

Strategic Alliances of US Engineering and Construction Companies in China

Authors : Zonggui Chen, Yuhong Wang, Yun Le

Abstract : U.S. engineering and construction companies have increased their presence in China. A strategy for them to enter and operate in China is to forge strategic alliances with local firms. Managing the differences in motives and cultures and using proper controls are essential for a productive strategic alliance. Based on literature and in-depth interviews, this paper examines the differences in motives and cultures within Sino-U.S. strategic alliances and the impacts of the differences on control mechanisms. This paper not only contributes to a better understanding of cross-border strategic alliances in construction, but also facilitates the operation of the alliances.

Keywords : strategic alliance, Chinese construction industry, motives, cultural differences

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