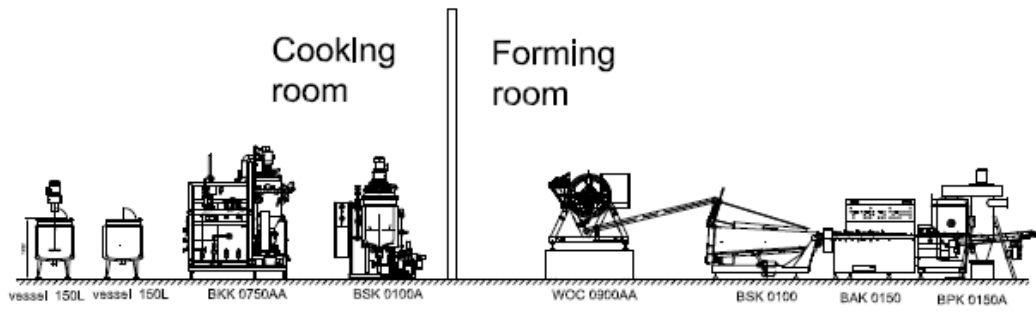
As the first step of design process the layout of the test center had to be planned. There were two separated rooms to be used, so the cooking process and forming process were decided to be done in different rooms. Cooking process creates heat and moist which is harmful for the forming process. In the final layout the mass goes through a wall with insulated pipe, so the rooms can be kept separated. Final layout is presented in chapter 6.2.

In start of the process machinery's needs for water, chilled water, steam, drain and the mass transfer were mapped with END. In tight co-operation with engineering department the design process was begun and drawings done with AutoCAD mechanical 2007 and Solidworks.

Mass piping and draining were let to be done internally and the other piping by sub-contractors. Drawings and requirements were presented to FCM, who handled the search of sub-contractors and the tendering. After the tenders from sub-contractors were received the one with best price/quality was selected and the work done.

Production line piping is presented in chapter 6.3. Steam, chill water and drain piping are presented in chapter 6.4. (Peng Ling Xiao, END project supervisor, Bosch Packaging. Hangzhou, China. Project meeting held on 15.3.2011. Interviewer Mikko Ranta. Notes held by the interviewer.)

6.2 Layout

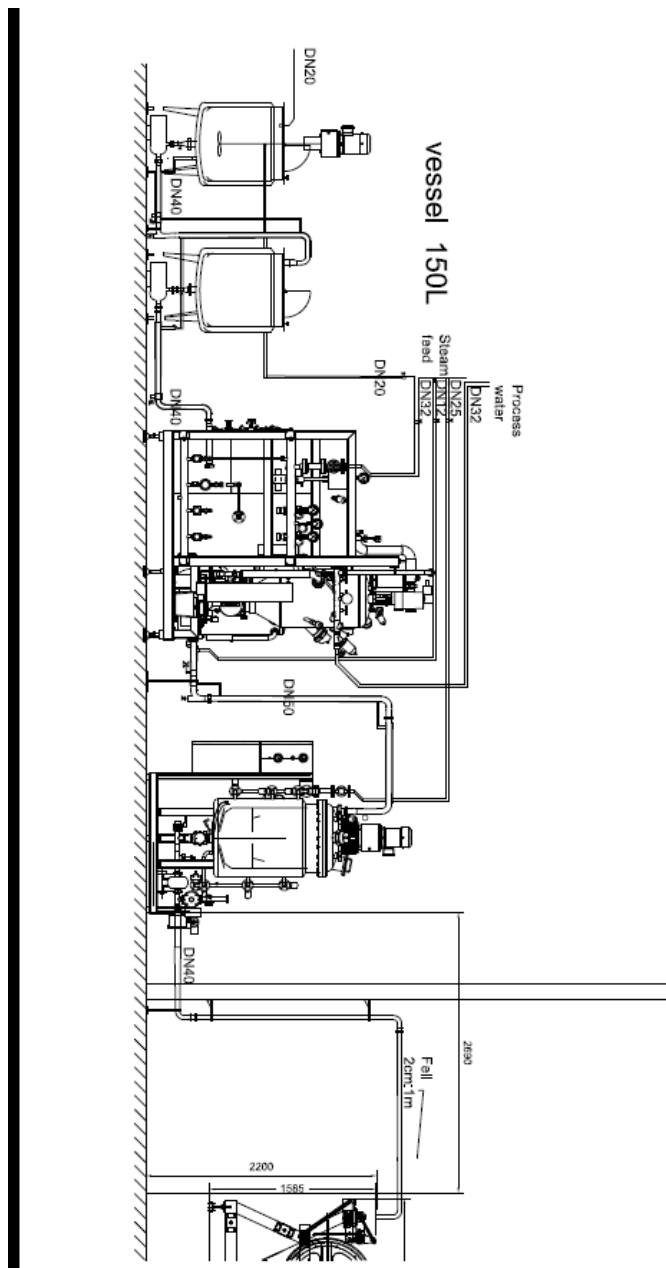


Drawing 2, Layout, Bosch internal files



### 6.3 Production line & machinery

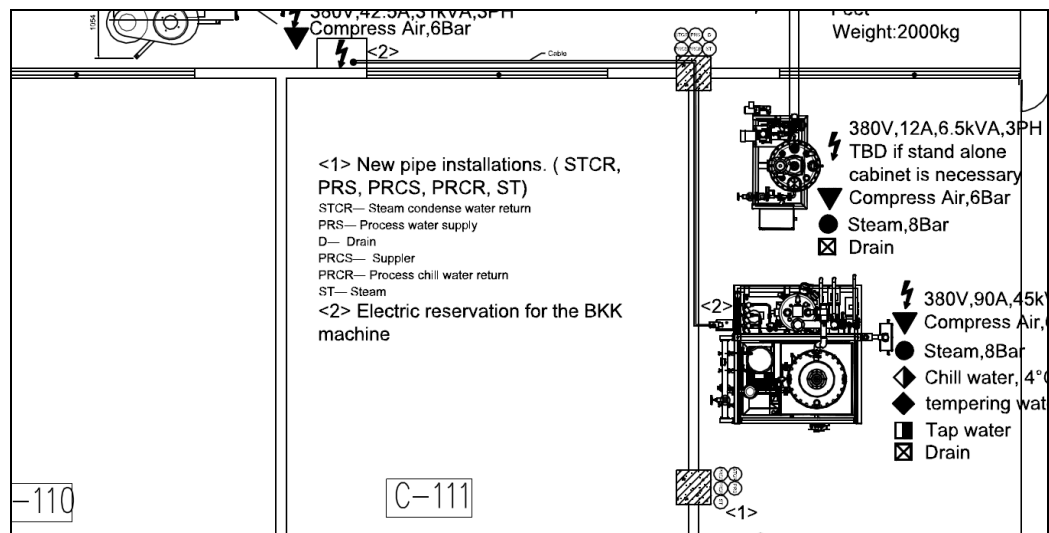
As the layout and the order of the machines were decided, the next step was to design the connections for mass, steam, water and drain. Again several meetings were kept with engineers and the following layout decided:



**Drawing 3, Production line piping, Bosch internal files**

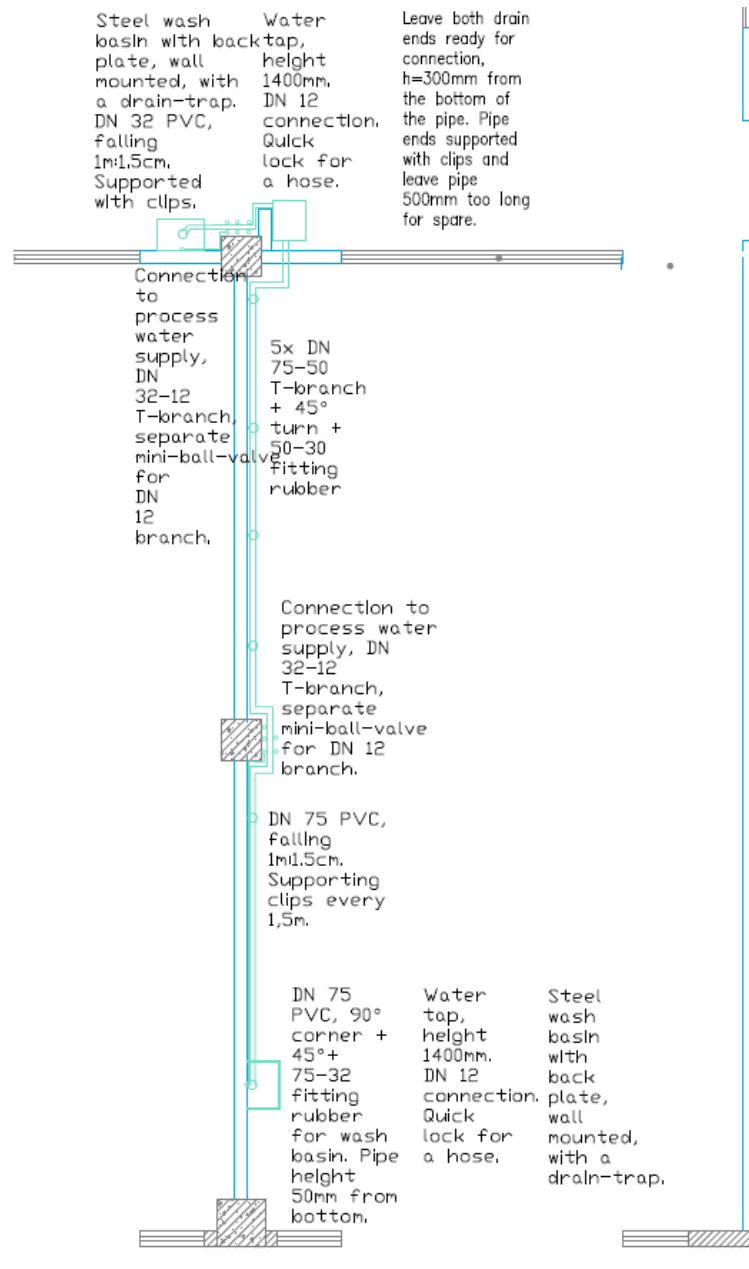
## 6.4 Utilities

While mapping the requirements for production line, it was found out that the cooking room was missing some essential utilities. Steam, process water, chilled water, process water and electric inputs were not available and also draining had to be added. Following solution was planned. Branches from present piping in the forming room were taken and new headers installed in the cooking room column (1). Electrical feed was also brought for the BKK machine. (2)



**Drawing 4, Utilities drawing, Bosch internal files**

There was no drain available for waste water, so a draining tank with pump was purchased and the following piping installed.



**Drawing 5, Draining, Bosch internal files**

## 7 PURCHASING AND CONTROLLING

### 7.1 Material purchasing

On the pre-planning phase purchasing and especially the control of delivery times and quality was indentified as the biggest concern regarding the project time table. This proved true and caused delay on for the whole project. As company's core competence is building standardized machines with standardized processes around it, creating something new and different proved out to be really difficult and stiff.

On my end it was clear what kind of parts I wanted, but the difficulty of getting this information quickly to correct suppliers and to get the parts delivered turned out to be unbelievably hard.

During the project these problems were handled and solutions found. These solutions are referred in the chapter 11.

### 7.2 Controlling delivery dates and quality

Bosch Packaging uses SAP software to provide up-to-date information within the organization. According to the information from the suppliers, PUR keeps delivery dates updated in the system and this can be easily observed. As the trustworthiness of this kind of information in Asian working culture is not at the same level as in Europe, personal controlling was also needed. Delivery of key parts was confirmed by personal phone call to the supplier and some times even by a visit to the factory.

Quality of incoming parts is inspected by the IQC department. Manual inspection is appointed to parts with known repeated faults and bulk good ignored. This project went through without bigger quality problems.

## 8 ASSEMBLY

### 8.1 General

The machinery used for this production line is standard Bosch Packaging machines, leaving the assembly to the standard processes. In this process material planner takes care of everything from reserving work force to getting all the parts to location. This gave me better focus on the piping assembly and other segments of the project.

### 8.2 Machine assembly

Assembly was finished by a specialized team based on the process. Small delays were caused by delivery problems of some key parts. After all the machines were ready, they were transferred to the testing laboratory and located on appointed locations.

### 8.3 Piping assembly

As the machinery and the piping parts were on location, a team of two technicians were dedicated for the task. Team was familiarized to the drawings and the final decisions made. Previous language studies became very useful as the technicians spoke only Chinese.

Piping was made out of stainless steel making the connections more challenging. Specialized welder was used to guarantee the quality of welding. Steam jackets were pressure-tested with air before taking into usage.

## 9 START-UP AND TESTING

### 9.1 Start-up and testing process

After finalizing the assembly, testing process was run by the engineers and assembly personnel. Small non-conformities were found and the faults repaired. Correct steam pressures, cooling water flows and other variables were set by engineers experience and later adjusted to with small corrections. In future line will go under changes according to the current testing and ad hoc settings will be applied on location. (Peng, Ling Xiao, END project supervisor Bosch Packaging. Hangzhou, China. Project meeting held on 30.04. 2011. Interviewer Mikko Ranta. Notes held by the interviewer.)

## 10 TESTING EQUIPMENT

### 10.1 Reasons for equipment selection

Reason for setting up this test center was to provide a possibility to do testing and analysis on confectionary products. Determination of weight, texture and consistency are properties that have to be measured when performing quality control for existing products and when creating new ones. Tests have to be accurate and the margin of error minimal. Demand for these tests determinate acquisition of following machines. (Beelen, H. Department Manager, Bosch Packaging. Hangzhou, China. Project meeting held on 7.4.2011. Interviewer Mikko Ranta. Notes held by the interviewer.)

### 10.1.1 Brookfield CT3 25K texture analyzer

Texture analyzer calculates through compression and tensile data, a number of physical properties that are highly correlated to human sensory evaluation of confectionary products. (<http://www.brookfieldengineering.com/products/texture-analysis/ct3.asp>)



Photo10,CT325K,

[http://productsearch.machinedesign.com/NpaPics/74/101223\\_102520109565\\_ExhibitPic.jpg](http://productsearch.machinedesign.com/NpaPics/74/101223_102520109565_ExhibitPic.jpg)



### 10.1.2 Metrohm 870 KF Titrino plus water analyzer

Water analyzer measures the amount of water in solids or liquids. Test is performed automatically by solving the mass with ethyl alcohol, absorbing water with formamid and measuring the amount absorbed. This all is done in a closed system ensuring safe process with hazardous chemicals. (Beelen, H. Department Manager, Bosch Packaging. Hangzhou, China. Project meeting held on 14.3.2011. Interviewer Mikko Ranta. Notes held by the interviewer.)



Photo11, 870KF, [http://www.labnews.co.uk/cms\\_images/Image/NOV07/114-SEPT.jpg](http://www.labnews.co.uk/cms_images/Image/NOV07/114-SEPT.jpg)

### 10.1.3 Mettler Toledo TCS-300 high accuracy weighing machine

Weighing machine is used to test the homogeneity of end products by weight. Scale is also used to support other testing with weighing information.



Photo12,TCS-300,

[http://www.vatgia.com/raovat\\_pictures/1/nap1304903241.jpg](http://www.vatgia.com/raovat_pictures/1/nap1304903241.jpg)

#### 10.1.4 Bluepard PH030A high accuracy heating unit

This machine is used to heat product always to the same temperature for minimal error margins in testing.



Photo 13, PH030A, Bosch internal files

### 10.1.5 HP xw4600 Workstation with printer

Standard personal computer was purchased allowing test center personnel to document files and to access intranet.



Photo 14, xw4600, <http://amadeo.blog.com/repository/867425/3423033.jpg>

## 11 SPECIAL CHARACTERISTICS WITH PROJECT MANAGEMENT IN CHINA

### 11.1 Working in foreign culture

”Culture is a difference that a group of people have in their knowledge, belief and behavior they have learnt through social intercourse. When comparing cultures that exist very far away from each other, the differences can be so immense that the person who comes into contact with a foreign culture might experience a culture shock. The shock is a result of confusion and confronting new things. 95% of people see something intimidating in a new thing, even though it might be a good thing. It is simply part of human behavior. When doing business, it is necessary to consider how to face the other culture and how to deal with different situations in order to get the business done.” (Juutilainen & Kangasperko, 2.)

Working with foreign people in foreign culture brings its difficulties. Language barrier, local habits and different way of thinking create a challenge for an expatriate. Last chapter of this thesis handles the special characteristics that first hand experience has proven to be important in China.

### 11.2 Relations – Guanxi

“Guanxi is one of the most powerful forces in Chinese culture. Though the direct translation of "guanxi" is "relationships", the concept as it is used and applied in Chinese culture is much richer and encompassing. "Guanxi" does express the relationship of one person to another, or one party to another. However, more importantly the term also expresses an obligation of one party to another, built over time by the reciprocation of social exchanges and favours. If one has "guanxi" with another, one will be quick to do a favour, act on another's behalf and depending on the depth of the relationship, do anything necessary for the other party.”. (<http://www.kwintessential.co.uk/etiquette/china-guanxi.html>)

Asian culture is focused more on the family, friends and the relationships than European. In work this means that the better connections you have around you, the better everything goes forward.

Building this good relation first to your colleagues, then to your business partners and everybody around you is a slow but important process. In western business thinking we are always concentrated on effectiveness and money. Asian people like to take it slower and create a trust between partners before putting things forward.

From the view of project management, one should create a good connection to all actors. Always a couple of nice words, questions about family and small praise about one's work create a good relation between people. Good human relations are a key to success in Asian market.

### 11.3 Indirect answers

“Instead of simply answering “no” the Chinese often avoid the question altogether or give an otherwise, from a foreign perspective, unexpected answer. This is partly conflict avoidance and partly not showing ignorance, which can also cause one to loose face.” (Paljakka, 18.)

Regarding the project management the most difficult aspect of Chinese culture is the indirect answers. In Finnish culture we are used to get straight, truthful and immediate answer to our questions. Lack of this trustful information makes the project management hard and frustrating for the manager, unless one adapts to the culture and starts using localized methods to solve this.

It is hard to give an easy solution for this problem. Experience, understanding and good social skills are the key to find the real meaning behind this all. In long term the development of personnel towards more open communications is a key factor, but this has to be done gently and with respect to local culture and habits.

#### 11.4 Language barrier

“For a long time, English teaching to college students has been centered on reading, writing, and listening. English speaking has long been neglected. With the advent of the new century, the need for proficient English speakers in many fields is ever increasing, which drives many colleges and universities to open oral English classes and many non—English majors to study spoken English. Although the enthusiasm of learning spoken English has increased, the oral English proficiency of college students is far from satisfactory, much Chinglish being produced in their oral work. To some extent, Chinglish is very destructive. It may adversely affect cross—cultural communication and the quality of oral expression. If it occurs often, it may lead to communicative failures”. (Xiao Jing, Zuo Niannian, 8.)

Fluent communications in work is the key element for successful working. While working in a different culture with different language the difficulties are expected to rise.

Following the economic growth in China, the level of English language is getting better all the time. Teaching is improving to more practical style and interest in western culture creates interest and possibility to learn English.

Chinese study system is all about reading and writing. Studying foreign languages unfortunately makes no difference. Level of spoken English is far lower than the level of written, partially because of the studying style and partially because of the small number of foreigners in China.

In work the most used form of communication is speaking. As the level of these skills is often limited, some special actions need to be applied. It is always recommendable to send the main topics with e-mail to all participants. After meetings all the main topics should be delivered as meeting minutes. Writing all necessary information down eliminates chance of misunderstandments. One speaking

high level english should try to speak in the level of other part, reducing the difficult grammar and concentrating on the main points.

### 11.5 Definition of time

”In the West the business meetings usually are as short as possible. In China the time is not regarded as money. Actually time and money are quite separate concepts in China. One reason why Chinese do not considerer time as money is that labour is quite cheap in China and it has always been. That is why it does not take much more money if the negotiations take little bit more time.” (Bucknall, K. 84.)

Time, as western people think, is measurable in money. Western people are not willing to spend time to matters they find unnecessary and cost creating. Chinese people find it totally different. There is always time to talk about non-related topics and to develop your relations.

In business meetings and negotiations Chinese people are accurate and on time but in internal meetings the first hand experiences prove different. People are often late and non-prepared for meetings.

For project management this creates a challenge and solutions need to be considered to improve efficiency. Solutions as personal confirmations in advance, creation of meeting routine and one to one discussions after problems proved efficient.

Chinese employees should never be put out for mistakes publicly causing them to lose face. Dissatisfaction for one’s efforts has to be brought up personally and using euphemisms.

It is also important to create a good personal connection to all parts of project by taking a break once in a while and showing interest in one’s personal life. Interest in one’s family is highly valuated.



## 11.6 Face – Mianzi

“Interesting as the Chinese physiological face is, the psychological face makes a still more fascinating study. It is not a face that can be washed or shaved, but a face that can be "granted" and "lost" and "fought for" and "presented as a gift." Here we arrive at the most curious point of Chinese social psychology. Abstract and intangible, it is yet the most delicate standard by which Chinese social intercourse is regulated. (Lin Yu Tang, 199.-200.)

There is no article, study or thesis about Chinese culture without a chapter about face. The real meaning behind all this buzz is hard to learn from books, it has to be found in the everyday life from the behavior of Chinese people.

Easiest way to explain the meaning of face for western people would be to describe it as respect. People can gain respect, lose respect, give respect and take respect. In Chinese culture the respect is what you are often evaluated by, especially in the work life.

By respecting others, not putting them in a place where they look bad in the eyes of other and giving them responsibilities and a place to gain respect by accomplishments is the way to be successful in the world of face. Violating these, causing disrespect will cause somebody to lose face and this harms your position within these people.

For project management this means that you have to be really careful in your actions. You have to think in advance how to bring matters out in the meetings and discussions. In western culture people accept more straight talk and pointing out mistakes, in China this could leave a permanent mark on your personal relations. If something negative has to be put out towards a single person, it should be done in private and in still maybe by using euphemisms.

### 11.7 Meetings

”Chinese people usually start the meeting with a small talk. Finnish people can go straight to business after the hands shake. Young people in business life in Finland appreciate more small talk and they are seeing it necessary in order to build up good relations.” (Mattila, I, 13.)

For western people and especially Finnish people there is nothing wrong in going straight to the point. In Chinese culture this is found rude and it could hurt the relation of actors.

To create a good relation between the project personnel this is an important segment. Chinese people really appreciate if you show interest in their personal life and are feeling mutual trust if you share your stories from yours.

To hold the meetings efficient I found the best way to be by keeping the relation creation and work separated. It is better to waste your 10 minutes some silent time with having a non-related discussion with different team members once in a while. If done while meetings with several participants the time waste is multiplied.

Once you have showed interest in one’s personal life and got your relation to next level, it is easier to get favors and some extra work through.

### 11.8 Summary

All in all, working in a Chinese environment is not so different than working in any other foreign culture. Most important is to learn the local habits, respect the culture and be flexible. Chinese people also understand that some of their working habits could be made more effective and are willing to adapt, as long as you keep the relation good and respect their views.

Balancing with bringing new visions and respecting old habits is the key to successful result. Change takes time and has to be justified well.

## 12 CONCLUSIONS

Viewing back to the project, it has been a great path to learn working in a Chinese environment. During this time there were several times when frustration was overwhelming, feelings were down and felt like this project is never going to end. Now looking back, the most challenging topics were also the most taughtful.

Purchasing issues became the biggest problem in project. These issues were known in advance but the extent of this still came as a big surprise. As used to the western style it was hard to understand the amount of after care needed to confirm deliveries. Inexperience with these topics caused delays for assembly and was the main topic for future improvement. This project gave good experience, knowledge and information how to improve the purchasing process and control for future projects for all actors.

As machinery engineering was a new topic for me, such a big involvement in this new segment gave new views how to step into new fields and how to get familiarized efficiently. Better knowledge about case specific machinery and processes would allow faster decision making and reduce small mistakes. Now I know it better than ever that knowing the backgrounds deeply is essential while leading a project.

Critically thinking the biggest improvement on own work would be on scheduling and keeping deadlines. It is easy to go behind cultural problems and language barriers, but in future these problems can not be allowed to cause delays. As this project had fairly free schedule and budget there was no harm done, which will not be case in future, while doing for example a start-up project for customer. As this was my first of a kind project, it taught a lot and improved my working in many segments.

Working for Bosch the last one and a half years has been a great experience and during this time I have learned much about production and processes. Lean production, Bosch Production System (BPS), Continuous Improvement System (CIP), Kanban, waste reduction, 5S, 5xWhy and many others well-proven systems have been adapted and become part of my thinking and working habits. Regardless of the field,

environment or culture of the next task I will move to, I feel confident and ready to take over these new challenges.

All in all, project went through well and gave experience to execute the next one better. The experience in Chinese environment gave me a unique chance to develop these culture-related skills. Can be said that from now on adapting to any new culture will be easy, as China is one of the most different ones when compared to western world. Learning is a never ending process and I am looking forward to develop myself while working with new challenges.

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