

Analysis of International Cooperation Management Strategies of Enterprises under the Background of the “Belt and Road”

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Abstract: With the deepening of the “Belt and Road” initiative, Chinese enterprises are facing unprecedented opportunities and challenges for international cooperation. This paper mainly analyzes the current situation, existing problems, and coping strategies of enterprise international cooperation management in the context of the “Belt and Road”. This article expounds on the importance of the “Belt and Road” initiative for international cooperation of enterprises and analyzes the key links of international cooperation management of enterprises from the aspects of internationalization strategy, cross-cultural management, risk prevention and control, and resource integration. Finally, combined with the case, this paper puts forward the management strategies and suggestions that enterprises should adopt in international cooperation, to provide a useful reference for Chinese enterprises in international cooperation in the construction of the “Belt and Road.”

Keywords: Belt and Road; International cooperation among enterprises; Management strategy; Cross-cultural management; Risk prevention and control

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1. Introduction

As an important strategy of China’s opening up, the “Belt and Road” initiative has not only strengthened economic cooperation and people-to-people and cultural exchanges among countries along the “Belt and Road” but also provided broad space for Chinese enterprises to enter the international arena. However, international cooperation involves multiple aspects, including politics, economy, culture, and other fields, which pose higher requirements for enterprise management. Therefore, from the perspective of enterprise international cooperation management, this paper will discuss how enterprises can formulate effective management strategies in the context of the “Belt and Road” to cope with the complex and changing international environment and achieve win-win cooperation ^[1].

2. Analysis of the current situation of international cooperation management in enterprises

2.1. Overview of international cooperation of enterprises under the “Belt and Road” initiative

Under the impetus of the “Belt and Road” initiative, international cooperation among Chinese enterprises has shown a booming trend. More Chinese enterprises are turning their attention to overseas markets, actively participating in international economic cooperation and competition, and promoting deep integration of the global economy. In this context, the forms and contents of international cooperation among enterprises are constantly enriching, covering a wide range of fields, including infrastructure construction, energy and resource cooperation, trade and investment, financial cooperation, and other aspects ^[2]. Specifically, by participating in major infrastructure construction projects in countries along the “Belt and Road,” Chinese enterprises have not only improved the level of local economic and social development but also promoted economic and trade cooperation between China and these countries. Simultaneously, in terms of energy and resource cooperation, Chinese enterprises have jointly developed energy resources such as oil and natural gas with countries along the route, achieving complementary advantages and mutual benefits in resources. In the field of trade and investment, Chinese enterprises have increased their investment in countries along the route, promoting local industrial upgrading and economic development. With the continuous deepening of international cooperation among enterprises, some problems are gradually being exposed. For example, some companies lack long-term strategic planning in international cooperation and overly pursue short-term benefits, making cooperation difficult to sustain. In addition, companies also have shortcomings in cross-cultural management, risk prevention, and control, which need to be further strengthened and improved ^[3].

2.2. The main models of international cooperation management in current enterprises

At present, the main modes of international cooperation management for enterprises can be divided into the following: Firstly, the joint venture cooperation mode. In this model, Chinese enterprises and enterprises from countries along the “Belt and Road” jointly invest to establish joint ventures, and jointly operate and manage cooperative projects. Through joint venture cooperation, both parties can share resources, technology, and management experience, reduce cooperation risks, and improve cooperation efficiency. This model is widely used in fields such as infrastructure construction and energy resource cooperation. Secondly, the strategic alliance model. Chinese enterprises establish strategic alliance relationships with advantageous enterprises from countries along the “Belt and Road,” and achieve resource sharing and complementary advantages through joint research and development, market promotion, and other means ^[4]. Strategic alliances help enhance the competitiveness of enterprises in the international market and promote common development between both parties in cooperation. Thirdly, the sole proprietorship business model. Some strong Chinese enterprises choose to establish branches or subsidiaries in countries along the route as sole proprietorships, independently undertaking project investment, construction, and operation. This model is conducive to enterprises independently controlling the cooperation process and resource allocation but also faces high risks and challenges ^[5].

3. Challenges faced by international cooperation management of enterprises

3.1. Cross-cultural management challenges

In the context of globalization, international cooperation among enterprises is becoming increasingly frequent, and cross-cultural management has become one of the important challenges faced by enterprises. Due to significant differences in cultural backgrounds, values, and ways of thinking among different countries

and regions, enterprises often encounter conflicts and misunderstandings caused by cultural differences in international cooperation. Firstly, language communication barriers are common issues in cross-cultural management. Secondly, cultural differences may lead to conflicts in management styles, and may also affect employee behavior and attitudes ^[6,7]. Therefore, enterprises need to strengthen cross-cultural training, improve employee cultural sensitivity and adaptability, and promote integration and collaboration among employees from different cultural backgrounds ^[8]. Concurrently, it is necessary to establish a sound risk prevention and control mechanism to timely identify and respond to various risks that may arise in cooperation. Moreover, strengthening resource integration and optimizing allocation is also key to improving cooperation efficiency and quality ^[9].

3.2. Insufficient risk prevention and control capabilities

In international cooperation, enterprises face various risks, including political risks, economic risks, legal risks, etc. However, many enterprises currently have insufficient capabilities in risk prevention and control, leading to potential threats to cooperation projects. The political environment, policy direction, and international relations of different countries and regions may have a significant impact on the project. Nonetheless, some companies lack a comprehensive assessment of political risks in the early stages of the project, which leads to the inability to effectively respond to political changes in the later stages of the project. Additionally, economic factors such as exchange rate fluctuations, inflation, and changes in market demand may harm the profitability and stability of projects. Yet, some enterprises lack timely monitoring and response to economic risks during project execution, resulting in economic losses for projects. Finally, legal risk is also an issue that enterprises need to pay attention to in international cooperation. There are differences in the legal systems and environments of different countries and regions, and enterprises may face legal disputes and compliance risks during the cooperation process. Furthermore, some enterprises lack sufficient legal awareness and professional knowledge in the process of contract signing and execution, resulting in loopholes or illegal behaviors in the contract, which brings legal risks to the enterprise ^[10]. To enhance risk prevention and control capabilities, enterprises can take the following measures: First, strengthen the construction of risk assessment and early warning mechanisms, conduct comprehensive and systematic risk assessments of cooperative projects, and timely discover and respond to potential risks. Secondly, to establish a risk response mechanism, formulate response strategies and measures for different risks, and ensure that the project can respond quickly and effectively when facing risks.

4. Strategy suggestions for international cooperation management of enterprises

4.1. Develop a scientific internationalization development strategy

In the context of globalization, international cooperation among enterprises has become an important driving force for their development. To ensure the smooth progress and expected results of international cooperation, enterprises should formulate a scientific internationalization development strategy. This strategy should not only have clear target positioning but also include practical and feasible implementation paths and safeguard measures.

Through years of operation, China Electric Power Construction has accumulated a set of research and analysis information networks in an overseas country market, which have been compiled into a “Compilation of Country Situations.” This has provided guidance for member units to enter the country’s market and provided cooperation directions for neighboring country markets. It is important to analyze the markets of cooperating countries based on the host country and focus on the development strategy of integrating the markets of neighboring countries. On the one hand, enterprises should conduct an in-depth analysis of the international

market and the economic, political, cultural, and other environments of cooperating countries, and clarify their own strengths and weaknesses, to determine suitable areas of cooperation and target markets. At the same time, specific cooperation plans and timelines should be formulated to ensure the orderly progress of cooperation projects ^[11]. On the other hand, enterprises should focus on docking and integrating with the international market. This includes understanding the needs and trends of the international market, adjusting their product and service structure, improving market competitiveness, and actively participating in the formulation of international standards and norms to promote domestic industries to align with international standards. Furthermore, enterprises should establish a sound mechanism for ensuring international development. This includes strengthening the construction of talent teams, cultivating and introducing talents with international perspectives and cross-cultural communication abilities, strengthening risk management and prevention, ensuring the safety and stability of cooperation projects, and strengthening cooperation and communication with international organizations to provide strong support for the internationalization development of enterprises. By formulating a scientific internationalization development strategy, enterprises can have a clearer understanding of the importance and urgency of international cooperation, clarify their development direction and goals, and provide strong strategic support for international cooperation ^[12].

4.2. Strengthening the construction of cross-cultural management capabilities

In international cooperation, the strength of cross-cultural management ability directly affects the success or failure of cooperation. Firstly, enterprises should enhance their employees' cross-cultural awareness and abilities. By organizing cross-cultural training and conducting cultural exchange activities, we aim to enhance employees' awareness and understanding of different cultures, enhance their communication and collaboration abilities in cross-cultural environments, and establish a diverse workforce to attract talents from diverse cultural backgrounds, providing abundant human resources for international cooperation of enterprises. Simultaneously, enterprises should establish organizational structures and systems that are adapted to cross-cultural management. This includes establishing a flexible organizational structure to adapt to management needs and changes in different cultural backgrounds, developing cross-cultural management systems and norms, clarifying the responsibilities and rights of employees in cross-cultural management, and ensuring the smooth progress of management work. Moreover, during the cooperation process, enterprises should respect local cultural traditions and customs, actively integrate into local society, and establish good cooperative relationships with local enterprises and people. Through cultural integration, enterprises can better integrate into the local market and improve the success rate of cooperation projects ^[13].

5. Case analysis and inspiration on international cooperation management of enterprises

5.1. Taking China Electric Power Construction's overseas projects as an example

As a leading domestic power construction enterprise, China Electric Power Construction has achieved significant results in the internationalization process, and its multiple cooperation projects overseas can be regarded as a model of international cooperation management. Taking China Electric Power Construction's new energy project in a Southeast Asian country as an example, the project is not only large-scale but also involves cooperation from multiple countries and regions as well as multilateral financial institutions. In the early stages of the project, China Electric Power Construction deeply analyzed the local political, economic, cultural, and electricity markets of the cooperating countries, prepared detailed cooperation plans, and formulated risk prevention and control strategies, ultimately promoting the implementation of the project. During the project

implementation process, China Electric Power Construction actively communicated and exchanged ideas with the local government, community, and people, paying attention to the impact of the project on local agriculture, forestry, fishing, and other industries, and actively addressing the concerns of the local people. The company emphasizes cross-cultural management, respects local cultural traditions, customs, and religious beliefs, and actively integrates into community activities. Additionally, the company has strengthened the protection of biodiversity in the construction site, cooperated with local enterprises, and completed the protection of precious species through a series of effective biological research plans and protection measures.

The successful implementation of this project has not only promoted local economic development and social progress but also won widespread recognition from the international community. Specifically, China Electric Power Construction has been awarded the International Sustainable Development Project Award for its outstanding performance in environmental protection and social responsibility, which fully demonstrates the company's leadership and sense of responsibility in international cooperation.

5.2. Inspiration from case studies on international cooperation management of enterprises

From the successful cases of China Electric Power Construction's overseas projects, we can draw the following inspirations: Firstly, enterprises should deeply analyze the international market and the environment of cooperating countries, formulate scientific internationalization development strategies, including understanding local market demand, policy trends, and cultural characteristics, clarifying the advantages and disadvantages of the enterprise, and formulating specific cooperation plans and implementation plans. Secondly, enterprises should pay attention to cross-cultural management and improve the cross-cultural awareness and ability of employees. In international cooperation, cultural differences may lead to communication barriers and cooperation difficulties^[14]. Therefore, enterprises need to strengthen cross-cultural training, enhance employees' awareness and understanding of different cultures, and promote integration and collaboration among employees from different cultural backgrounds. Finally, enterprises should strengthen their integration with local society to achieve win-win development. In international cooperation, the degree of integration with local society is directly related to the success or failure of the project. Enterprises need to actively integrate into local society, establish good relationships with the local government and people, and jointly promote the progress of projects.

6. Conclusion

This paper discusses the management strategy of international cooperation of enterprises in the context of the "Belt and Road Initiative," and emphasizes the importance of key elements such as international strategy formulation, cross-cultural management, risk prevention, and control. Through systematic analysis, we realize that enterprises in international cooperation not only need to have a global perspective and strategic thinking but also need to have strong cross-cultural communication skills to cope with challenges in different cultural backgrounds. Meanwhile, the establishment and improvement of risk prevention and control mechanisms are also key to the success of international cooperation among enterprises, which can help them effectively cope with various potential risks. Based on case analysis, China Electric Power Construction's overseas projects demonstrate how enterprises can achieve strategic alignment, cultural integration, and risk management in international cooperation. The success of the projects not only promotes local economic development and social progress but also earns widespread recognition from the international community for Chinese enterprises. In the future, Chinese enterprises should continue to deepen international cooperation, continuously innovate management models, adapt to the increasingly complex and changing international environment, and achieve more stable and sustainable development. Through continuous learning and learning from international

advanced management experience and practice, Chinese enterprises will play a greater role in the construction of the “Belt and Road” and contribute Chinese wisdom and strength to the prosperity of the global economy^[15].

Disclosure statement

The author declares no conflict of interest.

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