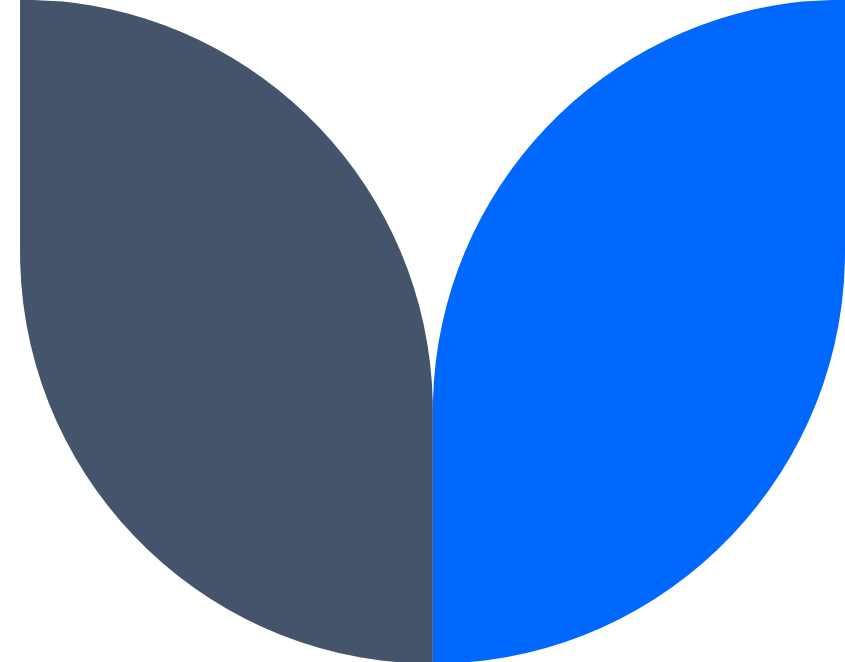


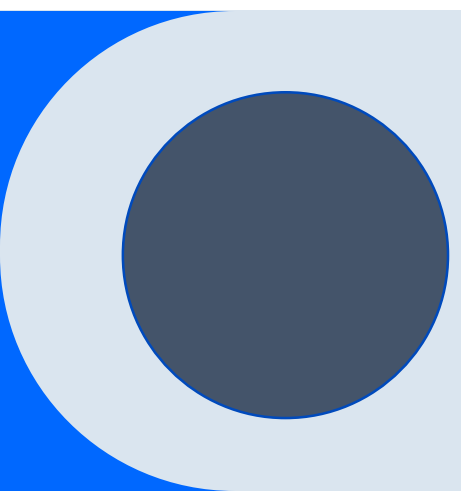


BA Business Management

LCBB6001 International Business Communications



Assignment 2: Group Presentation



**Natalia Piwowska
Ivan Ivanov
Miroslav Gruychev
Nina Kirova**

**2014062
2011659
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Main content / Agenda of the presentation

Introduction

Introduce the Chinese culture

Cultural Difference between UK & China

Success factors of joint ventures

Failure factors of joint ventures

Cultural sensitivity in China

Hofstede cultural Dimensions: UK

Hofstede cultural Dimensions: China

Business English Lingua Franca (BELF) concept

4 types of IBC communicators

The principles of IBC demands

Communication strategies

Communication strategies (Cont'd)

Barriers to communication

International cultural sensitivities

Recommendations

Recommendations (Cont'd)

Conclusion

References



Introduction

There will be a joint venture establishment for UK global company in China. First of all, there will be discussions regarding success and failure factors. It will be followed by cultural difference according to Hofstede method. There will be discussion regarding IBC principles, communication strategies and barriers.

Introduce the Chinese culture

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- Trust and personal connections are highly valued.
- Common to give gifts as a way of building relationships and showing respect (Dignen and McMaster, 2013).
- Maintaining face, or reputation and dignity, is valuable.
- Negotiation as a way of building relationships and finding mutually beneficial solutions (Dignen and McMaster, 2013).



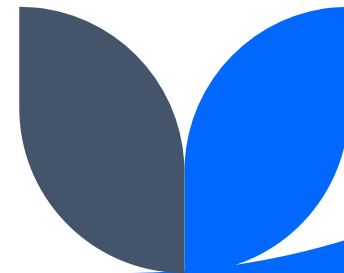
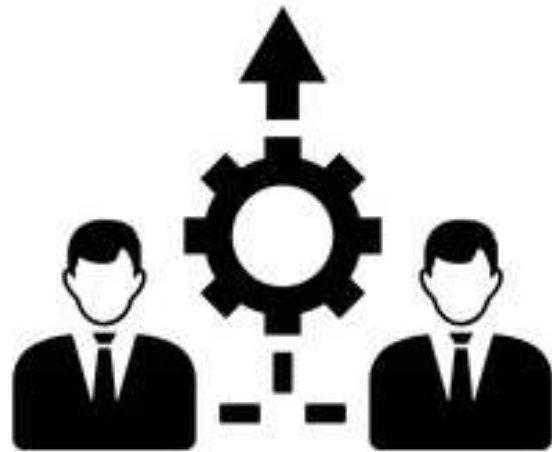
Cultural Difference between UK & China

- Styles of Making Communication
- Organizational Structure or Hierarchy (Dignen and McMaster, 2013)
- Concentrations or Focuses on Time Bounded
- Social Class Behavior (Dignen and McMaster, 2013)
- Individualism vs. collectivism



Success factors of joint ventures

- Government relations: BMW and Brilliance China Automotive Holdings Ltd (Dignen and McMaster, 2013)
- Local expertise: McDonald's and CITIC Limited
- Technology transfer: Volkswagen and FAW Group
- Brand recognition: Apple and China Mobile (Dignen and McMaster, 2013)



Failure factors of joint ventures

- Regulatory challenges: Google and the Baidu
- Conflicting goals: Coca-Cola and Huiyuan Juice (Bailey, 2015)
- Lack of communication: General Motors and Shanghai Automotive Industry Corporation (SAIC)
- Intellectual property issues: Microsoft and a Chinese state-owned enterprise (Bailey, 2015)



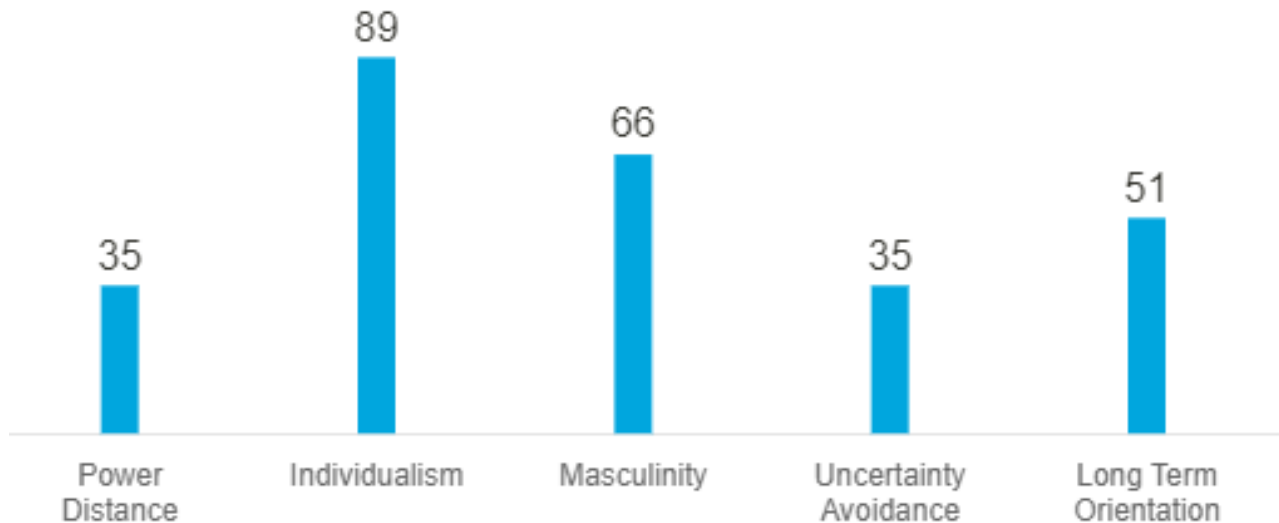
Cultural sensitivity in China

- Business relationships: General Electric
- Communication style: Walmart (Bailey, 2015)
- Respect for hierarchy: GlaxoSmithKline
- Gift-giving: Kraft Foods (Bailey, 2015)



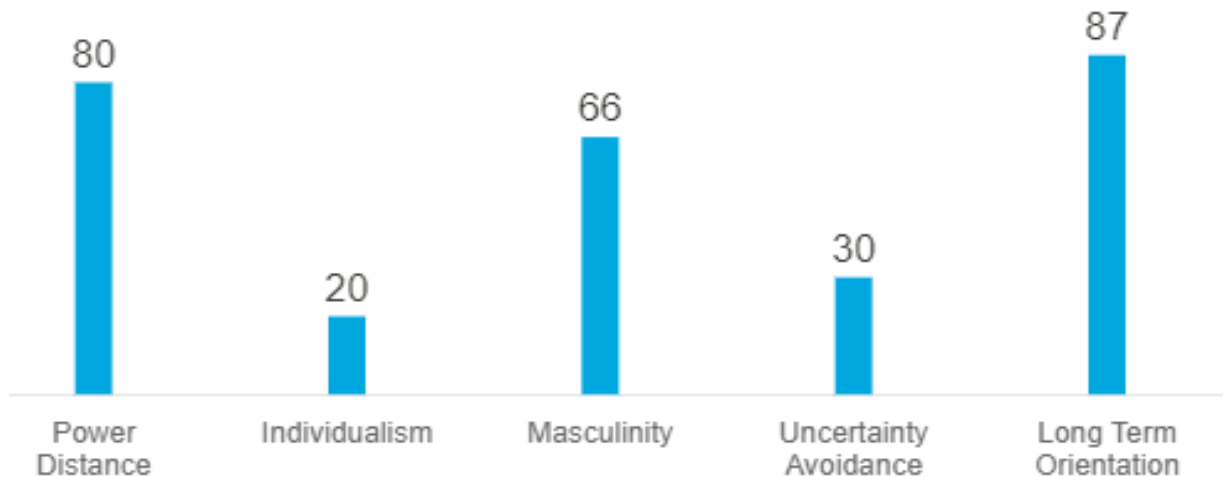
Hofstede Cultural Dimensions: UK

- Power Distance: Low
- Individualism vs. Collectivism: High Individualism
- Masculinity vs. Femininity: High Masculinity
- Uncertainty Avoidance: Low Uncertainty
- Long-Term Orientation: High



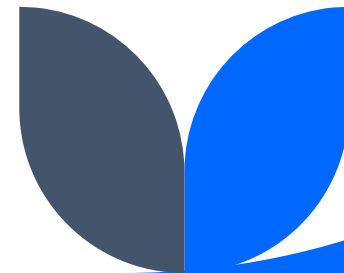
Hofstede cultural Dimensions: China

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- English is a global language
- English is the language of technology and innovation
- English is a bridge between cultures (Deresky, 2013)
- English is the language of international education



4 types of IBC communicators

- Full Bilinguals: fluent in both Chinese and another language
- Partial Bilinguals: some knowledge of both Chinese and another language (Deresky, 2013)
- Unilingual: only speak one language
- First-Language Speakers: speak Chinese as their first language



The principles of IBC demands

- Language Impact: complexity of the Chinese language and its cultural nuances (Dignen and McMaster, 2013)
- Active Listening: build trust and foster strong relationships.
- Conflict Management: handle conflicts with care and respect
- Uncertainty Reduction: reduce uncertainty due to the complexity of Chinese culture (Dignen and McMaster, 2013)



Communication strategies

Managing Meetings:

- Starting the meeting with small talk to build relationships and establish rapport
- Giving everyone an opportunity to speak and contribute to the discussion (Dignen and McMaster, 2013)

Challenging/Defending an Opinion:

- Using phrases such as "I understand your point of view, but I have a slightly different perspective" to introduce a differing opinion
- Providing evidence or examples to support your opinion, rather than making blanket statements (Dignen and McMaster, 2013)

Summarizing:

- Restating key points that have been made in the conversation, using phrases such as "If I understand correctly, you are saying that..."
- Asking questions to clarify any points that may be unclear or misunderstood



Communication strategies (Cont'd)

Asking/Answering Questions:

- Using indirect language and avoiding direct criticism or confrontation
- Asking open-ended questions that allow for discussion and exploration of different perspectives (Dignen and McMaster, 2013)

Persuading:

- Focusing on building rapport and trust with the other person before attempting to persuade them
- Using evidence or examples to support your argument, rather than relying on emotional appeals or personal opinions

Compromising:

- Showing willingness to listen to the other person's perspective and considering their needs and interests (Dignen and McMaster, 2013)
- Offering a compromise that takes into account both parties' interests and needs



Barriers to communication

Problems

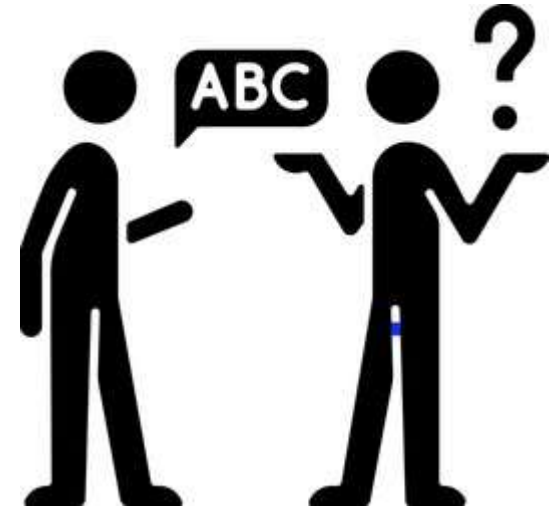
- Language barriers (Carte and Fox, 2008)
- Cultural differences

Process

- Lack of feedback
- Noise

Product

- Misunderstandings (Carte and Fox, 2008)
- Ambiguity



International cultural sensitivities

- Respect for hierarchy: address people by their titles (Stallings, 2012)
- Face-to-face communication: building personal relationships
- Etiquette in social situations: use chopsticks correctly (Stallings, 2012)



Recommendations

- Build relationships
- Learn about Chinese culture
- Adapt the communication style
- Use a local intermediary



Recommendations (Cont'd)

- Consider cultural differences in decision-making
- Be prepared for government involvement
- Develop a long-term strategy



Conclusion

There are different factors which must be monitored and analyzed for a joint venture to be successful in China. Different types of IBC principles along with communication strategies must be adopted accordingly. All the barriers need to be reduced accordingly.

References

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BA Business Management
LCBB6001 International Business
Communications

Assignment 2: Group Presentation

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Ivan Ivanov	2011659
Miroslav Gruychev	2021938
Nina Kirova	2018270 Team leader

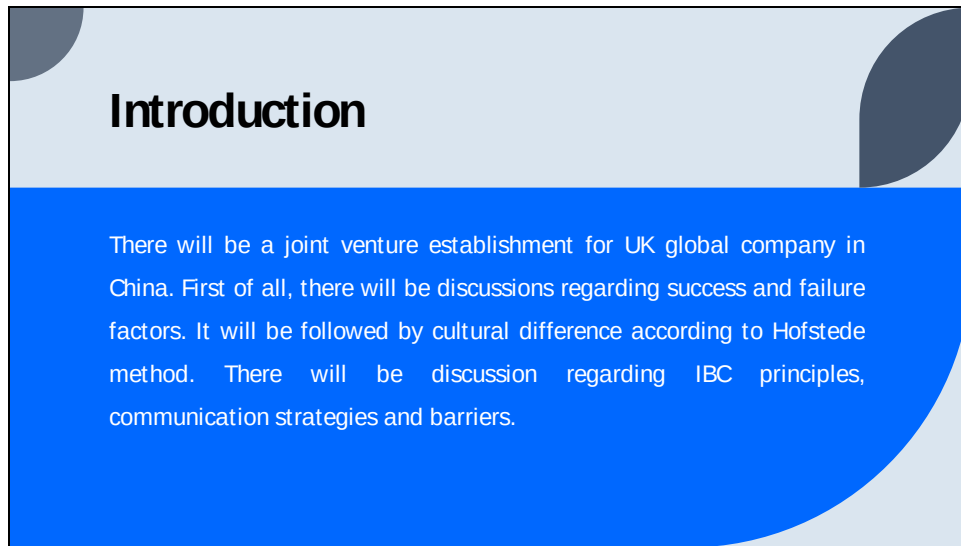
Slide 1





Main content / Agenda of the presentation

- Introduction
- Introduce the Chinese culture
- Cultural Difference between UK & China
- Success factors of joint ventures
- Failure factors of joint ventures
- Cultural sensitivity in China
- Hofstede cultural Dimensions: UK
- Hofstede cultural Dimensions: China
- Business English Lingua Franca (BELF) concept
- 4 types of IBC communicators
- The principles of IBC demands
- Communication strategies
- Communication strategies (Cont'd)
- Barriers to communication
- International cultural sensitivities
- Recommendations
- Recommendations (Cont'd)
- Conclusion
- References

The slide features a light blue header with the title 'Introduction' in bold black text. The main body is a solid blue rectangle containing white text. The text describes a joint venture establishment for a UK global company in China, followed by discussions on success and failure factors, cultural differences according to Hofstede's method, IBC principles, communication strategies, and barriers. The slide is decorated with dark grey curved shapes in the top-left and top-right corners, and a light blue curved shape in the bottom-right corner.

Introduction

There will be a joint venture establishment for UK global company in China. First of all, there will be discussions regarding success and failure factors. It will be followed by cultural difference according to Hofstede method. There will be discussion regarding IBC principles, communication strategies and barriers.

Introduction

There will be a joint venture establishment for UK global company in China. First of all, there will be discussions regarding success and failure factors. It will be followed by cultural difference according to Hofstede method. There will be discussion regarding IBC principles, communication strategies and barriers.

Introduce the Chinese culture

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- Maintaining face, or reputation and dignity, is valuable.
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A photograph showing a group of four business professionals (three men and one woman) seated around a conference table, engaged in a meeting. They are dressed in business attire, and the setting appears to be a modern office environment. The image is positioned below the list of bullet points on the slide.A decorative graphic element consisting of two overlapping leaf-like shapes, one in a darker blue and the other in a lighter blue, set against a white background. This graphic is located in the bottom right corner of the slide's content area.

Introduce the Chinese culture

Building guanxi, or relationships, is crucial to doing business in China, as trust and personal connections are highly valued.

Gifts should be given with both hands and should be wrapped in red paper, which symbolizes luck and happiness. It is also important to avoid giving gifts that are too expensive, as this could be seen as a bribe.

Maintaining face, or reputation and dignity, is highly valued in Chinese business culture. It is important to avoid embarrassing or criticizing others in public, as this can cause them to lose face. Instead, issues should be addressed in private to avoid causing embarrassment. (Dignen and McMaster, 2013)

Negotiations can take time, and it is important to remain patient and respectful throughout the process. It is also important to show humility and avoid coming across as overly aggressive (Dignen and McMaster, 2013).

Cultural Difference between UK & China

- Styles of Making Communication
- Organizational Structure or Hierarchy (Dignen and McMaster, 2013)
- Concentrations or Focuses on Time Bounded
- Social Class Behavior (Dignen and McMaster, 2013)
- Individualism vs. collectivism



Cultural Difference between UK & China

In the UK, people tend to be direct and straightforward in their communication, while in China, people often communicate indirectly and use more subtle language. China has a strong tradition of hierarchy and respect for authority, while the UK is generally more egalitarian. China has a long-term perspective and places a strong emphasis on planning and preparation. In contrast, the UK tends to be more focused on the present and is more comfortable with uncertainty and change (Dignen and McMaster, 2013). Chinese social etiquette places a strong emphasis on showing respect and deference to others, while the UK is more informal and egalitarian. For example, in China, it is common to address people by their formal titles and to exchange business cards with both hands, while in the UK, people may use first names and exchange business cards more casually. The UK is generally more individualistic, while China places a strong emphasis on collectivism and group harmony (Dignen and McMaster, 2013).

Success factors of joint ventures

- Government relations: BMW and Brilliance China Automotive Holdings Ltd (Dignen and McMaster, 2013)
- Local expertise: McDonald's and CITIC Limited
- Technology transfer: Volkswagen and FAW Group
- Brand recognition: Apple and China Mobile (Dignen and McMaster, 2013)



Success factors of joint ventures

In China, government relations can play a crucial role in the success of a joint venture. For example, the joint venture between BMW and Brilliance China Automotive Holdings Ltd. in China was successful in part due to the strong relationship that Brilliance had with the local government (Dignen and McMaster, 2013).

Companies that partner with local firms or individuals with expertise in the Chinese market are often better positioned to succeed in a joint venture. For example, the joint venture between McDonald's and CITIC Limited in China was successful in part because CITIC had deep knowledge of the local market and a strong understanding of Chinese consumer preferences.

China has made technology transfer a priority in recent years. For example, the joint venture between Volkswagen and FAW Group in China was successful in part because Volkswagen was able to transfer advanced automotive technology to its Chinese partner (Dignen and McMaster, 2013).

Companies that have strong brand recognition in China may be able to leverage that recognition to succeed in a joint venture. For example, the joint venture between Apple and China Mobile was successful in part because Apple had a strong brand and a loyal customer base in China.

Failure factors of joint ventures

- Regulatory challenges: Google and the Baidu
- Conflicting goals: Coca-Cola and Huiyuan Juice (Bailey, 2015)
- Lack of communication: General Motors and Shanghai Automotive Industry Corporation (SAIC)
- Intellectual property issues: Microsoft and a Chinese state-owned enterprise (Bailey, 2015)



Failure factors of joint ventures

The regulatory environment in China can be complex and constantly changing, which can pose challenges for joint ventures. For example, the joint venture between Google and the Chinese search engine Baidu failed in part because of regulatory challenges faced by Google in China.

Joint ventures may fail when the partners have conflicting goals or priorities. For example, the joint venture between Coca-Cola and Huiyuan Juice in China failed in part because the partners had conflicting goals regarding the future direction of the joint venture (Bailey, 2015).

Communication is critical in joint ventures, and companies that fail to communicate effectively may find themselves facing a range of challenges. For example, the joint venture between General Motors and Shanghai Automotive Industry Corporation (SAIC) failed in part because of a lack of communication between the partners.

Intellectual property issues can be a major challenge for joint ventures in China. For example, the joint venture between Microsoft and a Chinese state-owned enterprise failed in part because of intellectual property issues faced by Microsoft in China (Bailey, 2015).

Cultural sensitivity in China

- Business relationships: General Electric
- Communication style: Walmart (Bailey, 2015)
- Respect for hierarchy: GlaxoSmithKline
- Gift-giving: Kraft Foods (Bailey, 2015)

A photograph showing a group of four business professionals (three men and one woman) seated around a conference table, engaged in a meeting. They are in a modern office setting with large windows in the background. The slide has a blue and white decorative border with a large white circle on the right side.

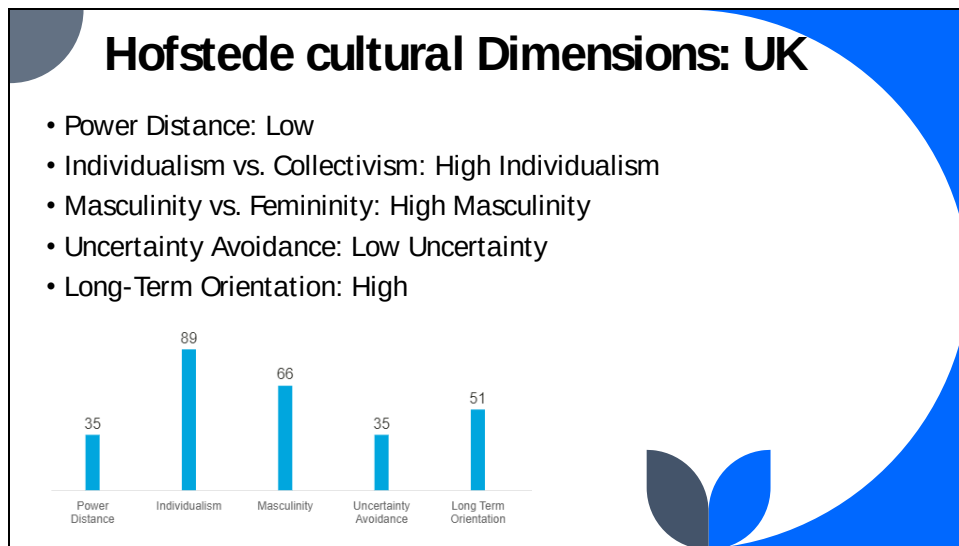
Cultural sensitivity in China

In China, building personal relationships is important for building trust and long-term business success. For example, when General Electric entered the Chinese market, they made a concerted effort to build relationships with local partners and establish trust through face-to-face meetings and other relationship-building activities.

In China, communication is often indirect and can involve the use of subtle cues and gestures. For example, when Walmart entered the Chinese market, they had to adapt their communication style to be more indirect and avoid using confrontational language (Bailey, 2015).

In China, respect for hierarchy is important in both social and business settings. For example, when the multinational pharmaceutical company GlaxoSmithKline was investigated for bribery in China, it was discovered that the company had failed to respect the hierarchical structure of the Chinese government and had not properly engaged with senior officials.

Gift-giving is an important part of Chinese culture and is often used to build and maintain relationships. For example, when American food company Kraft Foods entered the Chinese market, they made a conscious effort to give gifts to their business partners and to understand the cultural significance of gift-giving in China (Bailey, 2015).



Hofstede cultural Dimensions: UK

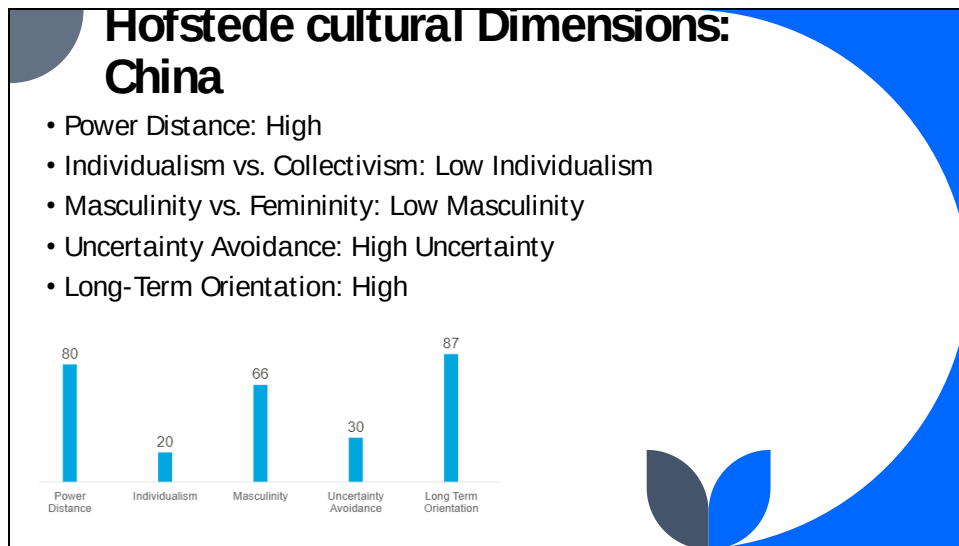
The UK scores relatively low on the Power Distance dimension with a score of 35. This indicates that people in the UK tend to value equality and independence, and are not comfortable with hierarchical structures.

The UK scores relatively high on the Individualism dimension with a score of 89. This suggests that people in the UK tend to prioritize their own interests and freedoms over those of the group.

The UK scores moderately high on the Masculinity dimension with a score of 66. This suggests that the society places value on competitiveness, achievement, and material success, while also valuing caring for others and quality of life.

The UK scores relatively low on the Uncertainty Avoidance dimension with a score of 35. This suggests that people in the UK are more comfortable with ambiguity, change, and taking risks.

The UK scores moderately high on the Long-Term Orientation dimension with a score of 51. This indicates that the society values persistence, thrift, and hard work in order to achieve long-term goals.



Hofstede cultural Dimensions: China

China scores relatively high on the Power Distance dimension with a score of 80. This indicates that people in China are more comfortable with hierarchical structures and expect those in higher positions to have more power and authority.

China scores relatively low on the Individualism dimension with a score of 20. This suggests that people in China tend to prioritize the group's interests over their own and value collective decision-making.

China scores relatively low on the Masculinity dimension with a score of 66. This suggests that the society values caring for others, quality of life, and achieving harmony, along with achieving success and material gain.

China scores relatively high on the Uncertainty Avoidance dimension with a score of 30. This suggests that people in China prefer structure, rules, and established protocols to reduce ambiguity and uncertainty.

China scores very high on the Long-Term Orientation dimension with a score of 88. This indicates that the society values persistence, thrift, and hard work in order to achieve long-term goals.



Business English Lingua Franca (BELF) concept

- English is a global language
- English is the language of technology and innovation
- English is a bridge between cultures (Deresky, 2013)
- English is the language of international education

Business English Lingua Franca (BELF) concept

The Business English Lingua Franca (BELF) concept refers to the use of English as the common language of communication in international business settings, even when neither party is a native speaker of English. In the Chinese context, BELF has become increasingly important as China has emerged as a major player in the global economy. In China, there is a growing demand for English language training, as companies seek to equip their employees with the language skills needed to succeed in the global marketplace. In China, there is a strong focus on innovation and technology, and proficiency in English is seen as a key factor in the success of many Chinese companies in these fields. In the Chinese context, where cultural differences can be significant, proficiency in English can help to overcome these differences and facilitate successful cross-cultural communication. In China, there is a growing demand for English language education, as students seek to equip themselves with the language skills needed to succeed in the global economy (Deresky, 2013).

4 types of IBC communicators

- Full Bilinguals: fluent in both Chinese and another language
- Partial Bilinguals: some knowledge of both Chinese and another language (Deresky, 2013)
- Unilingual: only speak one language
- First- Language Speakers: speak Chinese as their first language



4 types of IBC communicators

Full bilinguals are individuals who are fluent in both Chinese and another language, such as English. Full bilinguals are highly effective as managers in the Chinese context because they are able to communicate effectively with both Chinese and non-Chinese colleagues and clients.

Partial bilinguals are individuals who have some knowledge of both Chinese and another language, but may not be fluent in both. They may need to rely on translators or interpreters to help them communicate with colleagues and clients who do not speak their first language (Deresky, 2013).

Unilinguals are individuals who only speak one language, usually their first language. Unilinguals can still be effective managers in the Chinese context, but they may face more challenges when it comes to communication.

First-language speakers are individuals who speak Chinese as their first language. They may have some knowledge of another language, but their fluency may be limited. They are able to communicate effectively with Chinese colleagues and clients and are able to build strong relationships based on mutual understanding.

The principles of IBC demands

- Language Impact: complexity of the Chinese language and its cultural nuances (Dignen and McMaster, 2013)
- Active Listening: build trust and foster strong relationships.
- Conflict Management: handle conflicts with care and respect
- Uncertainty Reduction: reduce uncertainty due to the complexity of Chinese culture (Dignen and McMaster, 2013)



The principles of IBC demands

Language impact refers to the way language is used in communication and how it can affect the message being conveyed. For example, a business communication that is too direct or informal may be perceived as disrespectful or inappropriate in Chinese culture.

Active listening is a key principle of effective communication, especially in cross-cultural settings. For example, a business manager who actively listens to the concerns and needs of their Chinese colleagues and clients will be better equipped to communicate effectively and build stronger relationships (Dignen and McMaster, 2013).

Conflict can arise in any cross-cultural communication, but in the Chinese context, it is important to handle conflicts with care and respect for the cultural differences involved. For example, if a conflict arises between a Chinese and a Western business partner, a manager who is well-versed in Chinese culture may be able to find a solution that is mutually acceptable to both parties by understanding the cultural values and expectations of both sides.

Uncertainty reduction involves reducing the level of uncertainty and ambiguity in cross-cultural communication. For example, a manager working on a cross-cultural project with Chinese partners can reduce uncertainty by establishing clear communication channels, setting expectations for communication frequency and methods, and creating a communication plan that takes into account cultural differences and sensitivities (Dignen and McMaster, 2013).

Communication strategies

Managing Meetings:

- Starting the meeting with small talk to build relationships and establish rapport
- Giving everyone an opportunity to speak and contribute to the discussion (Dignen and McMaster, 2013)

Challenging/Defending an Opinion:

- Using phrases such as "I understand your point of view, but I have a slightly different perspective" to introduce a differing opinion
- Providing evidence or examples to support your opinion, rather than making blanket statements (Dignen and McMaster, 2013)

Summarizing:

- Restating key points that have been made in the conversation, using phrases such as "If I understand correctly, you are saying that..."
- Asking questions to clarify any points that may be unclear or misunderstood



Communication strategies

In Chinese culture, meetings are often seen as a way to build relationships and establish trust, rather than simply as a forum for exchanging information. To manage meetings effectively, it is important to be aware of the cultural norms and communication styles in China. In Chinese culture, direct confrontation or disagreement is often avoided, especially in public settings. When challenging or defending an opinion, it is important to do so in a way that is respectful and indirect. In Chinese culture, summarizing is often seen as a way to show respect and understanding for the other person's perspective Bottom of Form (Dignen and McMaster, 2013)

Communication strategies (Cont'd)

Asking/Answering Questions:

- Using indirect language and avoiding direct criticism or confrontation
- Asking open-ended questions that allow for discussion and exploration of different perspectives (Dignen and McMaster, 2013)

Persuading:

- Focusing on building rapport and trust with the other person before attempting to persuade them
- Using evidence or examples to support your argument, rather than relying on emotional appeals or personal opinions

Compromising:

- Showing willingness to listen to the other person's perspective and considering their needs and interests (Dignen and McMaster, 2013)
- Offering a compromise that takes into account both parties' interests and needs



Communication strategies (Cont'd)

In Chinese culture, asking questions is often seen as a way to show respect and interest in the other person's perspective. However, it is important to be mindful of the cultural norms and communication styles when asking and answering questions (Dignen and McMaster, 2013). In Chinese culture, persuasion is often achieved through building relationships and establishing trust, rather than using direct or forceful language. In Chinese culture, compromise is often seen as a way to maintain harmony and build relationships. However, it is important to approach compromise in a way that is respectful and mindful of cultural norms (Dignen and McMaster, 2013).

Barriers to communication

Problems

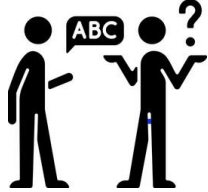
- Language barriers (Carte and Fox, 2008)
- Cultural differences

Process

- Lack of feedback
- Noise

Product

- Misunderstandings (Carte and Fox, 2008)
- Ambiguity



The illustration shows two stylized human figures. The figure on the left is holding a speech bubble that contains the letters 'ABC'. The figure on the right is holding a question mark. This visualizes the concept of a language barrier where one person is speaking and the other is unsure of the meaning.

Barriers to communication

Problems:

When people speak different languages, it can be difficult to understand each other, leading to misunderstandings or misinterpretations. Different cultures have different communication styles, values, and norms, which can lead to misunderstandings and conflicts (Carte and Fox, 2008).

Process:

When communication is one-sided, it can be difficult to know whether the message has been received and understood correctly. Physical or psychological distractions can interfere with the communication process, making it difficult to focus on the message.

Product:

When communication is unclear, incomplete, or inaccurate, it can lead to misunderstandings and misinterpretations. When the message is vague or ambiguous, it can be difficult to know what is expected or required (Carte and Fox, 2008).

International cultural sensitivities

- Respect for hierarchy: address people by their titles (Stallings, 2012)
- Face-to-face communication: building personal relationships
- Etiquette in social situations: use chopsticks correctly (Stallings, 2012)

A photograph showing a group of four business professionals (three men and one woman) seated around a conference table, engaged in a meeting. They are in a modern office setting with large windows in the background. The slide has a blue and white decorative border with a stylized leaf motif in the bottom right corner.

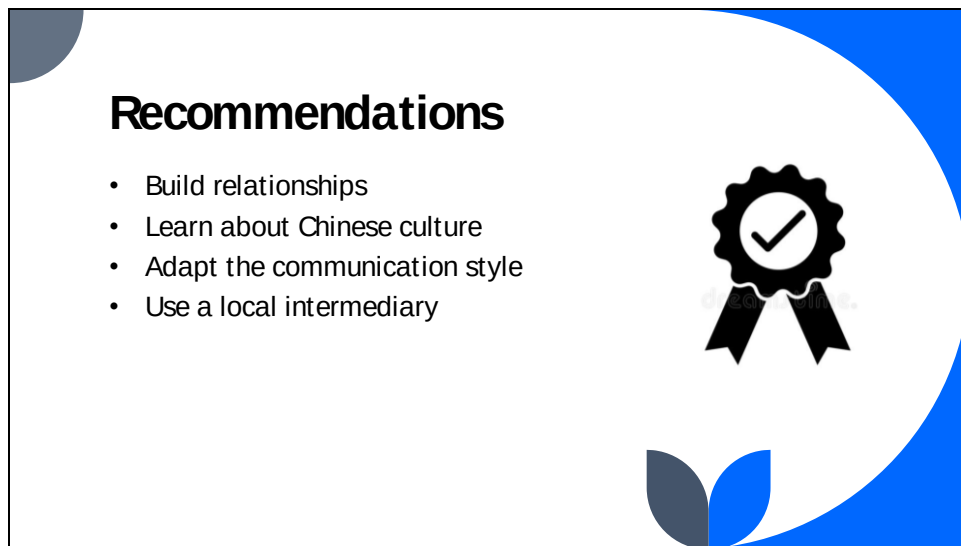
International cultural sensitivities

In a global business context, cultural sensitivity is crucial to building positive relationships and avoiding misunderstandings. In China, there are several cultural sensitivities that international business professionals should be aware of.

In China, respect for hierarchy and seniority is very important. It is common to address people by their titles and show deference to those in higher positions. For example, addressing someone as "Manager Li" rather than just "Li" would be seen as more respectful (Stallings, 2012).

In Chinese culture, face-to-face communication is highly valued, and building personal relationships is often seen as a key part of doing business. This means that it is important to make time for face-to-face meetings and to establish personal connections with business partners.

In Chinese culture, there are certain norms around behavior in social situations. For example, it is important to use chopsticks correctly and to avoid leaving them standing upright in a bowl of rice, which is seen as a sign of death. Similarly, it is important to avoid discussing sensitive topics such as politics or religion (Stallings, 2012).



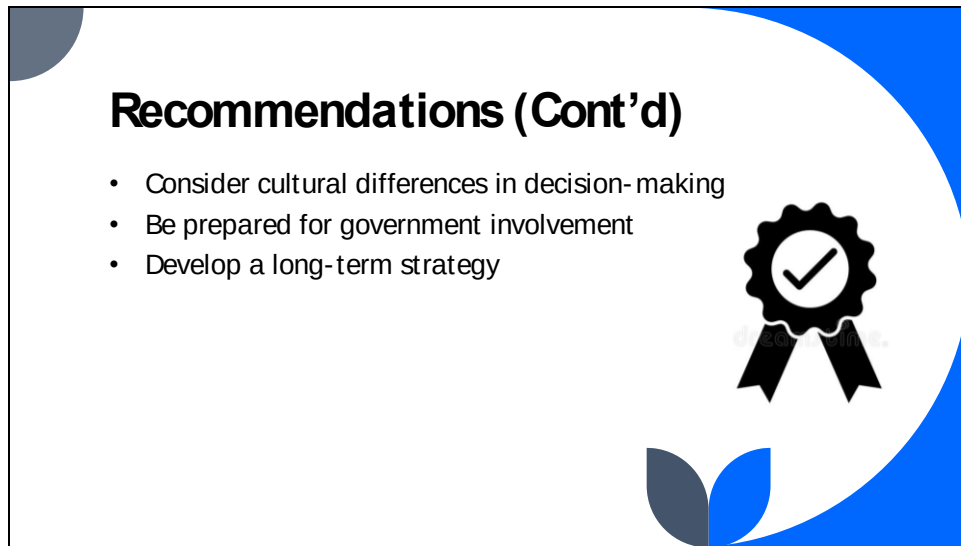
Recommendations

Chinese business culture places a high value on relationships and trust. Therefore, it's important to invest time in building relationships with the Chinese partners. This can be done through regular face-to-face meetings, social events, and exchanging small gifts. This will help to establish trust and foster a positive working relationship.

It's important to understand Chinese culture and business practices. This includes understanding the Chinese language, communication styles, social customs, and business etiquette. By doing so, they will demonstrate respect and an understanding of the Chinese way of doing business.

Chinese communication styles can be indirect and focused on maintaining harmony. As a result, it's important to use clear, concise, and polite language when communicating with the Chinese partners. Avoid being confrontational or using strong language, as this can be perceived as disrespectful.

It can be beneficial to use a local intermediary, such as a Chinese consultant or translator, who can help navigate the local business environment and provide insights into local customs and business practices.



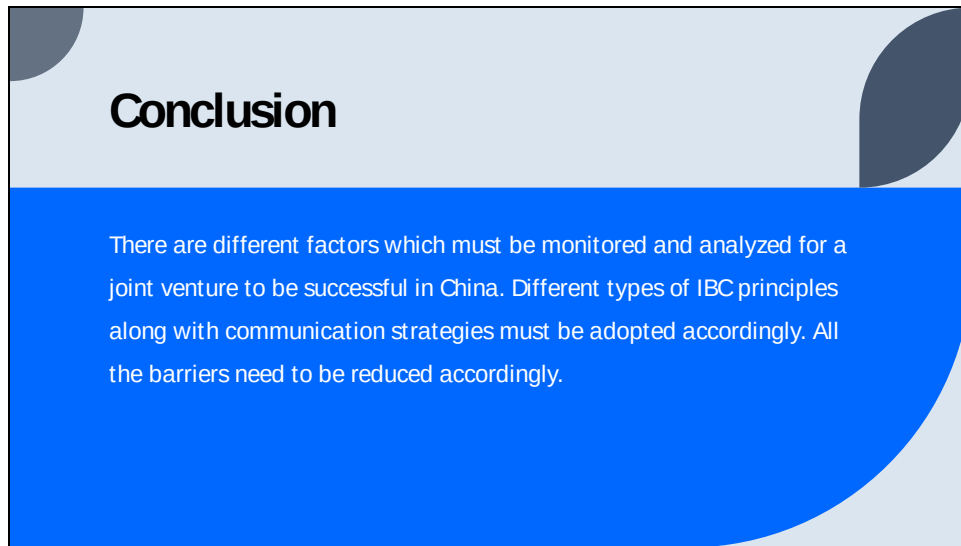
Recommendations (Cont'd)

- Consider cultural differences in decision-making
- Be prepared for government involvement
- Develop a long-term strategy

Recommendations (Cont'd)

In China, decisions are often made through consensus and can take longer than in the UK. Therefore, it's important to be patient and take the time to build consensus with the Chinese partners.

The Chinese government plays a significant role in business operations and decision-making. It's important to understand the political environment and comply with local regulations and laws. Building a successful joint venture in China takes time and requires a long-term strategy. It's important to develop a clear and realistic plan that takes into account cultural, economic, and political differences.

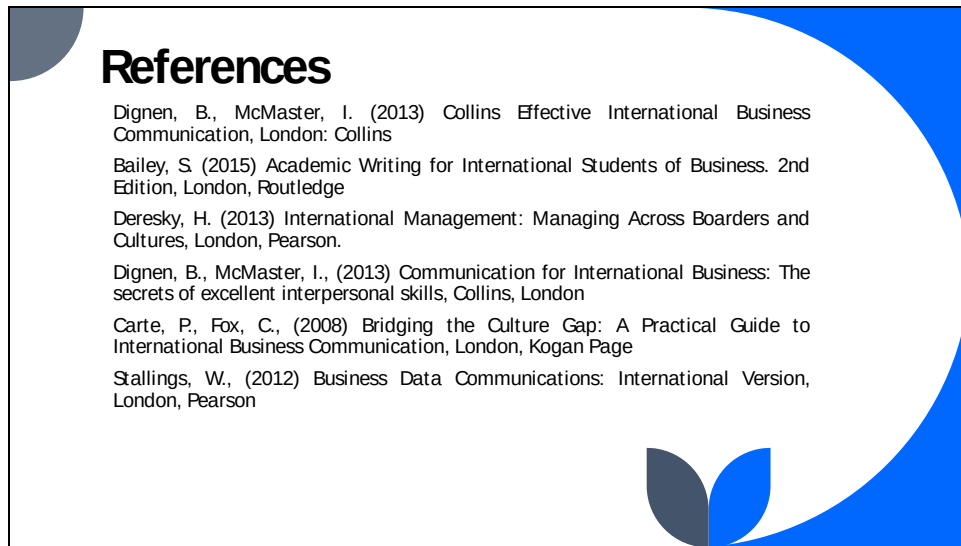
The slide features a light blue header with the word "Conclusion" in bold black text. The main body of the slide has a blue background with white text. The text discusses factors for a successful joint venture in China, mentioning IBC principles and communication strategies, and states that barriers need to be reduced accordingly. The slide is decorated with dark grey curved shapes in the corners.

Conclusion

There are different factors which must be monitored and analyzed for a joint venture to be successful in China. Different types of IBC principles along with communication strategies must be adopted accordingly. All the barriers need to be reduced accordingly.

Conclusion

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