

1. Case Analysis

Culture Clash in the Boardroom HBR Case Study and Commentary

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Abstract

This HBR Case Study includes both the case and the commentary. For teaching purposes, this reprint is also available in two other versions: case study-only and commentary-only. Liu Peijin is the president of Almond China, a subsidiary of the German company Almond Chemical, Almond China's joint venture with Chongqing No 2 Chemical Company, which is currently failing to thrive, involves a clash of views regarding business ethics. The Chongqing executives are chafing under European standards that preclude gifts and commissions - incentives routinely employed by Almond's competitors. And a huge sale for the joint venture may be at stake. But Liu is thinking of Almond's reputation and its future business dealings in China. Commentaries by Xu Shuibo, the CEO of TNT Mainland China's subsidiary TNT Hoou, and Zhang Tianbing, the global vice president and the director of the China Research Center at AT Kearney.

Introduction

Almond Chemical was the German parent company, which started its operation in 1999, in China. Almond Chemical was involved in two joint ventures with the local chemical companies in China; this was the best approach that foreign companies followed in conducting their business operations in China. Almond Chemical was having 70% stock in one of the company and 51% stake in the other company which was Chongqing. The key players of Almond chemical were: Liu, the president of Almond Chemical and Schulman, the vice chairman of the venture of Almond Chemical. Whereas, in Chongqing, Wang was the Vice President of Sales, Ho was the financial director and Chen Dong was the chairman of the joint venture. There were differences in Almond Chemical and its joint venture Chongqing. Almond Chemical was German based Company so the policies of Germany were followed in the company. Whereas, Chongqing was a local company and the policies followed in the company were Chinese based. Therefore, Almond Chemical was facing problems with its venture regarding the differences it had with Chongqing. The major problem in the case was that the culture was proving to be an obstacle in a joint venture between the German based company and China. The cultural differences were causing issues for the joint venture in terms of generating sales and profits hence, declining in their performance.

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