



COMMERCIAL
CULTURE In China
中国商务文化

COMMERCIAL ACTIVITIES 商务活动

《中国商务文化》编写组



北京语言大学出版社
BEIJING LANGUAGE AND CULTURE
UNIVERSITY PRESS



中央广播电视大学音像出版社
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SHANGWU HUODONG

责任编辑: 王墨妍

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总 监 制：戚德祥 梁小庆

监 制：张 健 魏 捷

顾 问：周小华

主 编：李孚嘉

编 者：李佳琳 唐琪佳 王墨妍 张维嘉
(按音序排列)

英文翻译：巩 熠 罗正鹏 孙齐圣

英文审定：【美】Andrew Bauer 李亚婉

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接待中国来访者

RECEIVING VISITORS FROM CHINA

《论语》里有句话“有朋自远方来，不亦乐乎？”中国人热情好客，对远道而来、久未谋面的朋友更是热情。那么，怎样能接待好远道而来的中国商务伙伴呢？

In *The Analects of Confucius*, the Master said, "Isn't it a pleasure to have friends coming from afar?" The Chinese people enjoy hospitality and entertain with more warmth the coming of long-lost friends from afar. So then the question becomes how to treat Chinese business partners from afar?



在商务交往中，接待是不可忽视的一个环节，它对合作双方建立关系、开展合作都有重要的影响。周到的接待可以给客人留下良好的印象，有助于商务交往的展开。

迎接客人是接待工作的第一步。中国人讲究“笑迎远客”，这里的“迎”有距离和方式的差别，一般由访客地位的高低及双方关系的亲疏决定。如果是重要的本地客人或是初次到访的外地客人，主人一般会到大门口或楼下迎接；对于一般的客人，主人只需在办公室或会议室等待即可。如果是级别较高的客人从外地来访，主人会

派与其级别相当的人去机场、码头或车站迎接；但如果客人此行的目的不止一个，双方的会晤只是行程中的一部分，客人可能已经下榻宾馆，主人则会派专车去宾馆迎接。因此，在制订接待方案时，主人除了了解对方到达的时间、人员名单外，确认来访人员的身份、了解对方的行程安排等也非常重要，这样才能确保迎接工作万无一失。

中国有句古语“迎来送往”，与迎客对应的便是送客。作为接待工作的最后环节，送客的意义可能比迎客还要重要，因为最初的印象可以在访问期间弥补，而最后的印象近期很少有机会再改变。因此，“善始”还要“善终”，送客的方式应与迎客方式一致，迎多远就应送多远，才不会让客人有心理落差。比如，如果在接待中安排了接机的环节，就一定要在客人走时安排送机。

除了迎送之外，客人来访期间的日程安排也要在接待之前制订好。中国人的做客之道是“客随主便”，因此主人会更多地为客人着想，将客人的行程安排得非常充实。除了洽谈工作外，其他时间主人会为客人安排许多休闲活动，比如带客人去游览本地

In business intercourse, reception of your partners is a link that can never be ignored, as it will influence building relationships between partners and carrying out success in future cooperation. A good reception will impress the visitors and help start up the business.

To greet guests is the first step. In China, meeting visitors with a smile is emphasized. Also, the way of greeting and venue to meet guests usually depend on the status of the visitors and the degree of their closeness. For important local visitors or first time non-local visitors in China, the host will generally go downstairs to meet them or greet them at the front door. In general visitors, the host will wait by the door of the office or meeting room. If the important visitors come from other regions, the host may ask an employee of similar position to greet the counterpart at the airport, port or the train station. However, if the visitors intend to visit more than one company, and the meeting between the two sides is only one part of their trip, the Chinese visitors may prefer to go to the hotel on their own. The host will arrange for a private particular vehicle to

pick them up at the hotel. To summarize, the host should, when planning for meeting the visitors, not only be aware of the time of their arrival and their names, but of their positions and schedules. It is very important to get these aspects of information in advance to assure the success of the meeting.

An old Chinese saying says, "welcome visitors and see them off". In other words, as the last step of treating visitors, seeing off is probably more important than greeting, because the first impression could be changed during the visit, but the final impression can hardly be changed. Therefore, a good beginning should accompany a better ending. For example, if the visitor was greeted at the airport, he should be seen off by someone all the way to the airport as well.

Besides the greeting and seeing off, the detailed arrangements for the whole visit should be made before visitors arrive. The Chinese way of treating visitors demands meeting the needs of the visitors. So, the host should consider from the visitors' perspective when arranging a full program that includes both formal business meetings and social visits



的特色景点、品尝当地美食等。很多活动甚至是主人利用周末或晚上的私人时间陪同客人。中国人认为，在有限的时间内，多看一些东西、多接触一些人，才能较好地实现出访的价值。如果活动安排得太少，会让客人在宾馆无所事事，感觉受到冷遇。主人在有限的时间内与客人多接触，可增进彼此的了解，也有利于建立亲密的人际关系，商务交往会因此事半功倍。

饮食在日程安排中也很重要。不同的国家，饮食习惯有较大差异。在

安排就餐时，除了请中国客人品尝当地美食之外，安排一两次中餐是很有必要的，这样可以照顾一下他们的“中国胃”，避免因饮食习惯不同而引发胃口不适。另外，绝大多数中国人不习惯吃冷食、喝冰水，因此一定要注意食物及饮品的温度。为他们准备随时可以饮用的热水是非常周到的一种做法。

成功的接待工作可以让来访者感受到合作的诚意，双方由此建立信任，从而促进商务活动的顺利开展。

such as cultural sightseeing and local food tasting. Sometimes, the host may even spend his or her private time, like evenings and weekends, escorting the guests around. It is a common thinking for the Chinese people that the value of a visit to a new place could be achieved only by seeing more and communicating more within a limited time. If the host does not arrange more events for the visitors, the guests may feel being left out in the cold by staying in the hotel for such a long time. Spending more time together could help to establish better understanding and closer personal relationships between the host and visitors. This will also lead to smooth business intercourse in the near future.

The arrangement of the meals is very important as well. As dietary habits vary greatly from country to country, it is necessary to invite the guests to try some delicious local cuisines, and the better way is to arrange one or two Chinese meals during the

visit. This can help take care of their "appetite" and avoid the discomfort caused by eating exotic food. In addition, most Chinese people are not used to cold food and cold water, so the host should always pay attention to the temperature of the food and drinks. It is a considerate behavior to serve hot water at any time.

A successful treating can allow the visitors to feel the sincerity of the host for cooperation and build up the mutual trust needed to open the door for business activities.




案例

老刘是一家中国公司的副总裁，一次他带领考察团到美国中部的一座城市考察潜在合作企业的生产经营情况，商讨合作事宜。考察团于美国时间周五傍晚抵达，发现只有一辆出租车在机场等待他们。随后考察团被带到一家宾馆休息，并被告知晚上自行去宾馆餐厅用餐。周六、周日整整两天，美方没有人与考察团联系。由于对环境不熟悉，并且宾馆较为偏远、交通不便，周末两天考察团只能待在宾馆。周一上午，美国企业再次用出租车接考察团去参观工厂，下午安排商务洽谈。访问活动一结束，第二天考察团就立刻启程回国，最终也没有与美国企业签约合作。

点评 美国企业在接待过程中忽略了几个细节：第一，没有派专人专车到机场接机；第二，没有安排欢迎晚宴；第三，没有安排丰富的行程。以上这几点使中国考察团感觉被冷落了，认为这次出行没有受到美方的重视，美方没有合作的诚意，这直接影响了双方的合作。

CASE STUDY

Mr. Liu is the vice President of a Chinese company. He once led a delegation to investigate the production and operation of a potential cooperative enterprise located in a city in the middle of the US, intending to discuss potential cooperation with that company. When the delegation arrived in the US in the evening (local time) on a Friday, they found that there was only one taxi waiting for them at the airport. The delegation was brought to a hotel and was informed to have dinner at the hotel's restaurant on their own. For the following two weekend days, no one from the US enterprise contacted the delegation. The delegation stayed at the hotel which was in a remote area with no public transportation. They had to stay there for the whole weekend because they had no idea how to go around the city. On Monday morning, the enterprise arranged a taxi to pick them up for a site visit of the production line in the factory, followed by a business meeting in the afternoon. Just after the visit, the delegation left the US the following day and in the end they did not sign any contract with this US enterprise.

 **Comments:** The US enterprise omitted several details during the whole visit. First, the enterprise arranged no employees or cars to pick up the delegation. Second, it didn't offer a welcome dinner. Third, it didn't arrange any social events. Consequently, the Chinese delegation felt left out and ignored by the US side. They thought the US enterprise lacked sincere intentions for the cooperation, which directly affected the potential cooperation between the two companies.

◎ 行动指南

- 接待者在机场、车站或者码头迎接来访者时应注意一定要提前到达，否则会给人留下失职和不守时的印象。双方见面后，接待方负责人应主动将迎宾人员姓名、职务一一介绍给来访者。
- 在接待过程中注意一些细节可以给来访者留下好印象。比如，接待者帮助来访者办理领取托运行李的手续，为来访者准备一些本地的报纸或旅游指南，提前为来访者安排好住宿，出行安排专车接送。

ADVICE

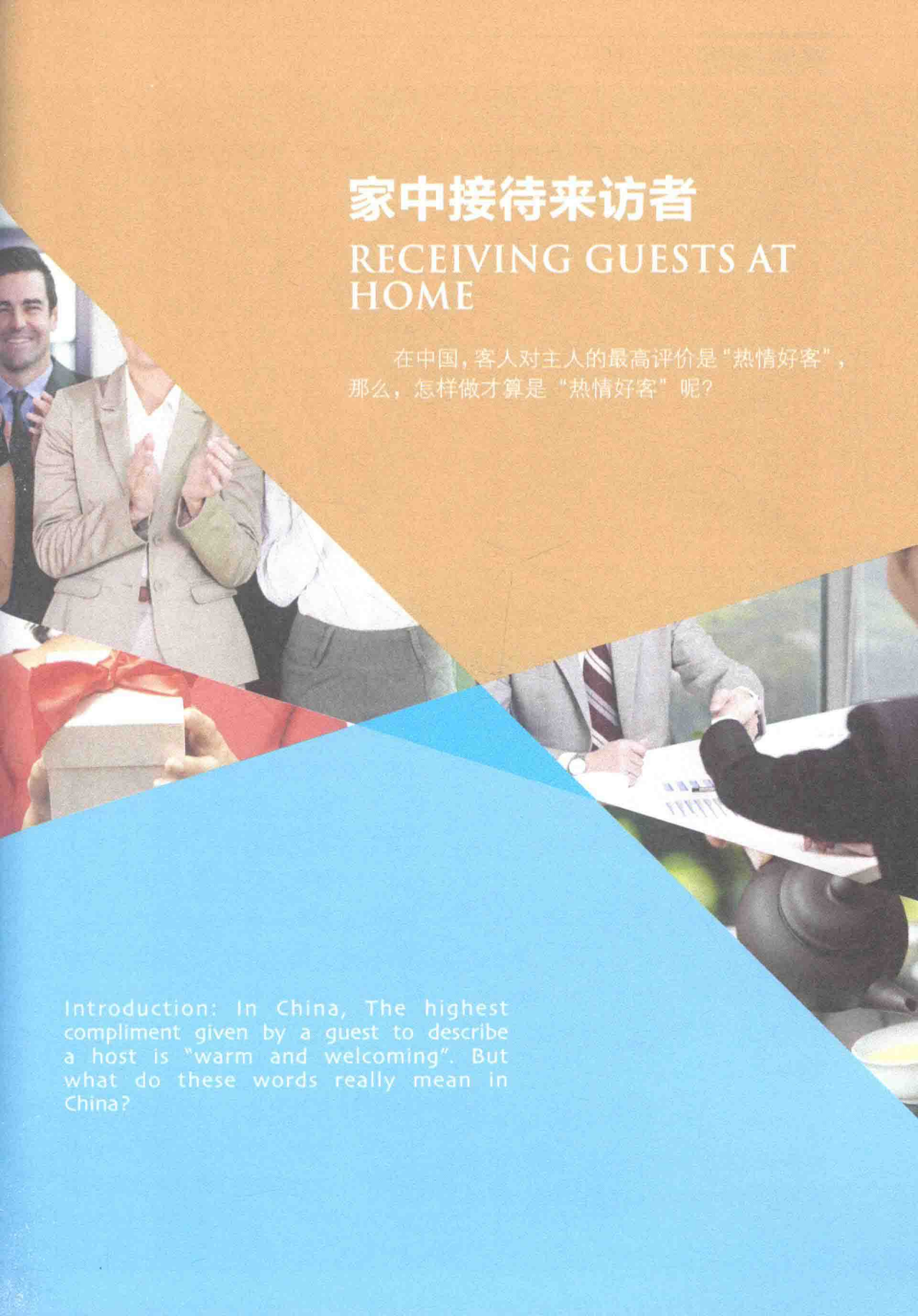
- The host should arrive at the airport, train station or port in advance. Otherwise, they might leave on the visitors an impression that the host is not fulfilling the duty and not being punctual. When the visitors meet the host for the first time, the head of the hosting party should introduce his or her colleagues to the visitors with their name and position.

- Paying attention to the details during the reception will leave a good impression on the visitors. For instance, the staff of the hosting party could help the visitors have their luggage checked-in, prepare local newspapers or a tourist guide, confirm accommodation and arrange special transport for them.

家中接待来访者

RECEIVING GUESTS AT HOME

在中国，客人对主人的最高评价是“热情好客”，那么，怎样做才算是“热情好客”呢？



Introduction: In China, The highest compliment given by a guest to describe a host is "warm and welcoming". But what do these words really mean in China?



汉语中“好客”一词的意思是热诚大方地接待、款待客人，乐意与之分享食物或住处。在中国传统文化中，早有对主人和客人的行为规约，它们分别是“主随客意”和“客随主便”。我们可以发现它们有一个共同的汉字——“随”，它是成为一个受欢迎的客人或一个合格的主人的关键所在。“随”的意思是“顺从，不违背”。这就要求主人按照客人的意思来进行安排，或者客人依随主人的安排行事。这两种做法都需要从对方的意愿着想来进行考虑和安排。

作为主人，他的义务是让客人有舒适的感觉，让客人在主人家却感觉像在自己家里一样惬意、舒适，不拘

束，这是主人的最高追求；作为客人，要尽量不给主人添麻烦，因为一旦提出某些要求，就意味着主人会尽量满足，可能会打乱主人原来的安排，增加不必要的麻烦。所以，在接待中国客人时可能会出现这样的情况：客人到来后，主人询问客人喝什么，客人会说“随便”、“都行”。针对主人的询问，客人没有作出具体的回应，而是让主人以“方便”为原则为他准备任意一种饮品即可。有的客人甚至会说“别忙了”、“我不渴”来委婉地拒绝主人。面对这种回应，主人一般都不会就此罢休，而是继续提出新的建议，比如“给您泡一杯茶吧，我新买的，您尝尝”，或“天太热，给