

**SCIENCE  
MUSEUM**

**UK-CHINA  
COLLABORATION  
IN THE CREATIVE  
INDUSTRIES  
中英创意行业合作**

**REFLECTIONS AND LESSONS LEARNED  
反思与经验总结**

# REFLECTIONS AND LESSONS LEARNED 反思与经验总结

## INTRODUCTION

APRIL 2020

## 导语

2020年4月

We are delighted to share this set of reflections and lessons learned for collaborative work in the museums and digital heritage sectors in the UK and China. While the focus is on the creation of digital heritage products, we hope that these guidelines will also have a broad relevance for creative professionals interested in working between China and the UK on a diverse range of products and projects.

The report is an output from the international research collaboration 'Time, Culture and Identity: The Co-Creation of Historical Research and Co-Development of Visitor Experience in China and the UK'. Funded by the Arts and Humanities Research Council and the Newton Fund, the project ran from 1 December 2018 to 30 April 2020.

The Covid-19 pandemic hit China and the UK (and the rest of the world) towards the end of the project. As we strive to deliver our final digital output, it proves to be challenging, as most workplaces in the UK and in China have been temporarily closed due to the pandemic. We have postponed the launch of the digital heritage product and hope to resume our work and deliver the final output within the Science Museum's Zimingzhong exhibition in due course.

In spite of the delay, this document summarises some of the key lessons learned by our research team over the past 17 months. They represent reflections and suggestions, and we hope that they will contribute to the wider ongoing discussions around creative industry collaborations in the UK and China, particularly as they relate to the museum and heritage sector, over the coming years.

Dr Tilly Blyth  
**Head of Collections and Principal Curator**  
**Science Museum Group**

我们从中英博物馆和数字文物领域的合作过程中收获了一连串反思和经验，乐意在此分享。尽管本报告的重点在于创建数字文物，但希望当中的指引可引起广泛创意从业人员的兴趣，协助各位在中英两国之间开展各种产品创建和项目。

本报告是“时间、文化与民族特征：中英联合历史研究和访客体验开发”国际合作研究项目的成果。该项目由艺术人文研究委员会 (AHRC) 和牛顿基金会 (Newton Fund) 资助，起止时间为 2018 年 12 月 1 日至 2020 年 4 月 30 日。

新型冠状病毒的疫情在项目尾声深刻地影响了中国和英国（以及世界各国）。由于英国和中国的工作都因疫情而暂时停摆，我们在努力落实项目最终产出时备受挑战。我们已经延后数字文物产品的发表，并期盼近期内能够复工，在科学博物馆的自鸣钟展览中落实项目最终产出。

即便项目延迟，本文归纳了项目研究团队在过去 17 个月中获得的重要经验。希望我们的反思和建议会在未来几年内促进更广泛的持续讨论，对中英创意行业之间的合作有所贡献，尤其是博物馆和文物领域。

提莉·布里斯博士  
**藏品部主任兼首席策展人**  
**科学博物馆集团**

# PROJECT OVERVIEW

## 项目概况

‘Time, Culture and Identity: The Co-Creation of Historical Research and Co-Development of Visitor Experience in China and the UK’ aimed to explore the potential of the cultural and creative economy through two interacting strands:

**A collaborative research programme** between curators and researchers at the Science Museum in London and the Palace Museum in Beijing, working with academics at Beijing Jiaotong University and the Institute for the History of Natural Sciences (Chinese Academy of Sciences), around a unique collection of 18th-century clocks and automatons, manufactured and designed in England but created for the imperial court and held at the Palace Museum in China.

**A co-design approach** to the digital interpretation of the clocks involving *knowledge exchange* between UK and Chinese creative businesses. This was supported by audience research into the display of the clocks in three locations (Beijing, Hong Kong and London) and brought together creative companies in both countries to explore new alliances, share understanding and develop ways of working.

### CONTEXT

‘Time, Culture and Identity’ fostered creative and commercial collaboration between cultural partners and businesses in the UK and China by exploring the history of cultural and economic exchanges between the two nations through the lens of timekeeping.

An exquisite but rarely seen automaton from the collection of the Palace Museum in Beijing was brought to life via a new digital experience, co-designed by UK and Chinese creative businesses. By stimulating knowledge exchange and brokering commercial relationships between the UK and China, the project explored methods for cross-cultural approaches to connecting audiences with their scientific heritage. It also considered different attitudes to creative digital products and audience experience across the UK and China.

“时间、文化与民族特征：中英联合历史研究和访客体验开发”项目旨在通过以下相辅相成的两个环节，探索文化与创意经济的潜力：

一项合作研究项目：项目参与者包括伦敦科学博物馆和北京故宫博物院的策展人、研究人员，以及北京交通大学和中国科学院自然科学史研究所的学者。研究对象是一批独特的 18 世纪钟表和自动机藏品；它们在英国设计和制造，专为清皇室打造，保存在中国故宫。

一种合作设计手段：钟表藏品的数码演绎涉及到中英创意行业之间的知识交流，再加上三地（北京、香港和伦敦）钟表展览的访客研究，两国的创意公司得以联手探索新合作关系、分享见解和开拓新工作方式。

### 项目背景

“时间、文化与民族特征”项目以计时为切入点，探索中英文化和经济交流历程，促成两国的文化伙伴和企业进行创意与商业合作。

借助中英创意企业联合设计的全新数字体验，精美而罕见的北京故宫博物院自动机藏品生动呈现在屏幕前。项目促进中英两国的知识交流和业务对接，从中探索如何利用跨文化手段，将观众与他们的科学遗产联系起来。项目还同时着眼于两国观众对待创意数字产品的不同态度和各异的访客体验。

### OUTCOMES

‘Time, Culture and Identity’ achieved the following key outcomes:

- Made a contribution to understanding the contexts and interests of museum audiences in the UK and China, emphasising the different ways that UK and Chinese audiences engage with objects in museum collections.
- Enabled digital creative companies to build stronger links, supporting understanding across the creative industries in China and the UK.
- Identified synergies and differences between techniques, ideas development and communication for creative companies in the UK and China.
- The development of a significant digital resource to support the interpretation of 18th-century clocks and automatons manufactured and designed in England but created for the imperial court and held in China. Created through a co-design process, the digital resource became an immersive experience for audiences in the UK to support the *Zimingzhong: Clockwork Treasures from China’s Forbidden City* exhibition at the Science Museum.<sup>1</sup>
- Through studying the spread of concepts of time, and the translation of technology and tacit knowledge to support that, this project developed an understanding, and supported the long view, of the cross-cultural transmission of technology between China and the UK.

### 项目成效

“时间、文化与民族特征”项目取得以下主要成效：

- 加深理解中英博物馆观众的背景和兴趣，凸显中英观众参观博物馆藏品时表现出的差异。
- 增进中英数字创意公司的联系，促进两国创意行业的相互了解。
- 识别中英创意企业在技术、理念开发、沟通方面的协同作用和差异。
- 开发出重大数字资源，支持 18 世纪钟表和自动机藏品的解读——这批藏品在英格兰设计和制造，专为清皇室打造，保存在中国故宫中。数字资源由多方联合设计，展出于伦敦科学博物馆举办的“自鸣钟：紫禁城时钟瑰宝”展览，为英国观众提供沉浸式体验。<sup>2</sup>
- 项目研究了时间概念的传播、技术转化和背后的默会知识，得出了深刻见解并支持长远的中英跨文化技术传播。

<sup>1</sup> The *Zimingzhong: Clockwork Treasures from China’s Forbidden City* exhibition was due to open in London in April 2020, but has been delayed because the coronavirus disease (COVID-19).

<sup>2</sup> “自鸣钟：紫禁城时钟瑰宝”展览原定于 2020 年 4 月在伦敦开幕，但受到新冠病毒 (COVID-19) 的影响而推迟。

OUTPUTS

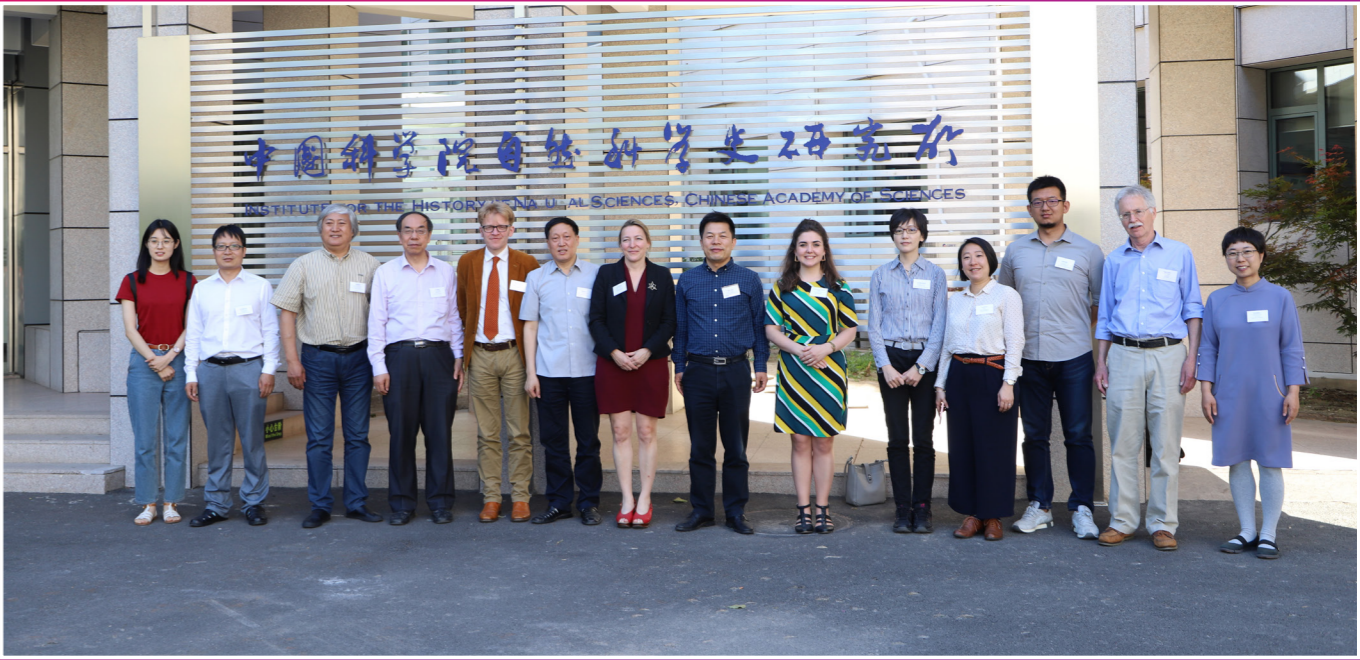
‘Time, Culture and Identity’ produced the following key outputs:

- Creation of an **audience report** on the ways in which British and Chinese styles of visitor engagement with historic collections differ and converge, particularly in relation to the imperial clock and automaton collection.
- Creation of relationships and understanding between British and Chinese creative companies, museums and academics through two workshops held in Beijing: a **knowledge exchange workshop** and a **digital workshop**. The learning outcomes of these workshops were communicated to a broader audience online via published reports.
- Development of **new historical knowledge** about the imperial clock collection, the results of which inform academic understanding of different cultures of time across the UK and China.
- A **digital resource** which will offer an immersive experience for museum visitors, built on knowledge and cultivated interpretation techniques for cultural heritage in different contexts.
- **Collaborative presentations, discussions at conferences and published research papers**, building knowledge exchange beyond the project in the UK and China.
- Creation of this set of reflections and lessons learned, offering **guidelines, methodologies and tools for collaborative working** to support the creation of digital heritage products in the UK and China.

项目成果

“时间、文化与民族特征”项目取得以下主要成果：

- 一份访客研究报告：报告从清宫钟表和自动机收藏品出发，探讨中英博物馆访客对待历史藏品的共通点和差异。
- 两场北京研讨会：知识交流研讨会和数字研讨会，从中增进中英创意企业、博物馆和学者之间的关系和相互了解。研讨会的研习成效通过线上报告发表，传达给更广泛的受众。
- 清宫钟表藏品的新历史知识：加深学术界对中英时间文化差异的理解。
- 数字资源：建立在不同背景下的文化遗产知识和成熟诠释技术，为博物馆访客提供真切体验。
- 合作演示、会议讨论和发表研究论文：将中英知识交流推广之项目以外。
- 撰写此经验分享报告：为创建中英数字化文化遗产提供指导、方法论和工具。



Workshop attendees at the Institute for the History of Natural Sciences  
参会者在自然科学史研究所前合影



Workshop attendees participated in a workshop dinner  
参会者出席研讨会晚宴

## PROJECT TEAM

- **Collections partner:** The Palace Museum
- **China Principal Investigator:** Yao Yanan, Professor, Beijing Jiaotong University
- **UK Principal Investigator:** Tilly Blyth, Head of Collections and Principal Curator, Science Museum
- **China Co-Investigator:** Huang Xing, Associate Professor, Institute for the History of Natural Sciences, Chinese Academy of Sciences
- **UK Co-Investigator:** Emma Stirling-Middleton, Project Curator: China, Science Museum
- **UK-China Research Facilitator:** Carol Chung, UK-China Research Facilitator, Science Museum

The project was made possible through the Newton Fund's funding call 'Development through the Creative Economy in China' that aimed to support joint UK-China research projects exploring the potential of the creative economy to drive sustainable and inclusive growth in China:

<https://ahrc.ukri.org/funding/apply-for-funding/archived-opportunities/development-through-the-creative-economy-in-china>

For further information and to access resources from the 'Time, Culture and Identity' project please visit: [sciencemuseumgroup.org.uk/project/time-culture-and-identity](https://sciencemuseumgroup.org.uk/project/time-culture-and-identity)

## 项目团队

- **合作伙伴:** 故宫博物院
- **中国首席研究员:** 姚燕安教授, 北京交通大学
- **英国首席研究员:** 提莉·布里斯藏品部主任兼首席策展人
- **中国助理研究员:** 黄兴副教授, 中科院自然科学史研究所
- **英国助理研究员:** 马霭琳, 科学博物馆中国项目策展人
- **中英研究协调员:** 钟珞筠, 科学博物馆中英研究协调员

项目的成功离不开牛顿基金会“中国创意经济助发展”的资助提议募集——目的在于支持中英联合研究项目, 探索创意经济在中国推动可持续和包容发展的潜力:

<https://ahrc.ukri.org/funding/apply-for-funding/archived-opportunities/development-through-the-creative-economy-in-china>

如需进一步了解“时间、文化与民族特征”项目或获取相关资源, 请登陆:

[sciencemuseumgroup.org.uk/project/time-culture-and-identity](https://sciencemuseumgroup.org.uk/project/time-culture-and-identity)

# UK-CHINA MUSEUMS AND DIGITAL HERITAGE CONTEXT 中英博物馆和数字文物背景

# MUSEUM CONTEXT: CHINA AND UK

## 中国和英国的博物馆背景

China's museums and galleries are growing fast – particularly in the field of science and technology – and are seeking strategies to move from object-based display to more engaging visitor experiences (Johnson and Florence, 2013). China's burgeoning middle-class population are seeking to understand the history of Chinese influence across the world and are interested in new forms of educational and leisure activities (Ekman, 2014; British Council, 2014). The Chinese government sees this growth as a new opportunity for engaging its citizens in one of the engines of change – science and technology – and promoting economic development of the sciences in China through museum and exhibition experiences. Organisations such as the China Association of Science and Technology (CAST), representing 91 million science and technology workers in the country, are tasked with the popularisation of science and technology. Legislation has been passed specifically to promote science popularisation: Order of the President No. 71 (State Council, 2002). This policy has led to a growth in science and technology collections in China as their social value in building local and national identities has begun to be recognised (Schäfer and Song, 2017). The large-scale development of science and technology museums, each with extraordinary visitor numbers by UK standards, provides great opportunities for scholars, museum professionals and the creative, digital and design industries of the UK and China to collaborate.

The UK's cultural institutions and creative companies are at the forefront of the development of globally renowned exhibitions and galleries, creating collections-rich experiences that tour internationally. Their development is supported by creative research and research into audiences. UK museums, architects, designers and programmers are at the cutting edge of international exhibition design, object interpretation, collections management and audience research (UKTI, 2013). But further growth in the UK market is constrained, and the potential for further UK audience growth for museums is limited compared with the enormous opportunities to reach audiences internationally, especially in China.

中国博物馆和美术馆发展迅猛，尤其是科学和技术类型；与此同时，业内人士正寻求转型策略，将展览的重点从展品陈列过渡至有吸引力的访客体验 (Johnson and Florence, 2013)。中国日渐庞大的中产阶级希望了解中国影响世界的历史，有意接触新型教育休闲活动 (Ekman, 2014; British Council, 2014)。中国政府视这方面的增长为新契机，引导公民投入到变革推动力之一的科技；同时通过博物馆和展览体验，推广中国科学的经济发展机会。中国科学技术协会 (CAST) 等组织代表着国内 9100 万科学技术工作者，肩负着普及科学技术的使命。科普相关的法规亦予以通过：中华人民共和国主席令 (2002) 71 号 (国务院, 2002)。该政策导致中国境内的科技藏品增长，因为它们在建地方和国家身份方面的社会价值已开始得到认可 (Schäfer and Song, 2017)。中国大型科技博物馆的发展——按英国的标准，每一家的访客量都非常可观——为中英两国的学者、博物馆从业人员以及创意、数字和设计产业提供了众多合作机会。

英国文化机构和创意公司处于世界领先地位，发展出许多享誉全球的展览和美术馆，所策划的多元展品体验在多国巡展。这些成果有赖于创意和访客研究。英国博物馆、建筑师、设计师和程序员在跨国展览设计、展品解读、藏品管理和观众研究方面亦是佼佼者 (UKTI, 2013)。然而，英国本土市场的增长有限，访客增长潜力更很难与在国际上其他地方 (尤其是中国) 相比。

# THE CREATIVE INDUSTRIES CONTEXT

## 创意产业背景

The UK was the first nation to map the creative industries as a defined economic segment (DCMS, 1998). In the subsequent two decades data collection around the creative industries has improved and given significant insight into their economic performance and dynamics. Since the financial crisis of 2008 the creative industries have been the fastest-growing sectors of the UK economy, with particularly significant growth in exports and employment (DCMS, 2016, 2018). The creative industries are a significant component of the UK government's 2017–22 Industrial Strategy, with industry and government concluding the first Creative Industries Sector Deal in 2018, providing a growth strategy for the creative industries, and aligning public and private investment, skills and regulatory frameworks (HM Government, 2018). Central to this sector deal are two research and innovation programmes: the Creative Industries Clusters Programme, supporting new research partnerships between universities, cultural institutions and creative businesses; and Audience of the Future, funding business-led innovation in immersive content. Both of these programmes support research and innovation with cultural institutions and visitor experiences, with multiple projects dedicated to visitor experience demonstrator programmes, including those in museums and galleries launching in 2020. The creative industries in the UK are strongly intertwined with the UK's dynamic digital and technology sector; in 2019 the UK received a third of the £30 billion of digital tech investment raised in Europe, more than any other European country; investment in the UK grew by 44% in 2019, surpassing that in the USA and China (Tech Nation, 2020).

China exhibits the same strong interlinking between creative and cultural industries at a policy level, with major policy initiatives across both areas. The 'Made in China 2025' plan stated China's intention to use advanced digital technologies to become an innovation superpower with support for key sectors, start-up companies and science and technology (State Council, 2016). Beyond this support for advanced manufacturing, technology innovation and trade, China's cultural and creative industries are also seen as a driving force for economic growth and socioeconomic transformation.

英国率先将创意产业划分为国家经济的固定组成部分 (DCMS, 1998)。在随后的二十年中，创意产业相关的数据收集得到了改善，对其经济表现和动态随之有了更深刻的了解。自 2008 年金融危机以来，创意产业一直是英国经济中增长最快的领域，出口和就业的增幅尤为显著 (DCMS, 2016, 2018)。在英国政府的《2017 年至 2022 年产业战略》中，创意产业占有的重要地位；2018 年，创意产业与政府达成了第一份《创意产业协议》，为创意产业提供了增长战略，确保公共和私人投资、技能和监管框架到位 (HM Government, 2018)。该产业协议的核心是两项研究创新计划：“创意产业集群计划”，支持大学、文化机构和创意企业建立新研究伙伴关系；“未来观众”，资助企业主导的沉浸式内容创新。两项计划均支持文化机构和访客体验方面的研究与创新；当中包括多个针对访客体验的示范项目，部分博物馆和美术馆项目于 2020 年启动。英国创意产业与国内蓬勃发展的数字和技术产业有着紧密联系。2019 年，欧洲数字技术领域筹得的 300 亿英镑投资中，三分之一流入了英国，超过任何其他欧洲国家。2019 年，该领域在英国获得的投资 44%，高于美国和中国 (Tech Nation, 2020)。

在政策层面上，中国创意产业和文化产业亦呈现出同样紧密的联系，两个领域都获得了重大的政策推动。《中国制造 2025》政策表明，中国有意支持关键领域、初创企业和科学技术，借助先进的数字技术建造超级创新大国 (国务院, 2016)。除了对先进制造业、技术创新和贸易的扶植外，中国政府同样将文化和创意产业视为经济增长和社会经

The cultural sector was first recognised as a strategic industry in the 2009 'Revitalization Plan of Cultural Industries' (State Ministry of Culture, 2009). The 'Creative Industry Development Plan' within the 13th Five-Year Plan (2016–20) suggests that the cultural and creative industries will become a pillar industry of the national economy by 2020 (UKTI and CBBC, 2016). Key cities such as Beijing and Shanghai are developing approaches for implementing the strategy by establishing intermediary bodies and setting ambitious targets for growth. Shanghai is targeting a creative sector contribution to city GDP of 18% by 2030.

Both the UK and China see creative industries as central to future economic growth, for social and cultural development, and for the transition from a manufacturing to a knowledge-based economy. The two nations are at different points in this transition and define the sector and its intersection with the digital economy differently, but both see the role of cultural organisations as pivotal to the development of their respective creative economies. Seeing the rapid growth and vibrancy of the creative industries in the UK and China presents an unparalleled opportunity for the Arts and Humanities Research Council (AHRC) – part of UK Research and Innovation (UKRI) – to build new research and innovation partnerships between the two nations. The UKRI China office, in particular, has established strong working relationships with national research funders in China and developed support that works in line with AHRC's strategies for the creative industries. The breadth of AHRC's schemes has enabled a comprehensive approach to engagement, strategically matching partners and activities to achieve maximum impact in the following priority areas: use of digital technology; supporting training of creative talents; developing regional creative clusters and infrastructure for long-term development; enhancing immersive audience experience in the culture and tourism sectors; and facilitating intellectual property creation and data sharing.

济转型的推动力。2009年发布的《文化产业振兴规划》(文化和旅游部, 2009)中,文化产业首次定性为战略产业。“十三五”规划(2016年至2020年)中的“创意产业发展规划”表明,文化和创意产业将在2020年前成为国民经济的支柱产业(UKTI和CBBC, 2016)。为了制定该战略的实施方法,北京、上海等主要城市正在建立代理机构,同时制定宏大的增长目标。上海的目标是创意产业对市内GDP的贡献在2030年前达到18%。

中国和英国都将创意产业视为未来经济增长的核心,促进社会文化发展,利于从制造业过渡到知识型经济。两国处于经济转型的不同时期,创意产业定义及其与数字经济的交集亦各有差异;但两国都认同文化机构对各自的创意经济起关键作用。欣欣向荣的中英创意产业摆在眼前,让英国研究创新部门(UKRI)的艺术人文研究委员会(AHRC)看到了千载难逢的机会,在两国之间开拓新的研究与创意伙伴关系。值得一提的是,英国研究创新部门的中国办公室已与中国国家研究资助机构建立起牢固的工作关系,取得的支持亦与艺术人文研究委员会创意产业战略相一致。艺术人文研究委员会的项目涉猎广泛,可全面地参与各项事务、有战略地撮合伙伴和活动,在以下重点领域发挥出最大影响力:数字技术应用;支持创新人才的培养;建立区域创意集群和基础设施,实现长期发展;增强文化和旅游业的沉浸式访客体验;促进知识产权的创建和数据共享。

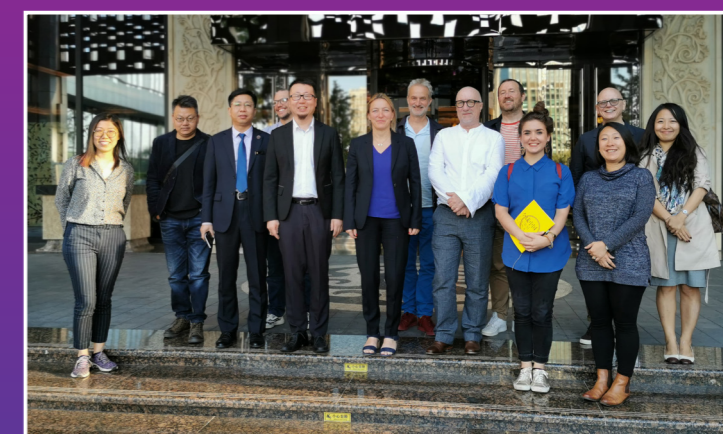


Workshop attendees visited the Palace Museum

参会者访问北京故宫博物院



Workshop attendees met up for drinks  
参会者会后聚餐



Workshop attendees visited Chao Centre for Art and Technology  
参会者访问朝艺术科技中心

Within the cultural sector, in particular the museum sector, there are significant differences in interpretation, audience engagement and technology implementation between the two nations. In China, digital technologies are predominantly used to re-create and replicate other spaces, places and times; virtual tours of historic and cultural sites have become a widespread feature of the museum sector (Zuo, 2018). The Palace Museum's Duanmen Digital Hall, opened to the public in 2015, provided visitors with a virtual and interactive experience of the architectural charm of the historic Imperial Palace, and digitalised artefacts that allowed visitors to explore and interact with the Palace Museum collection. By contrast, digital technologies in the UK are predominantly used to tell 'human stories' and historical narratives, and to enhance visitor engagement with original historic objects. 'Talking heads' (audiovisuals which invite visitors to 'meet' people from behind the scenes) are commonplace in UK museums, furthering personal connection between visitors and objects, makers, users and interpreters. Increasingly, UK museums are taking a participatory approach to digital engagement, enabling visitors to input through channels such as social media, opinion polls and photography. Over the past decade, summative evaluations of Science Museum Group displays have shown a growing trend of visitors expecting to be shown inside the object, to see it deconstructed and be guided through its functionality (Fisher, 2017). This is particularly important for museum objects which are not immediately familiar to visitors, such as scientific and technological objects, and where understanding the use of an object is as important for a narrative as whether it was a 'first' or technically pioneering.

在解读、观众参与和技术实施方面，两国的文化产业存在着巨大的差异，特别是博物馆领域。在中国，数字技术主要用于重建和复制其他空间、地点和时代；历史文化遗址的虚拟游览已成为博物馆的普遍功能 (Zuo, 2018)。故宫博物院的端门数字馆于 2015 年对外开放。访客可通过虚拟互动体验故宫历史建筑的魅力；数字化手工艺品则允许访客探索故宫博物院的藏品并与之互动。相比之下，英国的数字技术主要用于讲述“人物故事”和历史叙事，提升访客对原始展品的投入度。“发言人”（邀请访客“会见”幕后制作人员的视听影像）在英国博物馆中很常见，增进访客与展品、制造者、使用者和解读人员的个人联系。越来越多的英国博物馆引入进行数字互动，使访客通过社交媒体、民意调查和摄影等渠道进行参与展览。科学博物馆集团的汇总评估显示出，在过去的十年中，越来越多的访客希望看到展品的内部，了解其结构和功能 (Fisher, 2017)。尤其是当访客遇上科学技术类等不熟悉的展品，解释用途与提及该物品是否为“首创”或技术先驱同样重要。

# ‘TIME, CULTURE AND IDENTITY’ PROJECT ACTIVITIES “时间、文化与民族特征” 项目活动

# ‘TIME, CULTURE AND IDENTITY’ PROJECT ACTIVITIES

## “时间、文化与民族特征”项目活动

Responding to the opportunities in the UK and China, the ‘Time, Culture and Identity’ project was designed to bring together British and Chinese expertise in interpreting the history of science and technology, by building a greater understanding of British and Chinese museum audience expectations, and designing a digital heritage resource that supports the visitor experience. The project was developed with a view to fostering collaboration between the British and Chinese museum and heritage sectors, and creative industries, and in doing so it aimed to shape ‘science capital’, generate a new museum and heritage experience, and share creative techniques and business methodologies.

The collaborative programmes resulted in:

- A transnational audience research programme looking at the ways in which British and Chinese visitors engage with historic collections in museums in London, Hong Kong and Beijing, particularly in relation to the unequalled imperial clock and automaton collection held by the Palace Museum. This highlighted the different audiences’ attitudes and behaviours in different museum cultures. The research showed that Chinese audiences tended to be more patient and reverent towards museum objects, whereas UK audiences needed to be convinced objects were relevant to them. Both audiences were interested in the human stories and seeing the ‘real thing’. [sciencemuseumgroup.org.uk/wp-content/uploads/2020/01/Audience-Research-Summary.pdf](https://sciencemuseumgroup.org.uk/wp-content/uploads/2020/01/Audience-Research-Summary.pdf)
- An international knowledge exchange workshop which engaged more than 15 experts in the history of science and horology in China and the UK. This brought together a cross-cultural group of academics to consider the imperial clock collection, including the transmission of European clocks to China in the 17th and 18th centuries and the introduction of mechanical clocks to Chinese emperors in the Ming and Qing dynasties. It included various perspectives on the transmission of clock technology from Europe to China, and its adaptation and development by the Chinese. [sciencemuseumgroup.org.uk/wp-content/uploads/2020/01/Knowledge-Exchange-Report.pdf](https://sciencemuseumgroup.org.uk/wp-content/uploads/2020/01/Knowledge-Exchange-Report.pdf)

为了抓住中英两国的机遇，“时间、文化与民族特征”应运而生。项目深入探索中英博物馆访客的期望，为提升访客体验而设计出数字文物资源，在此过程中联结中英两国的科技史解读专才。项目的宗旨是促进中英博物馆、文物领域和创意产业之间的合作，从而实现“构建科学之都”的目标，催生出新的博物馆和文物体验，并分享创意技术和商务方法论。

合作项目的成果包括：

- 一项跨国访客研究项目：研究以故宫博物院收藏的精良清宫钟表和自动机藏品为例，在伦敦、香港和北京探索中英博物馆访客如何对待历史文物展品，目的是了解访客态度和行为在不同博物馆文化之下的区别。研究表明，中国观众更有耐心和崇拜博物馆展品，而英国观众则需要确信展品与他们有关。两国的观众都对人文故事感兴趣，并希望看到“货真价实的東西”。
- 一场国际知识交流研讨会：研讨会吸引了超过 15 位中英科学史和钟表专家的参与。借此机会，跨文化学术集团共同研究清宫钟表藏品，考量的议题包括 17、18 世纪欧洲钟表在中国的传播、明清皇帝与机械钟表的接触。会上汇聚了各种方面的观点，包括时钟技术如何从欧洲传播至中国，以及中国对相关技术的采纳和发展。

- An international digital workshop which engaged more than 30 experts in museums, heritage, digital and creative design. The workshop explored different methodologies adopted by creative practitioners, looked at the challenges and opportunities of digital interpretation in a museum context, and practically developed creative ideas to support engagement with the imperial clock collection. [sciencemuseumgroup.org.uk/wp-content/uploads/2020/02/tci-digital-workshop.pdf](https://sciencemuseumgroup.org.uk/wp-content/uploads/2020/02/tci-digital-workshop.pdf)
- A new digital immersive experience, developed with the ‘Time, Culture and Identity’ partners alongside the innovative Chinese creative company Blackbow ([blackbow.cn](https://blackbow.cn)). Combining art and technology, Blackbow is a cross-border team of visual artists, writers, software engineers, mechanical engineers, designers and advertisers. The experience will provide a unique insight into the Chinese culture of time, through the universe and the heavens, and support the Science Museum’s *Zimingzhong: Clockwork Treasures from China’s Forbidden City* exhibition.

Through these activities the project aimed not only to create a co-designed digital experience for UK and Chinese audiences, and build understanding of horological trade, but also to build the foundations for future museum collaboration between the UK and China through the creative industries.

The next section highlights some of the practical lessons we learned through the project, in the hope that others will benefit from our experiences as they develop their own collaborations.

- 一场国际数字研讨会：研讨会吸引了 30 多位博物馆、文物、数字和创意设计专家。会上探讨了创意从业人员所用的不同方法，博物馆展品数字化解读的挑战和机遇；同时切实开发出创意构思，支持访客对清宫钟表藏品的投入。
- 一场沉浸式数字体验：由“时间、文化与民族特征”项目伙伴与中国创意企业“黑弓”([blackbow.cn](https://blackbow.cn)) 合作开发。黑弓团队是来自多个国家的视觉艺术家、作家、软件工程师、机械工程师、设计师和广告员。此次经历全方位展现了中国文化对时间的独特见解，同时为伦敦科学馆的“自鸣钟：紫禁城时钟瑰宝”展览提供支持。

这些活动的目的不仅为中英观众带来了联合设计的数字体验，促进他们对钟表贸易的理解，还为中英创意产业未来的博物馆领域合作奠定基础。

下一节将重点介绍项目的实践经验，希望他人在日后开展合作项目时可从我们的反思中受益。



Workshop attendees engaged in creative discussion

参会者进行创意讨论



Workshop attendees enjoyed a guided tour at the Hall of Clocks and Watches

参会者聆听钟表馆专人导览



Workshop attendees engaged with interactive exhibit at Chinese Museum of Science and Technology

参会者访问中国科技馆并体验互动展品

# LESSONS LEARNED FOR UK-CHINA COLLABORATIONS: IN DETAIL

## 详述中英合作的经验习得

Attendees admired at elaborate automata at the Palace Museum  
参会者欣赏故宫博物院精致的钟表自动机



# LESSONS LEARNED FOR UK-CHINA COLLABORATIONS: IN DETAIL

## 详述中英合作的经验习得

Mastering simple practical matters, from intellectual property to ICT, was vital to the progress of the 'Time, Culture and Identity' project. The following section highlights some of the key points our team learned over the course of the project, which we recommend you consider while planning any UK-China museum or digital heritage project.

### DEFINITIONS AND INTERPRETATION

People in China and the UK have different national and personal histories, cultures, languages and life experiences. It is inevitable that people living in these locations conceptualise many things in different ways. It is vital that professionals in the UK and China acknowledge, talk about and understand these differences in order to facilitate efficient and effective collaborations.

At the conceptualisation and outset of the 'Time, Culture and Identity' project, the team made many assumptions about shared definitions and interpretations. In hindsight, we should have begun our partnership with a discussion of each party's perception of key concepts to ensure that everyone had a clear, shared understanding from the beginning. We should have asked more questions and had open discussion and exploration of key concepts and ideas throughout the project.

This section will outline a selection of the differences in definitions and interpretations that our team encountered during the project.

在“时间、文化与民族特征”项目的进展过程中，知识产权、信息通信技术简单实际的事宜起着至关重要的作用。以下部分突出介绍了我们团队在项目中学到的重要经验，建议日后在开发中英博物馆或数字文物项目时予以考虑。

### 定义和解读

中国人和英国人有着迥异的民族和个人历史、文化、语言和生活经历，不可避免地在许多事情上存在概念差异。中英两国的专业人士必须认识到这一事实，探讨和了解双方的差异，协助合作顺利进行。

在“时间、文化与民族特征”项目的概念化和初始阶段，团队对共通的定义和理解作出了许多假设。事后看来，我们在合作开始时就应该讨论各方对关键概念的认知，确保每个人从最初就有清晰的共通理解。项目的整个过程中，我们应该更踊跃地提出问题，对主要概念和想法进行公开探讨。

本节将概述我们团队在项目中遇到的定义和解读差异。

COLLABORATIVE RESEARCH

For academics and museum and digital professionals in the UK, the idea of ‘collaborative research’ entails a coming together of people to explore and learn new things for the sake of advancing knowledge and understanding. Collaborative research projects may be funded by a grant, but this is not always the case. It is generally accepted that there is value in dedicating time and resources to a collaborative research project despite the fact that the project is not bringing commercial gain. Such projects are often interdisciplinary, with people bringing their own expertise to the table to work together towards a common goal, often through a process of discussion, workshopping and sharing of thoughts, ideas and knowledge. A collaborative research project is likely to begin with a series of questions, and the exact answer or output will not be known until the project concludes.

We found that for many of our Chinese colleagues, a project needed to have explicit commercial value or be directed towards precise, tangible outputs from the outset in order to be approved by an institution. An open-ended research proposal was too vague to get support. Instead, clear and direct outcomes were appreciated. This made the collaborative and often open nature of research difficult, as not all outputs at the beginning are certain. In China, if work undertaken as part of the research is not part of an individual’s existing role, it should be presumed that it must be paid for by the project. In the UK, collaboration implies supportive work that is undertaken as part of existing roles and salaries, particularly if undertaken by museums and independent research organisations. For smaller creative companies in China and the UK, the payback must be clear – either in financial terms or in terms of the greater cultural understanding and commercial networks that will be developed as a result of the project. It is important to be clear about costs, funds and expectations of all partners’ roles at the beginning.

合作研究

对于英国学者、博物馆和数字从业人员而言，“合作研究”意味着人们必须聚集在一起，共同探索和学习新事物，从中收获知识、增进理解。合作研究并非必然得到资助。尽管不一定会带来经济收益，普遍认为将时间和资源用于合作研究还是有价值的。这些项目通常是跨学科，合作方贡献出各自的专业知识，在讨论、研讨会、分享想法、理念和知识的过程中实现共同目标。合作研究一般是始于一系列的问题，直到项目结束才会有确切的结论或成果。

我们发现，对于项目中的许多中国同事而言，项目需要具有明确的商业价值，或者从一开始就明确会产出实在的成果，以便得到有关机构的批准。开放性研究项目过于含糊，难以获得支持；只有成果一目了然的项目才会得到重视。由于合作研究往往带有开放性质，成果在项目开始时并非全然确定，因而容易在此遇到阻碍。在中国，如果研究项目的工作不是参与人的职责之一，这部分的工作需要由项目支付。在英国，合作过程中的辅助工作属于现行的职责和薪酬范围，尤其是在博物馆和独立研究组织中。对于规模较小的中英创意公司，收益必须是明确的——无论是在财务上，还是在更广泛的文化理解层面，以及项目带来的商业网络拓展。项目一开始时必须明确成本、资金和所有伙伴预期角色。

Furthermore, research interests and approaches differ in the UK and China. UK researchers tend to be more open to qualitative research, and are critical, reflective, analytical and used to cross-disciplinary working. In China, research is more quantitative and factual, focusing on evidence-based, statistical and practical work. For example, a Chinese research paper about the history of astronomy may seek to solve ancient equations, while a UK paper about the history of astronomy might focus on the wider political, social, philosophical and cultural contexts and implications of the equation. These differences in research interests and approaches are shaped by the interlinking cultural, national and disciplinary contexts. An approach like that adopted by the ‘Time, Culture and Identity’ project, which allowed all partners to consider the cultural relationship and trade between two countries over many hundreds of years, provided an ideal opportunity for reflection on current practice and culture today.

此外，中英的研究兴趣和方法也不尽相同。英国研究人员对定性研究持更加开放态度，倾向于批判、反思和分析，熟悉跨学科工作。中国的研究偏向定量和实际，注重循证、数据统计和实践工作。例如写一篇关于天文史的研究论文，中国学者可能试图解决古代方程，而英国学者可能将重心放在更广泛的政治、社会、哲学和文化背景以及方程的影响。研究兴趣和方法的差异源自文化、国家和学科背景的相互作用。“时间、文化与民族特征”项目采用的方法使得所有合作伙伴考虑到数百年来两国之间的文化关系和贸易，类似的方法为反思现行做法和文化提供了绝好机会。

MUSEUMS

In the UK, a museum’s primary purpose is to develop a collection, and to preserve and interpret it for audiences while delivering opportunities for learning and engagement, inspiration and reflection, connection and community. UK museums strive to be accessible and open to all, and national museums are free of charge. Museums generally care for an original collection of objects and hope for deep and meaningful engagement with the general public. Visitors are increasingly invited to participate in the creation of exhibitions and museum content, and they are often encouraged to question and challenge the stories they encounter on gallery.

In China the top museums receive multiple millions of visitors every year, and they usually charge an entrance fee. While museums in China are creating progressive and hugely engaging displays, a key focus for larger museums has to be the management of large numbers of visitors. Visitor research is generally quantitative, looking at the numbers and types of audience visiting and dwell times. In contrast, in the UK visitor research focuses on the audience experience. While many Chinese museums have important and extensive original collections, this is not an essential feature of a museum. For example, science and technology museums mostly exhibit replicas and interactive exhibits. They see their role as supporting science learning and the curriculum, rather than providing a broader scientific culture and framework for science. Content can be academic, and visitors are encouraged to read and understand, rather than question and participate. Chinese nationals scan a national identity card when entering a museum, and they receive ‘social credit’ for attending a museum. It is beyond the scope of this research project to explore the impact of this on museum visitor experience, but it is clear that this factor will have a significant impact on the reason for visiting for many.

博物馆

英国博物馆的主要目的是策划一系列展品，向观众完好呈现和解读，同时提供学习和参与、启发和反思、联络和融合的机会。英国博物馆致力成为无障碍场所，对所有人开放，国家博物馆更是免费入场。博物馆通常会悉心照料展品的原件，希望公众得以深入而有意义地探索展品。访客参与展览和博物馆内容创作的机会越来越多，提问或质疑展览叙事的行为亦时常得到鼓励。

中国的顶级博物馆每年接待数百万访客，通常免收入场费。除了要创造与时并进、引人入胜的展品，大型博物馆无法回避的焦点是管理庞大的访客数量。中国的访客研究通常是定量，着眼于访客数量、类别和停留时间。相比之下，英国的访客研究则侧重于受众体验。许多中国博物馆尽管拥有众多重要原件藏品，但它们并不是博物馆的必要环节。例如，科技博物馆的展品大多数是复制品和互动展品。中国科技博物馆将自己的角色视为辅助科学学习和课程，而不是提供更广泛的科学文化或科学框架。内容可以是学术类型，目的是鼓励访客阅读和理解而不是提问或参与。中国公民进入博物馆时会扫描身份证，因为参观博物馆可以获得“社会信用”。虽然探索“社会信用”对博物馆访客体验的影响超出了本研究项目的范围，但这一因素显然对许多人造访博物馆的动机产生重大影响。

DIGITAL MEDIA EXPERIENCES

In the UK, some digital agencies work closely with museums to develop a range of audiovisuals and interactivity. Usually, digital experiences in museums are created in response to a brief, which is written by the internal museum team. The work of digital agencies is therefore tailored heavily to visitor needs and expectations, as defined by the museum. Digital agencies tender for work and focus on creatively delivering the specified brief while being cost effective, organised and efficient.

In China, the work of digital agencies is usually viewed as ‘new media art’, and artistic creativity and philosophy are core elements of their work. This can make digital experiences much more open, offering a range of ideas and influences through the experience. At the moment their work is less often applied to museum experiences, particularly in science museums and centres that are aiming to support curriculum learning. Digital agencies are usually affiliated with an art school, and it is common for digital professionals to also be professors of art. Digital agencies in China also tender for work, but it is most common for agencies to get invitations to tender via client referrals – with referrals very often taking place on the Chinese social media platform WeChat. When digital agencies get invited to tender for a project they work best with a clearly defined brief and budget.

数字媒体体验

在英国，部分数字化代理机构与博物馆有着紧密合作关系，共同开发一系列视听和互动功能。通常，博物馆的数字体验是根据馆内部团队撰写的项目摘要而创建。因此，数字化代理的作品会按照博物馆的要求，为访客的需要和期望量身定制。工作通过竞标投得，数字化代理力求以创新的方法满足博物馆的规定，同时追求成本效益、组织和效率。

在中国，数字化代理的作品通常视为“新媒体艺术”，而艺术创新和哲学是其工作的核心要素。因此，数字体验更加开放，通过体验输出一系列的想法和影响。目前，数字媒体作品用于博物馆体验的情况相对较少，尤其是支持课程学习的科学博物馆和中心。数字化代理通常隶属于艺术学校，从业人员也经常是艺术教授。中国的数字代理商也需要投标，但是代理商往往是通过客户推荐而获得招标邀请，而推荐一般在微信社交平台上进行的。当受邀竞投项目时，数字化代理会按照项目摘要和预算设计出最佳方案。

For the 'Time, Culture and Identity' project we worked with the Chinese digital company Blackbow to create a digital exhibit. Blackbow's approach differed from that of many UK digital companies: it responded to the brief in a more creative and abstract way, and proposed a museum experience that was more like an art installation. In contrast, the submissions from UK companies tried very hard to respond very precisely to the brief rather than thinking 'outside the box'. This is perhaps a reflection of the way creative digital companies have learned to win a pitch with UK museums, offering something that provides solutions to a perceived interpretation problem, rather than enabling more creative responses. Museums such as the Science Museum Group tend to act as a commissioner of artists, rather than a creative digital company, when they are looking for a more creative response.

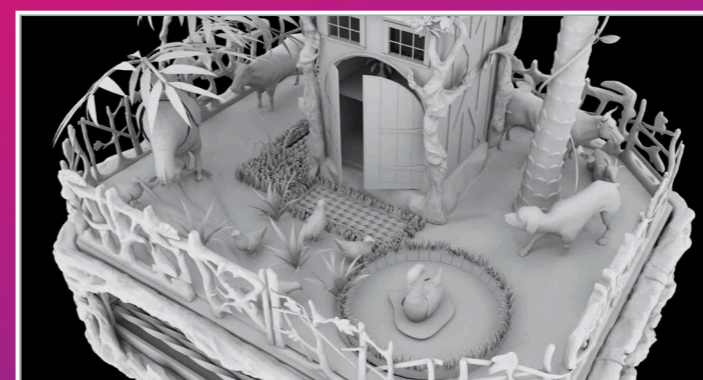
In all creative commissioning relationships it is important to have a clear agreement on the use of digital assets and third-party intellectual property, and the rights for use and reuse in the final product.

对于“时间、文化与民族特征”项目，我们与中国数字公司黑弓合作创建了一项数字展品。黑弓的做法与许多英国数字公司不同：该公司以一种更具创意和抽象的方式投标，提议的博物馆体验更像是艺术装置。相比之下，英国公司提交的标书则是尽力对摘要作出准确回应，而不是跳出思维框架。这也许反映出英国创意数字公司已经学会了如何应对本土博物馆，按照已知的问题解读而不是创新思维来提供方案。科学博物馆集团等博物馆在寻求创意标书时，往往更像是艺术委托人，而不单纯是寻找创意数字公司。

在所有创意委托关系中，关键的环节还在于就数字资产、第三方知识产权的使用、最终产品的使用权和再用权达成明确共识。

<sup>4</sup> 如需了解中国社会信用体制，请参见 [https://asiasociety.org/sites/default/files/2018-10/5%20Things%20We%20Misunderstood%20About%20Chinas%20Social%20Credit%20System\\_Asia%20Society%20Switzerland.pdf](https://asiasociety.org/sites/default/files/2018-10/5%20Things%20We%20Misunderstood%20About%20Chinas%20Social%20Credit%20System_Asia%20Society%20Switzerland.pdf)；还可参见 <https://journals.sagepub.com/doi/10.1177/1461444819826402>.

需了解中国社会信用体制，请参见 [https://asiasociety.org/sites/default/files/2018-10/5%20Things%20We%20Misunderstood%20About%20Chinas%20Social%20Credit%20System\\_Asia%20Society%20Switzerland.pdf](https://asiasociety.org/sites/default/files/2018-10/5%20Things%20We%20Misunderstood%20About%20Chinas%20Social%20Credit%20System_Asia%20Society%20Switzerland.pdf)；还可参见 <https://journals.sagepub.com/doi/10.1177/1461444819826402>.



Digital model of a clock, co-developed by Blackbow  
与黑弓合作开发中的时钟数字模型



Detail of the digital model co-developed by Blackbow  
与黑弓合作开发的数字模型细节



Workshop attendees engaged in creative discussion  
参会者进行创意讨论

# TRANSLATION AND INTERPRETATION

## 笔译和口译

Effective translation is the foundation of every successful international collaboration. Translation is expensive and time-consuming. When planning your project, consider that every single communication – large or small, formal or informal, spoken or written – will need to be translated.

There are three key types of translation you may need to use:

1. Consecutive spoken interpretation (following one after the other: the speaker says a few sentences while the interpreter listens; the interpreter then reproduces these sentences in the specified language)
2. Simultaneous spoken interpretation (occurring at the same time: the speaker speaks continuously as normal; the interpreter translates as quickly as possible and delivers while the speaker is talking)
3. Written translation (for formal documents and written outputs)

Please note that there are different languages and dialects spoken in China. The most common language is Mandarin, but you should make sure you check which language is required with each partner you work with before booking translation. There are also different forms of written Chinese. Simplified Chinese is the most commonly used written language in China. Written communication in Chinese also varies in style. For the ‘Time, Culture and Identity’ project, our partners often requested formal letters in both Chinese and English, in which case the writing style tends to be formatted to formal Business Chinese, using specific greetings and salutations in accordance with the status of the recipient.

For the ‘Time, Culture and Identity’ project we used a combination of approaches to facilitate effective translation: employment of a full-time bilingual (Mandarin–English) research facilitator, external translation agencies and translation technologies.

到位的翻译是任何国际合作成功的前提。翻译耗时耗财。计划项目应考虑到每次沟通，无论大小、正式或非正式、口头或书面都需要翻译。

可能用到的翻译有三种：

1. 交替传译(发言和翻译交替进行：发言人讲几句话后暂停，由口译员将话语翻译成指定语言)
2. 同声传译(发言和翻译同时进行：发言人照常讲话；与此同时，口译员以尽量快的速度翻译)
3. 笔译(用于正规文件和书面沟通)

请注意，中国使用不同的语言和方言，最常用的是普通话。在联系翻译服务之前，务必确认合作伙伴要求使用的语种。书面汉语也有不同形式。简体中文是中国最常用的书面语言。通信文书的风格也又很多种。“时间、文化和民族特征”项目进行期间，我们的合作伙伴经常要求提供中英双语正式信件。在这种情况下，写作风格往往是正式商务汉语，使用与收信人民族特征相符的特定问候和称谓。

为保障翻译准确有效，“时间、文化与民族特征”项目使用了多种方法：聘请专职双语研究协调员（普通话和英文）、外部翻译机构和翻译技术。

A full-time bilingual (Mandarin–English) collaboration facilitator was the key to the success of the ‘Time, Culture and Identity’ project. This enabled us to create strong relationships and work responsively through frequent informal communications via WeChat text messages and video calls. It also allowed us to navigate cultural differences and made planning and delivery of workshops and visits between China and the UK much easier.

For extended pieces of translation work, such as legal agreements or simultaneous conference translation, we worked with external translation agencies. We suggest that, at the outset of your project, you speak with trusted contacts or professional organisations such as the British Council, China-Britain Business Council (CBBC) or UKRI to find and develop relationships with a selection of trusted high-quality translators you can call upon when required.

When choosing an interpreter for your project, start by asking for CVs and check if candidates have adequate experience delivering the type of translation you are looking for. Also check if candidates have relevant industry knowledge from tasks they have completed – for example, have they translated in a science- or technology-themed conference? If you are looking for consecutive spoken interpretation or simultaneous spoken interpretation, it is useful to schedule an interview with potential candidates to evaluate their communication skills. It is always helpful to prepare a translation brief and keep it at hand. The brief will detail your meeting/workshop setup, number of participants and duration of the meeting/workshop.

For ‘quick and dirty’ translations of text communications or documents, we sometimes used Google Translate. It must be noted that Google Translate should never be used for formal translation. Google translations are rough and contain many approximations and mistranslations. However, they can be useful for revealing a general sense of meaning immediately. The application is also improving all the time. It will be interesting to see developments over the coming years.

专职双语研究协调员（普通话和英文）是“时间、文化与民族特征”项目成功的关键，便于团队通过微信消息、视频通话进行频繁的非正式交流，从而建立牢固的关系和反应迅速的协作。双语研究协调员还协助我们解决文化差异，应付中英之间的研讨会、访问规划和实行。

对于法律协议、同声会议传译等大规模翻译工作，我们选择与外部翻译机构合作。建议在项目开始时，通过可靠渠道或英国文化协会、英中贸易协会 (CBBC) 或英国研究创新部门等专业机构，与值得信赖的优秀翻译员建立关系，以备再有需要时取得联系。

为项目选择口译员时，首先要获得对方的简历，查看候选人是否具有足够的经验来应付项目的翻译类型。另外，还可以从候选人从业经历了解此人是否有相关的行业知识；例如，他们是否翻译过科技主题的会议？寻找交传或同传译员时，不妨安排候选人面试，评估他们的沟通技巧。随时准备翻译摘要也很有用，摘要内容包括会议和研讨会的背景介绍、与会人数和时长。

如果需要快速粗略地翻译文字消息或文档，我们有时会使用谷歌翻译。必须强调的是，谷歌绝不能用于正式翻译。谷歌翻译很粗陋，有许多偏差和误译；但可以用来了解文本大意。谷歌翻译一直在改进中，未来的发展值得关注。

If visiting China, you are likely to need a professional interpreter to support formal meetings and visits, though of course this will depend on the language abilities of your particular team. However, for informal communications – whether enjoying meals with professional partners or simply getting by while out and about on your own – translation technologies can be useful and effective. Smartphone translation applications can be useful for ordering in restaurants or asking for simple directions. For the ‘Time, Culture and Identity’ project we purchased an iFlytek Easy Trans 2.0 portable translator device. This was surprisingly accurate and helped break the ice and form relationships at mealtimes. However, it must be emphasised that these devices are not yet technologically advanced enough to replace professional interpreters and should not act as a substitute.

During workshops and meetings we found that native Chinese speakers with English language abilities would often choose to speak in English, even if we had paid for an interpreter to be present. On occasion this was difficult, as the English language level may not be advanced. It can help to be open and honest, suggesting that everyone speaks in their native language and allow translation to ensure that everyone in the room can understand the conversation regardless of language ability. Many native Chinese speakers have advanced English language skills but prefer not to communicate in English. You should make no assumptions about anyone’s language abilities.

At the beginning of any meeting or workshop, ensure there is a clear shared understanding of who the interpreter is and what their role is. This will make communication clearer, easier and more effective throughout. It will also make everyone involved feel more comfortable and relaxed.

在中国遇上正式会议和访谈，可能需要专业口译员的帮助，当然也取决于特定团队的语言能力。对于非正式交流（无论是与专业合作伙伴一起用餐还是独自出门闲逛），翻译技术有效且便捷。智能手机的翻译程序便于在餐厅点菜或简单的问路。在“时间、文化与民族特征”项目中，我们购买了科大讯飞（iFLYTEK）翻译机。它的翻译效果出奇准确，有助在用餐时打破僵局，建立伙伴之间的友好关系。然而，这些设备仍然存在技术上的不足，无法替代专业口译员。建议不要完全依赖翻译设备。

我们发现，母语为中文的发言人如果掌握一定程度的英语，会选择在研讨会或会议上说英语，即使现场有专业口译员。场面有时候会尴尬，因为发言人的英语水平不一定能保证沟通顺畅。此时应保持开放和诚实；无论与会人的语言水平如何，建议大家都说自己的母语，由口译员负责保证每位与会人能够理解对话内容。中文母语者也有英语水平很高的人，但很多不想使用英语交流。因此，不应对任何人的语言能力进行主观臆断。

在任何会议或研讨会开始之前时，请确保大家都知道口译员的身份和职责。整个沟通过程会因此更加清晰、轻松和高效，在场人士也会更加放松。

USE A VARIETY OF COMMUNICATION CHANNELS

You will need to be flexible and use a variety of communication channels: probably a combination of WeChat (text, audio and video), email, Baidu, formal letters and, of course, face-to-face meetings. As with any partnership, there will be a trial period at the beginning of new relationships where you will experiment with different approaches to communication. The key to success is to maintain a dialogue about how best to communicate and whether your approach is working.

WECHAT

In China most communications will take place via the Chinese messaging application WeChat, produced by Tencent. This includes formal and informal professional conversations via text, audio and video. You should seek to create a WeChat group chat with professional partners as soon as possible. For the ‘Time, Culture and Identity’ project our full-time bilingual (Mandarin–English) research facilitator was a vital part of the WeChat group chat, enabling group members to type in their native language while the research facilitator liaised and translated in real time. It should be noted that there is a ‘translate’ function on WeChat messenger which offers passable translations of any message from Mandarin to English and vice versa.

The use of WeChat in China is much more pervasive than messaging apps are in the UK. WeChat is also the primary social media sharing platform and WeChat Pay is the primary payment method. Scanning a QR code is an important part of networking, used in a similar way to the exchanging of a business card. It is also a key channel for exchanging documents, images and film (in both personal and professional settings); however the file size you can transfer is limited to 100MB.

WeChat can be difficult to access for non-Chinese nationals. Some institutional ICT departments have concerns about its use on UK networks. Even if this is approved by your organisation, you may need an existing user to invite you or authorise your use of the app. Once your account has been set up, WeChat may also block you from the app and require an existing user to unlock your account. Existing users have a quota of accounts they can unlock every three months.

使用多种沟通渠道

建议灵活使用各种沟通渠道：可以是微信（文本、音频和视频）、电子邮件、百度、正式信函的组合，当然也可以包括面对面的会议。任何合作关系的初期都会经历尝试阶段，探索不同的沟通方式。关键在于就沟通效果保持对话。

微信

中国的主要通信方式是腾讯公司开发的“微信”信息平台，包括正式和非正式的文字消息、音频和视频通话。项目之初应尽快与专业合作伙伴建立微信群聊。在“时间、文化与民族特征”项目中，我们的专职双语（普通话-英语）研究协调员是微信群聊的重要成员；群组成員可以用自己的母语发信息，研究协调员负责沟通和实时翻译。另外，微信自带的“翻译”功能也能提供尚可的英汉和汉英翻译。

微信在中国的普及程度远高于英国常用的消息程序。与此同时，微信还是重要的社交共享平台，微信支付在中国广为接受。扫描二维码是微信联络的重要方式，类似于交换名片。微信也可以是交换文档、图像和影片（在私人和工作环境中）的重要渠道；文件大小限制在 100MB。

非中国公民可能刚开始使用微信可能会遇上障碍。对于在英国网络上使用微信，部分机构的信息科技部持担忧态度。即便得到部门批准，也可能需要现有微信用户的邀请或授权才可使用程序。帐户设置完成后，微信可能还会暂时封锁账户，要求现有用户解锁。现有用户每三个月的解锁次数有一定限制。

EMAIL

WeChat is generally used in place of email in China. However, email correspondence is acceptable for more formal or lengthy communications, for example the circulation of a legal agreement, communication of formal approval, etc.

Owing to Chinese internet restrictions, there can be difficulties with sending emails to mainland China. It is common for emails to appear to have been sent from a UK email account but for the email not to be delivered to the Chinese email address, and vice versa. During the ‘Time, Culture and Identity’ project we would use WeChat to inform each other that an email had been sent and to confirm receipt.

It should be noted that Google is one of many websites which is not accessible in China. Emails from a Gmail account are therefore likely to be blocked. It may be helpful if you get a QQ email account (**https://en.mail.qq.com**). This is the primary email application used in China and is therefore less sensitive to firewalls.

LETTERS

Formal letters are an important part of collaboration with institutions. In order to submit a request, proposal or update on your project, you will usually be asked to submit a formal signed letter on headed paper. It is helpful if the letter is bilingual, with specific greeting and salutation used in accordance with the recipient. These letters are usually the key to your partners gaining approval from the relevant hierarchies, enabling them to progress.

FILE TRANSFER

Files can be shared via WeChat or email. Large files can be transferred using the Chinese website Baidu (**baidu.com**). You will have to set up an account to use this service. WeTransfer and Microsoft OneDrive may also work but, like email, can be unreliable. In our collaboration with the Chinese digital company Blackbow we were successful in transferring large files, ie images and videos, through WeTransfer.

电子邮件

在中国，微信通常可以代替电子邮件。但对于更正式或长篇的通信，电子邮件会更合适，例如分发法律协议、正式批答函等。

由于中国互联网的的限制，向中国大陆发送电子邮件可能会遇到困难。很多时候，邮件似乎已从英国帐户发送出去，其实并未成功进入收件人的中国邮箱；反之亦然。在“时间、文化与民族特征”项目中，我们发送邮件后会用微信互相通知，确认邮件接收成功。

还应注意的是，谷歌和许多网站无法从中国访问。因此，Gmail 帐户发送的电子邮件可能无法送达。开设 QQ 邮箱帐户 (**https://en.mail.qq.com**) 可以解决这个问题，因为 QQ 邮箱在中国比较常用，不会受到防火墙的阻拦。

书信

正式书信是与机构合作的重要环节。提出项目请求、议案或更新时，通常都需要提交正式签署的带信头书信。更可取的做法是以双语呈现信的内容，根据收信人的身份使用特定的问候语和称谓。这些信函一般是合作方获得上级批准的关键环节，便于他们进行下一步工作。

文件传输

文件可通过微信或电子邮件共享。大型文件可以使用中文网站百度 (baidu.com) 进行传输，但必须开设账号才可使用该服务。也可选择 WeTransfer 和 Microsoft OneDrive，但可靠度如同中国境外的邮箱服务。项目与黑弓合作期间，我们成功地通过 WeTransfer 传输图像、视频等大文件。

BE CONCISE

Keep communications short, simple and to the point. It is best to communicate through short emails (one or two paragraphs) and letters (one A4 page) which make things as clear and concise as possible. Bullet points are acceptable. British institutions can get bogged down with bureaucracy and detail, however your Chinese partners are likely to find this overwhelming and overly complicated.

FACE-TO-FACE COMMUNICATION

Arrange a video call for UK and Chinese partners at least once per month so that you are getting regular face-to-face contact. Put these meetings in the calendar for the duration of the project from the outset to ensure everyone’s availability. You will achieve as much in a one-hour sit-down face-to-face meeting as you have in six months of working remotely/long distance.

DON’T FORGET THE TIME DIFFERENCE!

There is one time zone across China: GMT+8. Be mindful of this when you are sending messages, arranging calls and setting deadlines.

言简意赅

语言应保持言简意赅，尽量使用简短明确的电子邮件（一两段话）和信件（一页 A4 页）。分点叙述是可以接受的。英国机构可能会拘泥于官腔和语言细节，但对于中国合作伙伴可能会过于复杂难懂。

面对面沟通

每月至少安排一次视频通话，便于中英合作伙伴可以定期进行面谈。这些视频会议应该从项目一开始就安排到日程中，确保每个人都可以参加。一小时面谈获得的进展可能相当于六个月的远距离沟通。

别忘了时差！

中国全境使用一个时区：GMT+8。发送信息、安排通话和设定期限时记得考虑时差。

## SPREAD COMMUNICATIONS

It is common for there to be only one interpreter mediating all relationships in an international team, as they may be the only person who is completely fluent in both languages. It can be easy to fall into a situation in which the interpreter ends up holding all of the relationships and carries out all conversations as a ‘go between’ – indeed, this is often the quickest and easiest option. However, this will not make for the most effective project, and will not facilitate a true collaboration. Furthermore, there is a real risk that this person leaves your organisation, taking all relationships with them. As far as possible, have video calls and face-to-face meetings in which the translator translates your conversation in real time. This will enable you to develop relationships across the team and avoids a situation where all project relationships (and the knowledge that comes with this) are held by a single team member. Socialising in person is also extremely important for developing these cross-team relationships.

## DON'T OVERLOAD YOUR TRANSLATOR!

Translation is a time-consuming and fundamental element of a UK–China project. For the ‘Time, Culture and Identity’ project we appointed a UK–China Research Facilitator to manage all day-to-day translation and communications. She was also responsible for core project administration such as invoicing and travel bookings. However, the research facilitator also became an important participant in core project research; many relevant books, articles and original sources were written only in one language (usually either Mandarin or English), meaning that these resources were not available to the whole research team. As the only fully bilingual team member, the research facilitator ended up filling a key research role on the project, making resources available across languages and cultures. Ideally, employ two separate staff members: one team member for day-to-day translation, communication and administration, and one team member for cross-cultural academic support.

## 分散沟通

国际团队经常由一位口译员协调所有关系，因为口译员往往是团队中唯一精通两国语言的成员。这样很容易陷入一种情况：口译员最终成为所有关系的对接点，变成了“传话人”。这种方法虽然快速简单，但无法使项目有效进行，也不会促进真正的协作。另外，还存在口译员离开团队的风险，将其所建立的关系一并带走。实时翻译视频通话和面对面会议的间隔时间尽量长，有助团队成员相互建立关系，避免由单个团队成员把握整个项目的关系和相关信息。个人社交对发展跨团队关系也非常重要。

## 莫让翻译负担过重！

翻译是中英项目的基本任务，而且相当费时。“时间、文化与民族特征”项目指定了英中研究协调员，负责管理日常的翻译和沟通。她还负责项目的核心管理，例如开立票据和行程预订。然而，项目协调员也是项目核心研究的重要参与者。许多相关书籍、文章和原始资料仅以一种语言（通常是普通话或英语）书写，意味着整个研究团队无法直接使用这些资源。作为精通双语的唯一团队成员，研究协调员还肩负了项目的核心研究职责，让资源打破语言和文化障碍。理想情况下，建议聘请两名员工，一人负责日常翻译、沟通和管理，另一人负责跨文化的学术支持。

# PARTNERSHIPS

## 伙伴关系

Strong partnerships are the most fundamental part of any collaborative UK–China project. It is important to find partners that have similar aims and objectives to you – and similar access to time and resources. This can take time and effort in advance of a project starting, particularly when the distance, time difference and cultural and language barriers are factored in, but it is time well spent to get the project off on a strong footing.

Organisations such as UKRI and the British Council have experts based in China, and hold workshops and events which bring together academic and creative industry professionals from the UK and China. International events such as these are the perfect opportunity to begin to develop your network and meet potential collaboration partners – and to share advice and experience with professionals with similar interests. There may also be grants available, for example the AHRC Research Networking Scheme (<https://ahrc.ukri.org/funding/apply-for-funding/current-opportunities/researchnetworking>), which are dedicated to the creation of international networks. These organisations are an excellent source of advice, support and publicity throughout any international project. If you reach out to these organisations you can develop a relationship with their teams in the UK and China to gain their support.

We would advise that you only apply for funding for an international project once you have developed a relationship with a partner (or partners). You should then work together to develop the project and funding application. It is very important that all partners are involved with the conception of a project. This ensures that all partners have available resources and are invested in the aims, objectives and outputs of the project. Many UK-based funding opportunities will only fund the UK partners on a project and will require international partners to source ‘match funding’ from another source. Chinese university departments have resources which they may be able to allocate to your project if you can justify the benefits to the university. You may also check with your Chinese partners if they have access to Chinese public funding sources or grant schemes run by the Science and Technology Commission at municipal and national levels.

牢固的伙伴关系是任何中英合作项目的基础，关键是寻找目标相近的伙伴，合作方可分配的时间和资源也不应该相差太多。在项目开始之前可能需要耗费大量时间和精力建立关系，尤其是考虑到距离、时差、文化障碍和语言障碍。鉴于好的开始是成功的一半，这些时间是值得的。

英国研究和创新部门、英国文化协会等组织在中国设有专家团队，举办的研讨会和活动汇集了中英学术界和创意界的专业人士。诸如此类的国际活动是开拓关系网络和结识潜在合作伙伴的绝佳机会。活动期间，你可与志趣相投的专业人士分享建议和经验。另外，还可以了解专门用于创建国际网络的资助机会，例如艺术人文研究协会的“关系网项目”（(<https://ahrc.ukri.org/funding/apply-for-funding/current-opportunities/researchnetworking>)）。这些组织可为任何国际项目提供优质建议、支持和宣传。建议取得这些组织的联系，与他们的英国和中国团队建立关系，从而获得他们的支持。

在向国际项目申请资助之前，应该先与一个或多个合作伙伴建立关系后。合作方应该共同开发项目和提交资助申请。所有合作伙伴都必须参与项目的构想，确保任何一方都有足够的资源，投入到项目的使命、目标和成果。许多英国资助计划只会为项目的英国合作方提供资金，要求国际合作伙伴从其他来源获得“匹配资金”。中国的大学有能力为项目配给资源，前提是项目能够证明为大学带来利益。

You should have a conversation with potential partners about this from the outset. Make no assumptions and make sure everyone is on the same page about the available funding, any funding regulations, expectations or required match funding. Even if matching funding is not a requirement of the grant, it will be difficult for it to feel like a fair, equal partnership without equal financial incentive and support for all parties involved.

In addition, the hierarchy among partners in China can have an impact on building a successful partnership. Make sure your partners are all clear and happy with their roles and responsibilities in the project before they are on board. If a partner feels their contribution is not appropriately recognised, not just in financial terms but even in the way they are described on the project, this could cause longer-term problems.

It is also important to have an upfront conversation about the practical requirements of all partners. Are there formal letters or agreements which your organisation requires you to have in place before an activity can happen? Do you have any research leave or major projects in the pipeline? It sounds obvious, but key issues like this may not come up naturally and this could result in major delays to your project.

Once your project is up and running it will be invaluable for each partner to organise events and utilise networks in their home country. For example, our research partners in Beijing played a key role in organising the workshops there – from finding a venue and arranging transport and catering, to inviting the most relevant people to attend.

Finally, it is important to remember that developing relationships with partners between the UK and China is not so different to developing relationships with partners within your own country! Most of the advice that applies to UK–China partnerships applies to any professional relationship. It can be easy to exaggerate the difficulty and complexity of UK–China working, which can be an unhelpful barrier to international engagement.

你还可与中国合作方确认他们是否能够获得中国科学技术委员提供的市级和国家资助。这些信息应该从一开始就向潜在合作伙伴了解，不作任何假设，并确保双方对可用资金、任何资金法规、期望或所需的匹配资金都有一致的理解。即使没有资金匹配要求，如果合作方获得的财政激励或支持不平等，亦难以建立平等公正的关系。

此外，中国合作伙伴之间的级别制度可能影响到合作关系的好坏。在加入项目之前，确保合作伙伴清楚了解他们在项目中的角色和职责。无论是财务方面或者是项目描述方面，如果合作伙伴觉得他们的贡献没有得到适当的认可，都可能造成长远的问题。

事先探讨所有合作方的实际需求也很重要。在项目开展任何活动之前，你的组织是否要求提供正式的信件或协议？是否有任何研究休假或正在筹备中的重大项目？听起来很明显，但是这样的关键问题可能不会自然而然地出现，处理不当可能导致项目严重延误。

一旦项目启动，任何合作方都通过在自己国家组织活动和动用关系网而作出无可限量的贡献。例如，我们的北京研究合作伙伴在当地组织研讨会时便发挥出关键作用——从寻找场地、安排交通和餐饮服务，到邀请最相关的人员参加。

最后，切记建立中英伙伴关系其实与自己国家的组织建立伙伴关系无异。中英伙伴关系的建议大多数都适用于任何专业关系。有些人会夸大英中合作的难度和复杂性，对国际合作有害而无害。



Workshop attendees explored the clock collections at the Palace Museum  
参会者欣赏故宫博物院珍藏钟表



Workshop attendees explored the clock collections at the Palace Museum  
参会者欣赏故宫博物院珍藏钟表



Workshop attendees at the Institute for the History of Natural Sciences  
参会者在自然科学史研究所学术报告厅合影

# BUREAUCRACY AND LEGAL ADMINISTRATION 体制和法律管制

# BUREAUCRACY AND LEGAL ADMINISTRATION

## 体制和法律管制

Bureaucracy and legal administration should be a straightforward part of your project. There will be different requirements and expectations in different countries, and indeed within different organisations. Have an open conversation about each partner organisation’s legal and bureaucratic requirements at the beginning of your project. Useful matters to discuss and agree an approach on may include:

- A letter announcing the award of any funding.
- A letter outlining the time, resources, etc an organisation is committing to.
- When financial years begin and end, and whether this has any impact on your project.
- The roles, responsibilities and titles of team members.
- Permissions required to take action (for example, do you need to send a formal letter in order to arrange a visit or meeting?). Formal letters on headed paper are important for Chinese organisations. It is likely that you will need to submit one for approval whenever you would like to do something new. Always be ready to explain why somebody should do something in the form of a letter. In order to allocate their time and resources to something, people will need to show their organisation what the value is to the organisation.
- Likely travel requirements for the project. You will only get a visa for prearranged visits with a letter of invitation specifying where, when and why the visits are taking place. You therefore may need to buy multiple visas over the duration of your project. Most organisations in China have a quota of staff permitted to travel internationally for work each year and they may need to make an application for a staff member to travel up to a year in advance.
- Who has the authority to make decisions in each organisation and what is the process for seeking their approval?

体制和法律管制应该属于项目中较为直接的部分。不同的国家和组织有着各异的要求和期望。在项目开始时，所有合作方应该就法律和体制要求进行公开对话，需要讨论的事宜和达成共识的手段包括：

- 一封公开任何资助的信件。
- 一封概述了机构投入项目时间、资源等细节的信件。
- 财务年度的起止时间，项目是否会因此受影响。
- 团队成员的角色、职责和职称。
- 采取行动所需的权限（例如，是否需要发送正式信件才能安排访问或会议？）。中国机构很重视带信头的正式信件。每当开展新事项之前，很可能需要提交一份批准申请。随时都有可能需要以信件的形式解释为什么某人应该做某事。在取得时间和资源分配之前，需要向相关组织证明相应价值的所在。
- 项目可能涉及的差旅。只有事先安排好的访问，附带明确指定时间、地点和访问原因的邀请信，才可获得签证。项目进行期间可能需要申请多个签证。大部分中国机构设有固定的年度国际差旅名额，可能要求员工提前一年申请。
- 各个组织中，谁有权作出决定？申请批准的过程是什么？

- Gain an understanding of the hierarchy within each organisation, and between organisations if relevant.
- Do you need a formal partnership agreement? If so, who has the authority to provide this and is there a committee (which may only meet infrequently) that will decide?
- Do you need an intellectual property agreement? If so, we propose getting this agreement in place at the outset of the project. It may take you a very long time to get this agreed and signed by all parties, but progress can be impossible without having one in place.
- Which language do letters and agreements need to be signed in?
- Are there legal procurement requirements in each country which you should discuss? For example, the Mytenders portal (as regularly used in the UK public sector) is not accessible to everyone in China.

Avoid putting something into the form of an agreement or contract if it can be agreed in a simpler, less formal way. Legal proceedings in China are usually complex and time-consuming, and should only be entered into if necessary. Informal agreements may make your UK legal team nervous and you should discuss your requirements and negotiations with them throughout your project to ensure that all parties are comfortable. The bigger the organisation, the greater the amount of bureaucracy and thus the more time you will need to get things done.

International working will probably require changes or flexibility to established systems within your museum, for example ICT and finance. Changing wider systems, getting buy-in from key stakeholders and senior management, etc takes time. You should seriously consider whether your organisation has the capacity to change and be flexible before embarking on an international project. If your project goes ahead, decide what your project and organisational priorities are with key internal stakeholders at the outset to help with decision-making.

- 了解每个组织内部的层级关系，甚至是组织之间的层级关系。
- 是否需要正式的合作协议？是的话，谁有权提供协议？还是由一个委员会来决定（该委员会可能很少碰面）？
- 是否需要知识产权协议吗？是的话，建议在项目开始时就达成该协议。可能需要很长时间才能获得各方的同意和签署；但缺少协议，项目则无法继续。
- 信件和协议需要使用哪种语言签署？
- 是否有哪些国家的采购法规需要讨论？例如，Mytenders 门户（常用于英国公共部门）并不适用于所用中国机构。

如果可以通过更简单、不太正式的方式达成共识，可尽量避免将此加入协议或合同中。中国的法律程序通常较为复杂且耗时，仅应在必要时进行。非正式协议可能会使英国法律团队感到不安；因此，在项目的整个过程中，你应该与他们讨论相关要求和谈判，确保各方都满意。机构越大，体制级别越多，完成工作所需的时间也相应更长。

跨国合作可能需要对博物馆内已有的系统（例如信息技术部门和财政部门）进行变动或提高灵活性。改变系统、获得主要利益相关者和高级管理层的认同等事宜都需要时间。在着手开展国际项目之前，应该认真考虑所在的组织是否有能力改变和存在足够的灵活空间。如果项目得以进行，应从一开始就与主要的内部利益相关者确定项目和机构的优先事项，协助日后的决策。

ICT

People in China and the UK mostly use different ICT applications. This is because there is a high level of internet censorship within China, meaning that applications such as Google, Skype and WhatsApp are not available. UK organisations are therefore likely to need to use Chinese applications such as WeChat, Baidu and QQ email for project communications and file transfers. Furthermore, you should bear in mind that many websites will not be accessible to your partners in China, so do not assume that they will be able to open links that you share with them.

At the time of writing, cybercrime is a significant issue in China. Data privacy and cybersecurity levels for Chinese applications are often not compliant with UK law, which puts the cybersecurity of UK users at risk. Please consult the UK government website for detailed up-to-date advice on this matter. For the purpose of this toolbox, it is important to note that your ICT department may not allow you to use Chinese applications such as WeChat. This could cause major issues for your project communications.

Your ICT department may encourage you to use UK applications such as MeetMe or Skype. It must be stressed that these applications are unlikely to work in China and even if they do it will create cultural distance with your partners which will make relationship-building very difficult.

You should discuss your requirements with your ICT department at the outset of your project to ensure that project communications will be possible.

信息技术

中国人和英国人使用的应用程序差异很大。原因是中国境内的互联网审查很严格，意味着谷歌、Skype 和 WhatsApp 等应用程序无法使用。因此，英国机构可能需要使用微信、百度和 QQ 邮箱等中国应用程序进行项目通信和文件传输。此外，切记中国合作方无法访问许多网站，因此不要想当然以为他们可以打开任何链接。

在撰写本文时，中国网络犯罪问题很严峻。中国应用程序的数据隐私和网络安全级别通常不符合英国法律，可能使英国用户的网络安全面临风险。有关此问题的最新详细建议，请咨询英国政府网站。请务必注意，信息技术部门不一定会允许项目使用微信等中国应用程序，可能会为项目沟通造成严重不便。

信息技术部门可能会鼓励项目使用英国的应用程序，例如 MeetMe 或 Skype。必须强调的是，这些应用程序不太可能在中国使用；即使是可行，也可能造成合作伙伴之间产生文化距离，关系难以建立。

在项目开始时应与信息技术部门讨论相关要求，确保项目沟通可以顺利进行。

FINANCE

There can be issues transferring payments between bank accounts in the UK and China. For example, American Express will not permit a UK bank account to make a payment to the account of an individual in China – it will only transfer to Chinese business accounts. Bank of China also frequently rejects international payments without notifying the payer.

We suggest that partners in the UK and China discuss international payments with their bank and/or the organisation’s finance department to get a clear understanding of any requirements or potential difficulties. Leave plenty of time to make international payments and check in with your bank and the payee regularly after a payment has been made to ensure that there are no problems.

TRAVEL

Any UK–China project will require international travel in order to be a productive experience. For the ‘Time, Culture and Identity’ project we have identified travel tips in the following three areas:

- **Visa applications** can take 2–4 weeks, so always leave plenty of time before your travel. From 2020 you will need to complete an online application form and attend an appointment in person at the Chinese Visa Application Centre to obtain a Chinese visa. Appointment slots are very often hard to get. We advise that you consult the detailed guidelines at **visaforchina.org**. We also suggest that you leave plenty of time for your Chinese host to prepare the ‘letter of invitation’ – a key document required as part of the visa application. If you happen to find yourself in need of an urgent appointment slot but cannot book one on the online application page, we advise you contact a Chinese visa agency – these are agencies that provide services such as document checking, and they usually have extra appointment slots available. You would of course pay an extra fee in addition to the visa fee. One example is **https://mandarinvisa.co.uk**.

财政

中英银行帐户之间的转账可能会出现问題。例如，美国运通不允许英国帐户向中国个人帐户付款，只允许转帐到中国企业帐户。中国银行还经常拒绝国际付款而不通知付款人。

建议中英合作方与各自的银行或机构的财务部门讨论国际支付，确切了解任何要求或潜在障碍。跨国付款应预留充足的时间；付款后定期与银行和收款人联系，确保一切妥当。

差旅

任何中英合作项目都将需要进行国际旅行，才能让项目富有成效。“时间、文化与民族特征”项目提供以下三点差旅提示：

- 签证申请可能需要 2 到 4 周的时间，出差前应预留足够的申请时间。从 2020 年起，申请人需要填写在线申请表，然后亲自前往中国签证申请中心递交申请。递交申请的预约通常很难获得。建议参考 **visaforchina.org** 上的详细指南。另外，还应为中国东道主留出充足的时间准备“邀请函”，这是签证申请的必备材料。如果碰巧需要紧急办理签证，但无法在网站上约到合适的时间，可联系中国签证机构——这些机构提供文件核对等服务，通常有额外的预约名额。当然，你会因此需要在签证费的基础上支付额外费用。可参考 **https://mandarinvisa.co.uk**.

- Many high street foreign **currency exchanges** sell Chinese Yuan (RMB) and you can certainly withdraw RMB from an ATM in China or use your credit card. It may be useful to bear in mind that some shops, cafés and restaurants do not accept RMB cash but only take WeChat Pay. Digital payment via WeChat Pay is very common in China, particularly in taxis, which may not accept cash payments. Though it is convenient to roam the streets without needing to carry cash, you may not be able to make use of WeChat Pay without having a Chinese bank account. We advise that you keep both cash and credit card with you at all times.
- **Public transport** is very affordable in China and we certainly recommend using the metro systems. Taxis in China are also a lot cheaper than in the UK, but you will find it difficult to hail a taxi on the street in certain Chinese cities such as Shanghai and Beijing, unless you order a taxi via an app. DiDi is a commonly used app for ordering taxis in China (which also has an English interface), and you have the option of choosing different types of ride and paying via different methods (including cash). Uber is not popularised yet in China, so if you wish to explore the city via taxi we recommend that you familiarise yourself with DiDi. Ultimately, we advise that you discuss transport with your Chinese host and see if they can help to order taxis for you. For the 'Time, Culture and Identity' project our Chinese partners gave us tremendous support in sorting out transport.

- 各大商业街的外币兑换处一般都出售人民币，当然也可以选择在中国自动取款机提取人民币现金或使用信用卡支付。请注意，有些商店、咖啡馆和餐馆不接受人民币现金，只接受微信支付。微信支付在中国非常普遍，尤其是在出租车上；出租司机不一定会接受现金支付。尽管无需携带现金上街确实很方便，但如果没有中国银行帐户，可能无法使用微信支付。建议随身携带现金和信用卡。
- 中国的公共交通非常实惠，建议大家使用地铁系统出行。中国的出租车也比英国便宜很多；但除非通过应用程序预约出租车，否则在上海、北京等中国城市很难打到车。“滴滴”是在中国常用的打车程序（还有英语界面），客户可以选择不同的乘车类型和支付方式（包括现金）。Uber 在中国尚未普及。因此，如果希望乘坐出租车游览，建议熟悉滴滴的使用。最后，建议与中国东道主讨论交通事宜，看看他们是否能帮忙预约出租车。在“时间、文化与民族特征”项目中，我们的中国合作伙伴在交通方面为我们提供了大力支持。

# CULTURAL DIFFERENCES

## 文化差异

# CULTURAL DIFFERENCES

## 文化差异

There are significant cultural differences between working in China and working in the UK. Below we summarise ten key cultural differences that our UK research team noted when working in China, followed by ten key cultural differences that our China research team noted when working with the UK team:

### UK TEAM REFLECTIONS

- Hierarchy is very important in China. Find out the hierarchy and power dynamics of a group of people you will be working with and take care to acknowledge that hierarchy in all of your communications with them. For example, allow the most senior person in your team to lead the conversation with the most senior person in the team you are meeting. Seating arrangements (in meetings, at meals, in cars, etc) should always reflect seniority.
- In China a person’s first name and surname are written the opposite way around to names in the UK. For example, ‘Tilly Blyth’ would be ‘Blyth Tilly’ in China. Names tend to be written in the order family name, then personal name. It is standard practice to refer to a person as their family name plus their title, such as Mr/Ms/Miss/Mrs/Dr (eg ‘Dr Blyth’). First names are not used as casually or commonly as they are in the UK. If in doubt, use the family name plus title.
- There are a number of national holidays in China. Exchange a list of national holidays with research partners at the outset of your project. The Chinese New Year is a significant period when work shuts down in China.
- Do not underestimate the importance of sharing food and drink. You will do your most important relationship-building at lunches and dinners, often with copious amounts of beer or Chinese baijiu!
- Speeches are a common occurrence during shared meals. People value kind and sincere words. Giving and listening to speeches is an important part of relationship-building. Always be ready to say a few words, especially if you are a senior member of the project.

中英在工作方面存在着明显的文化差异。下面总结了英国研究团队在中国工作时注意到的十种主要文化差异，然后是中国研究团队在与英国团队工作时注意到的十种关键文化差异：

### 英国团队的反思

- 中国很看重级别。了解共事团队的上下级关系，在与他们沟通时注意级别。例如，让双方团队中级别最高者主导对话。会议、用餐、乘车等场景的座位安排也应始终反映出级别
- 中国人姓名的书写顺序与英国人相反。例如，“Tilly Blyth”按照中国名字的写法就应该是“Tilly Blyth”。中文姓名一般按照姓氏、名字的顺序书写。按照惯例，可将他人称为姓氏+先生/女士/小姐/夫人/博士，例如“布里斯博士”。中国人不会像英国人那么随意直呼名字。如有不确定如何称呼，请使用姓氏。
- 中国设有许多全国休假。项目开始时，合作方之间应该交换法定假日清单，比如春节期间，中国的工作要长时间中断。
- 不要低估共同进餐的重要性。午餐和晚餐是建立人际关系的重要时机，时常还要喝大量啤酒或白酒！
- 共同进餐时经常会有人发表演讲。中国人重视真诚友善的话语。演讲和倾听是建立关系的重要环节。随时要有发言的心理准备，尤其是项目的高层人员。

- Gift-giving is a significant practice in China. When you meet somebody for the first time you should bring a small gift with you to present to them. They will almost certainly also give you a gift in return (so remember to account for gift space in your luggage when travelling!). Before attending a meeting you should find out the status of the people you will meet, and also let the people you will meet know the status of the people in your group. This enables everyone to prepare gifts which are appropriate to the hierarchical levels of all attendees. You may also exchange small gifts with people you have met before. It is useful to always carry a supply of small tokenistic gifts with you when working in China to make sure you are never caught out.
- It is commonplace to exchange business cards when you first meet somebody in China. Use two hands to present and receive business cards, and make sure you take a few moments to respectfully study a business card if you are given one.
- If you are hosting a meeting with Chinese colleagues it will be appreciated if you provide a supply of warm water and/or tea (no milk) and keep your guests’ cups topped up.
- People in China rarely eat cold meals. If you are working in China you are likely to go for a large hot meal at lunchtime and dinnertime. Likewise, if Chinese colleagues are visiting you in the UK, it would be appreciated if you take your guests out for a hot meal for both lunch and dinner.
- Hosting and hospitality are very important to people in China. If somebody invites you for a meal it is likely that they will pay for it. You should be prepared to do the same thing in return if you invite colleagues out for food or drinks. Be welcoming and hospitable when receiving Chinese visitors in the UK, taking them out for meals, accompanying them to their hotel, etc.

- 在中国，送礼是一项重要的礼仪。初次见面时，应该带上小礼物送给对方。对方几乎必然地回赠（因此，出差的行李应考虑到存放礼物的空间！）。在参加会议之前，应该了解与会人的身份，也让对方了解你所在团队的成员身份，便于大家为所有与会者准备符合身份的礼物。即使是见过面的人也可以交换小礼物。在中国工作时，不妨随身携带一些象征性的小礼物，以便不时之需。
- 在中国初次与某人见面时，经常要交换名片。应该双手递上自己的名片，双手接过对方的名片。收到名片后，不妨花一点时间有礼貌地研究名片内容。
- 如果要与中国同事开会，建议提供热水和/或茶（不加牛奶），注意为客人添茶和添水。
- 中国人很少吃冷餐。在中国工作时，很可能在午餐和晚餐吃大量的热餐。如果中国同事到访英国，不妨带他们享用热的午餐和晚餐。
- 中国人注重招待和好客之道。如果有人邀请你用餐，邀请人很可能为你买单。如果邀请中国同事出去吃饭或喝酒，应该准备做同样的事情。在英国接待中国访客时，一定要热情好客，比如带他们外出就餐、陪同他们到酒店等等。

CHINA TEAM REFLECTIONS

- 1. Language can be a barrier for Chinese project partners, especially when a bilingual facilitator is not in place. Postgraduate-level students and teachers should be capable of communicating in their specialised area and having everyday conversations in English, if the conversation is conducted fairly slowly. PhD-level academics in China would have a good level of written English. Informal or social meetings (eg sharing meals) can really help the participants familiarise with each other, which can boost Chinese partners’ confidence in communicating in foreign languages. Written English is usually easier to understand than spoken English, because translation tools can be used while reading.
- 2. In China it is important to have initial meetings prior to collaborations to identify each collaborator’s work packages and to ensure that the project timeline is clearly defined and work approaches are feasible. This can take place before applying for funding.
- 3. China is vast and diverse in culture. Regional traditions vary and the working culture in southern and northern regions of China can be quite different. Sometimes northerners value personal connections and would be happy to extend a professional relationship to a personal one.
- 4. While WeChat is the most common communication tool used in China, it is not always seen as a tool to facilitate real-time communication. Academics in China are rather busy, and they often check and reply to WeChat messages during an allocated hour of a working day, eg at the end of the day.
- 5. The UK team took the lead in this collaborative project. We were impressed by our UK partners for pushing forward the collaborative work actively, dealing with problems with flexibility and achieving the goals set out for the project.

中国团队的反思

- 1. 中国项目伙伴可能会出现语言障碍，尤其是双语协调员不在场的情况下。研究生和教师应该可以使用英语进行日常对话，交流专业领域的知识，前提是对方语速较慢。博士水平的中国学者会拥有良好的英语写作水平。非正式或社交会面(例如，共进晚餐)确实可以帮助各方彼此熟悉，增强中国合作方使用外语交流的信心。书面英语通常比口语更容易理解，因为阅读时可以借助翻译工具。
- 2. 在中国，合作建立之前应该召开初次会议，明确每个合作者的分工，保证项目制定清晰的时间表和可行的工作方法。这一步可在申请资金之前进行。
- 3. 中国地域广阔，文化多元。区域传统更有不同，南北职场文化也有所差异。有些情况下，北方人重视人际关系，乐于将同事关系发展成个人关系。
- 4. 尽管微信是中国最普遍的通信工具，但不是所有人都视此为实时通讯工具。中国学者工作繁忙，工作日期间一般会在特定的时间才会查看和回复微信消息，如下班时。
- 5. 英国团队在这次合作起牵头作用。英国合作伙伴积极推动合作、灵活解决问题、努力实现目标的作风给我们留下了深刻的印象。

- 6. Our UK partners gave our work great respect and appreciation throughout our collaboration. They were polite and well-mannered in formal occasions, while being passionate and friendly in informal occasions. Our collaboration was always felt to have ‘good vibes’.
- 7. The UK partners had a dedicated staff member (UK–China Research Facilitator) to facilitate and coordinate the two international workshops and regular meetings with the Chinese partners. The UK–China Research Facilitator showed dedication and was single-minded and highly organised in solving problems throughout the project, which has had a positive impact on the completion of the project in a highly effective manner.
- 8. The UK partners successfully facilitated the creative and in-depth discussions on digital resources with attendees of the digital workshop, which effectively increased the attendees’ understanding of the forthcoming Zimingzhong exhibition and encouraged them to share ideas. We highly appreciated our UK partners’ work on the development of the exhibition.
- 9. Our UK partners showed great interest in Chinese cuisines, and we tried to make sure a variety of dishes were present when arranging meals. We felt that we would seek their opinions at times when arranging meals, as they might want to try a particular dish.
- 10. We often came across unstable connections while having regular conference calls with our UK partners, which caused delays for our meetings. We hope the 5G network will soon be ubiquitous in the UK to improve conference call qualities.

- 6. 在整个合作过程中，英国伙伴给予了我们极大的尊重和赞赏。他们在正式场合彬彬有礼、举止得体，非正式场合上则热情友好。良好气氛贯穿在合作过程中。
- 7. 英国合作伙伴设有专职人员(中英研究协调员)，负责帮助和协调两场国际研讨会和中英合作双方的定期会议。整个过程中，中英研究协调员尽忠职守，有组织地解决问题，对项目的完成产生了积极有效的影响。
- 8. 英国合作伙伴促成了数字资源的创建和深入讨论；通过参与数字研讨会，显著提高与会人对未来“自鸣钟”展览的认识，鼓励与会人分享想法。我们非常感谢英国合作伙伴为展览策划所做的工作。
- 9. 我们的英国合作伙伴对中国美食表现出极大的兴趣。我们在点餐时试图安排各种菜肴。我们认为安排餐点时应该征求他们的意见，因为他们可能想尝试特定的菜色。
- 10. 与英国合作伙伴进行定期电话会议时，我们经常遇到连接不稳定的情况，导致会议延误。希望 5G 网络能够尽快在英国普及，提高电话会议的质量。

# UK-CHINA COLLABORATIONS: TOP TIPS 中英合作的重要提示

This section lists the most important top-level lessons the UK–China project team learned from the ‘Time, Culture and Identity’ project:

1. Strong partnerships are the most fundamental part of any collaborative UK–China project. Take the time required to find partners who have similar interests and objectives to you.
2. When entering into a partnership, shape and develop your project together to ensure that everyone is equally invested from the beginning.
3. Each partner will come with their own institutional necessities and professional desires. Talk openly and honestly about financial and bureaucratic requirements.
4. At the start of your project, have a conversation about definitions, expectations and objectives. You will find that terms you take for granted – eg ‘research’, ‘collaboration’, ‘museum object’ or ‘new media’ – may have very different meanings for different people. Don’t impose your own standards and understandings on others; always ask and discuss.
5. Funded research enables institutions to take risks and experiment with new and unexplored ideas, technologies and ways of working. It may allow you to push frontiers and try new things with less personal and institutional risk.
6. Translation and clear communication are the cornerstones of a UK–China research project. Research and understand the time, money, technology and skill required to enable effective translation and communication, and factor this into your project planning and costs.
7. Flexibility is fundamental to UK–China collaborations. You will need to listen, ask questions and be willing to do things differently to account for cultural differences, and your research partners will need to do the same. Core operations in your institution, such as ICT, finance and legal, will need to be flexible and adaptable to enable you to thrive.

本节列出了中英团队从“时间、文化与民族特征”项目中学到的重要经验：

1. 牢固的伙伴关系是任何中英合作项目的基础。花时间寻找志趣相投的合作伙伴。
2. 达成合作后，与伙伴共同构思和开发项目，确保各方的投入自始都是平等的。
3. 每个合作伙伴都会有自己的机构规定和专业需求。合作方应该公开坦诚地谈论财政和体制要求。
4. 在项目开始时，与合作方共同探讨定义、期望和目标。你会发现，很多想当然的术语（例如“研究”，“合作”，“博物馆展品”或“新媒体”）对于不同的人可能有迥异的含义。不要将自己的标准和理解强加于他人；经常提问和讨论。
5. 得到资助的研究使机构能够冒险尝试未经测试的新想法、技术和工作方式，让项目得以突破界限、尝试新事物而无需个人或机构承担风险。
6. 翻译和清晰的沟通是中英研究项目的基石。研究、了解相关工作所需的时间、资金、技术和技能，将其纳入项目计划和成本中。
7. 灵活处事对于中英合作至关重要。合作各方都需要倾听和提问，愿意根据文化差异而改变做事方式。信息技术、财政、法律等相关机构的核心部门也需要灵活应变，协助项目顺利进展。

# UK-CHINA COLLABORATIONS: TOP TIPS

## 中英合作的重要提示

8.

From video calls to visa applications to signing agreements, most things take longer when they are part of a UK-China collaboration. Always schedule in more time than you think you will need and leave plenty of contingency time.
9.

Friendship, warmth and hospitality are central to Chinese culture, and therefore key ingredients of any UK-China project. Take time to chat, listen, learn about, and from, each other. Socialise and share meals with your team whenever possible. Building up a better understanding of how teams work and who they are will help when the going gets tough.
10.

Be flexible and expect the unexpected. There will always be surprises and things you have not accounted for in a project. That is part of collaboration.
8.

从视频通话到签证申请再到签署协议，大多数事情在中英合作的场景下都需要花更长时间。安排事务时应该留出大量的应急时间。
9.

热情好客是中国文化的核心，因此也是中英项目的关键要素。花时间与合作方交谈、倾听、相互认识。尽可能与团队进行社交和共同用餐。遇上困难时，了解团队的工作方式和团队成员的身份会有所帮助。
10.

学会随机应变。项目随时会出现预期之外的状况。应变是合作的环节之一。

# USEFUL CONTACTS AND RESOURCES

## 实用联络人与资源

- UK Research and Innovation China office**  
**ukri.org/research/international/ukri-international-offices/ukri-china**

Grace Lang, Director  
*grace.lang@china.ukri.org*

Eva Xie, Innovation and Knowledge Exchange Manager  
*eva.xie@china.ukri.org*
- British Council China office**  
**britishcouncil.cn/en**

Carma Elliot, Director  
*carma.elliott@britishcouncil.org.cn*
- China-Britain Business Council (CBBC)**  
**cbbc.org**

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