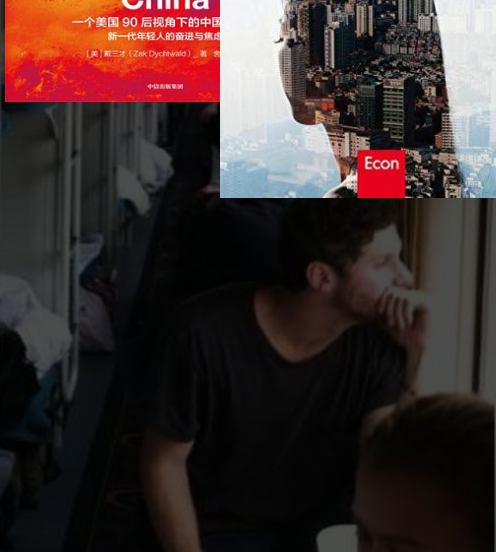
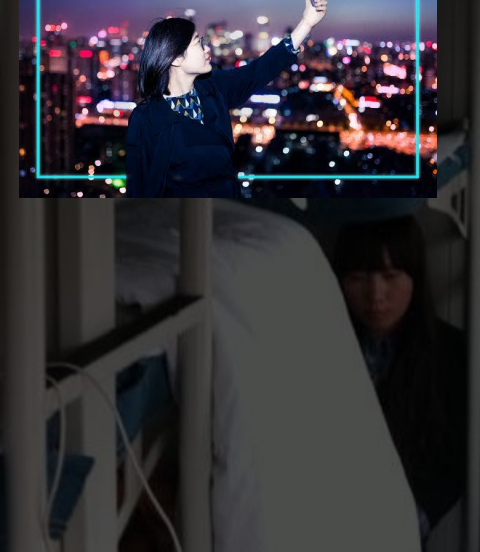
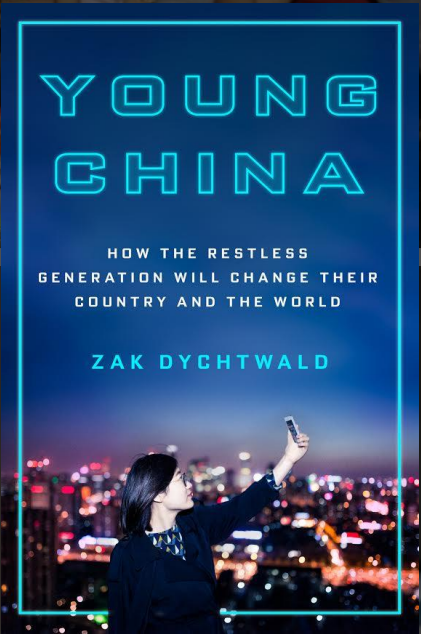


# The 2030 Horizon: Why Global Tech is Being Stress-Tested in China Today







# BridgeWorks Global: The Cross-Geography Collaboration Lab



6+

YEARS

of applied research into cross-geo collaboration



2.7M+

WORDS

of leadership interview transcript analyzed



300+

HOURS

of executive interviews across HQ and regions



21

MARKETS

in our active client delivery footprint



WSJ | CEO Council



**Zak Dychtwald**  
Founder and CEO, Young China Group  
Author, "Young China: How the



**Scott Galloway**  
Professor of Marketing  
NYU Stern School of Business

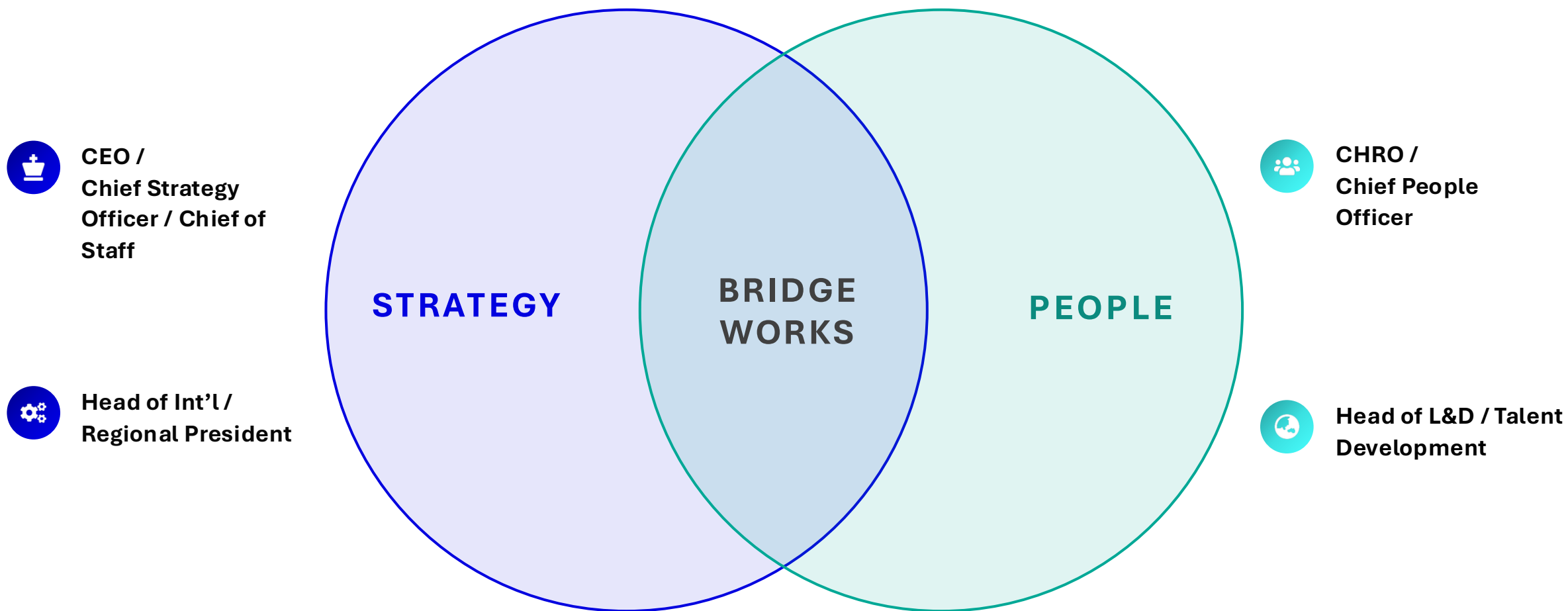


**Colm Kelleher**  
Chairman  
UBS



**Elon Musk**  
Founder and CEO, SpaceX  
CEO, Tesla; CEO, Twitter

Our solutions are designed at the  
intersection of strategy and people.



# How Highly Effective Global Teams Collaborate Across Cultures

by Zak Dychtwald

July 17, 2026



Illustration by Elen Winata

# 屁股决定脑袋

Your seat determines your view



# Expectation setting for today's conversation

## What I Will Do

- ✓ Share our data, research, and observations from the ground in Mainland China, Taiwan, and the region
- ✓ Back into geopolitics, not start there
- ✓ Challenge, probe, and test the assumptions that can improve your competitive posture, or put it at risk, over the next 5-10 years

## What I Won't Do

- ✗ Focus on geopolitics or center the conversation on “national competitiveness”
- ✗ Lean into the “great men of history” prediction game
- ✗ 班門弄斧 ; aka tell you about the semiconductor industry

# The China 2030 lens:

In China, what will you

- › **borrow**
- › **leverage**, *or*
- › **prepare to defend against**

to sustain and grow your global edge?



# 1. GLOBAL PERCEPTION SHIFT: FROM “CHINA ANXIETY” TO “CHINA CURIOSITY”

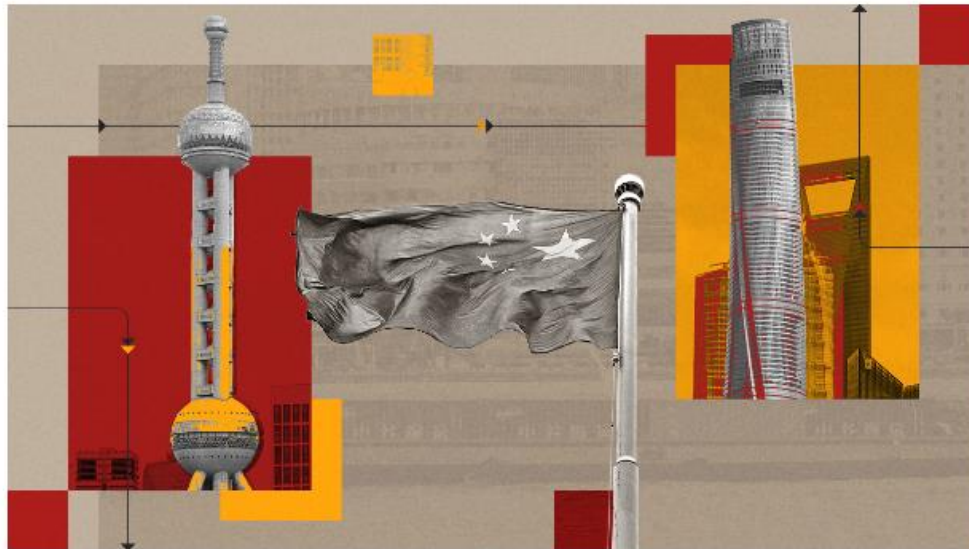
# PROBLEM

Post-COVID, mid-Trump 2.0, and early AI, most global businesses are re-examining their **Greater China Region strategy** right now.

## Developing a Successful Business Strategy in China

by Zak Dychtwald

November 16, 2023



HBR Staff/Pexels

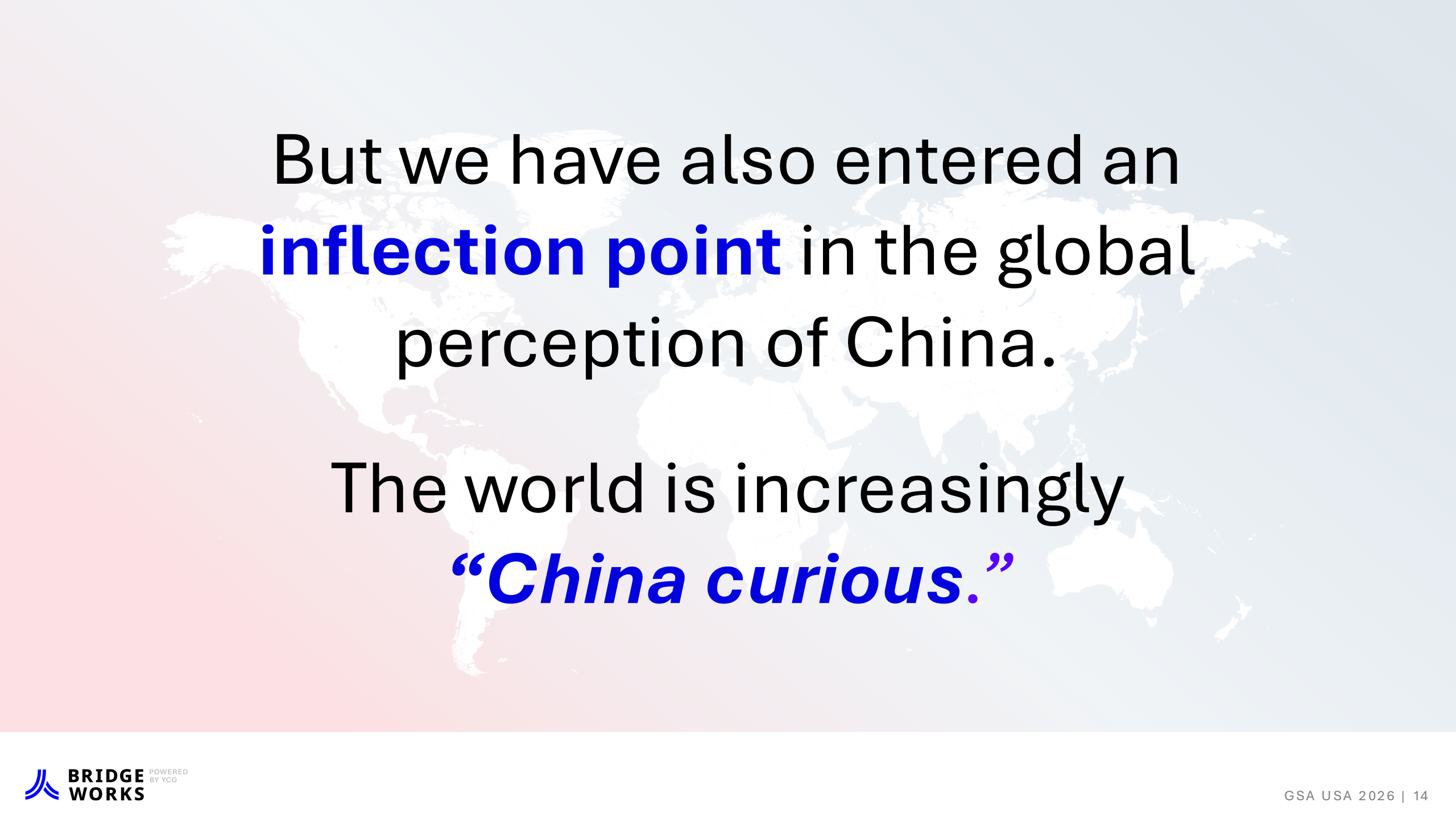
“China hasn’t been this consequential to the global economy since the early 1800s...

But the country is **now more opaque to global executives** than it has been at any point since the **early 1990s.**”

## WE HAVE HAD A DECADES-LONG LOW OF:

- Journalists on the ground
- Executive visits to the region
- Tourist visits
- Foreigners living in China



A faint world map is visible in the background, with the Americas on the left and Europe/Asia on the right. The map is light blue and white, blending into the background.

But we have also entered an  
**inflection point** in the global  
perception of China.

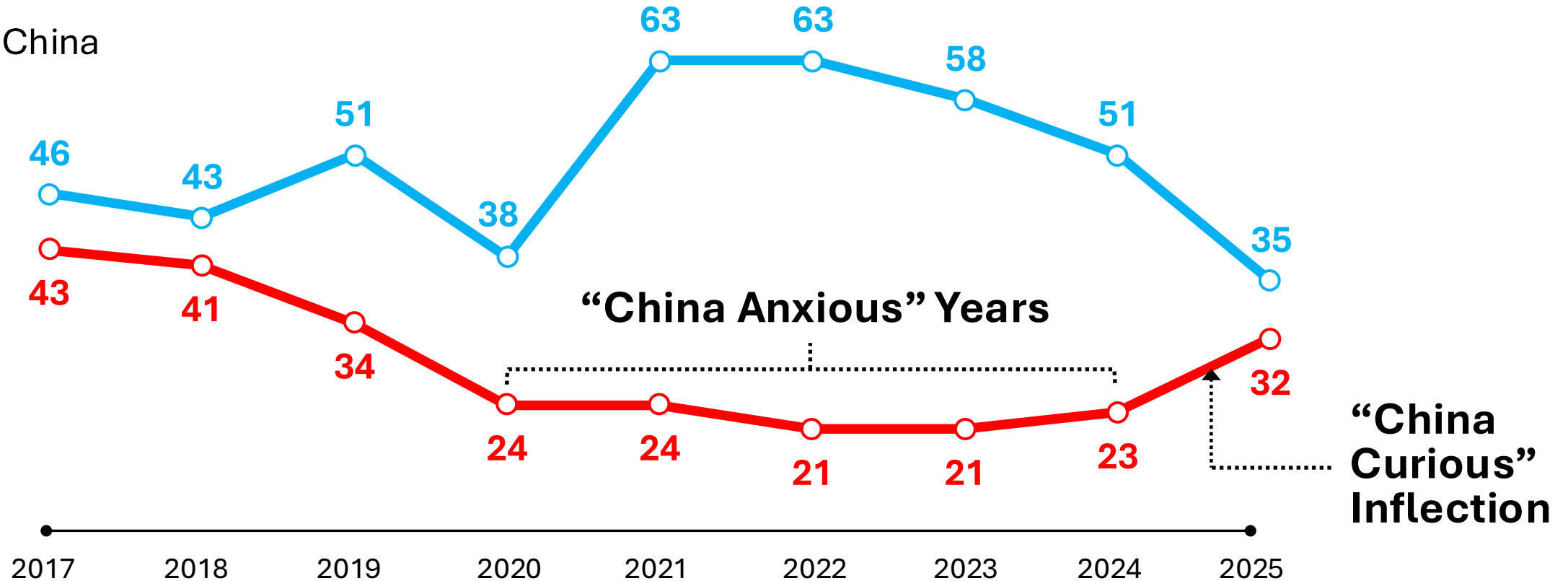
The world is increasingly  
***“China curious.”***

# Perception Shift: Across high-income countries, views of the US and China are almost identical.

Median % of **high-income countries** who have a favorable opinion of ...

— US

— China

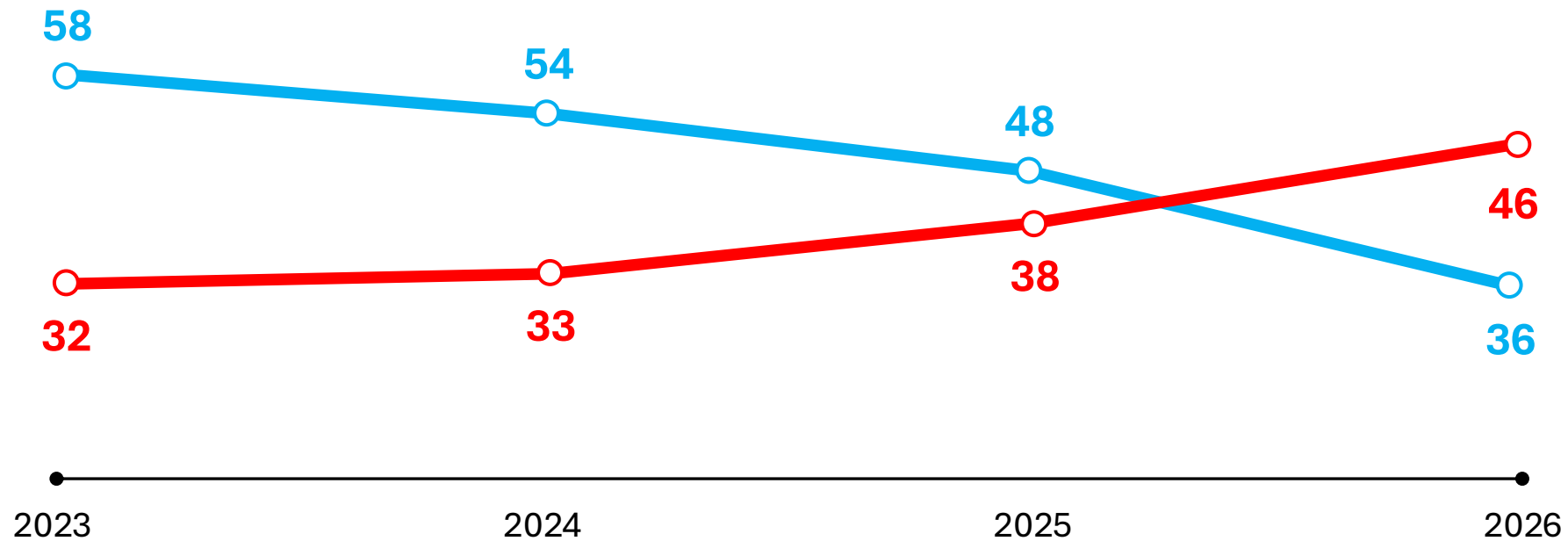


# Perception Shift: Views of China have turned more positive – and views of the U.S. more negative – across 20 countries

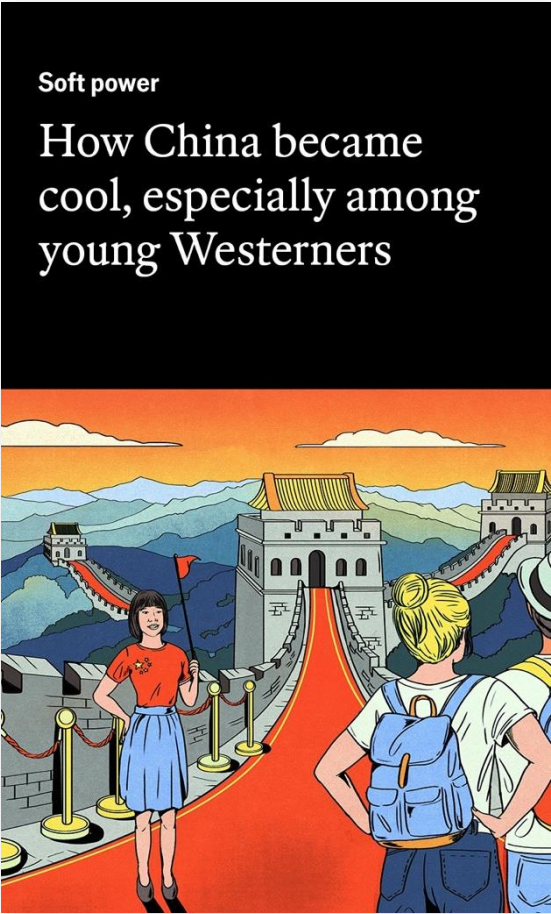
Median % who have a **favorable** opinion of ...

— US

— China



# 2026: The world is more “China curious” than 2021-24



# 2026: The world



☰

THE NEW YORKER

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LETTER FROM BEIJING

THE FUTURE, MADE IN CHINA

*Beijing is competing with the U.S. for tech supremacy. Who wins will have huge political implications.*

By Evan Osnos

August 3, 2026

# s” than 2021-24



## Innovation Shift: THE DEEPSEEK MOMENT

January 2025

- **A re-awakening:** After COVID years of focusing on government, global focus returned to China's innovation ecosystem.
- **A reminder:** Sentiment towards China changes more frequently than the reality on the ground.



# Global Product Shift: THE BYD MOMENT

January 2025

- **Lead, Not Follow:** BYD surpasses Tesla as the world's largest seller of electric vehicles.



## PERCEPTION SHIFT #3

# Talent Shift: THE GROK 4 MOMENT

July 2025

- **AI talent comes from China:** The Grok 4 launch picture posted on X sparked a debate about AI talent – where they're from and where they're based.



What makes China's  
**innovation & talent  
ecosystem** unique?

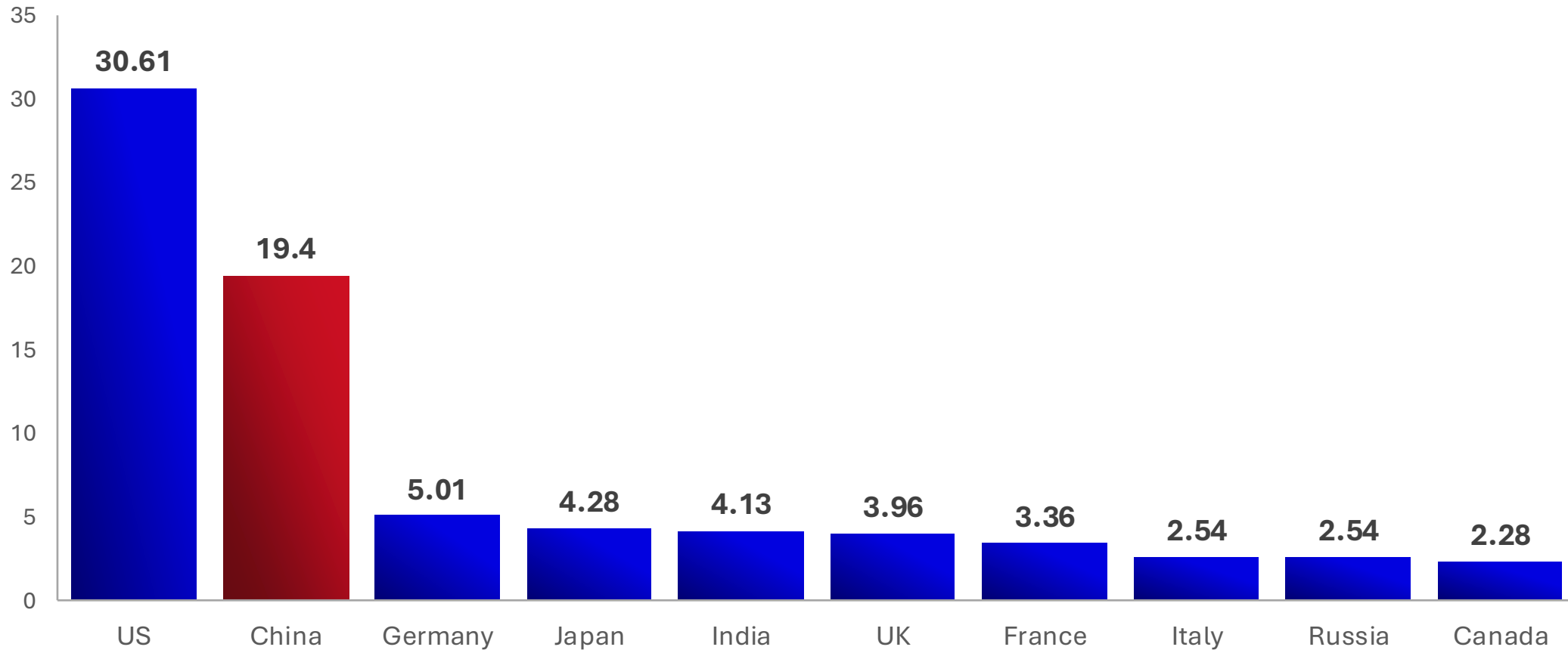
A **people-first** lens.



## 2. FAST-MOVING WATER: THE PSYCHOLOGY OF CHINA SPEED

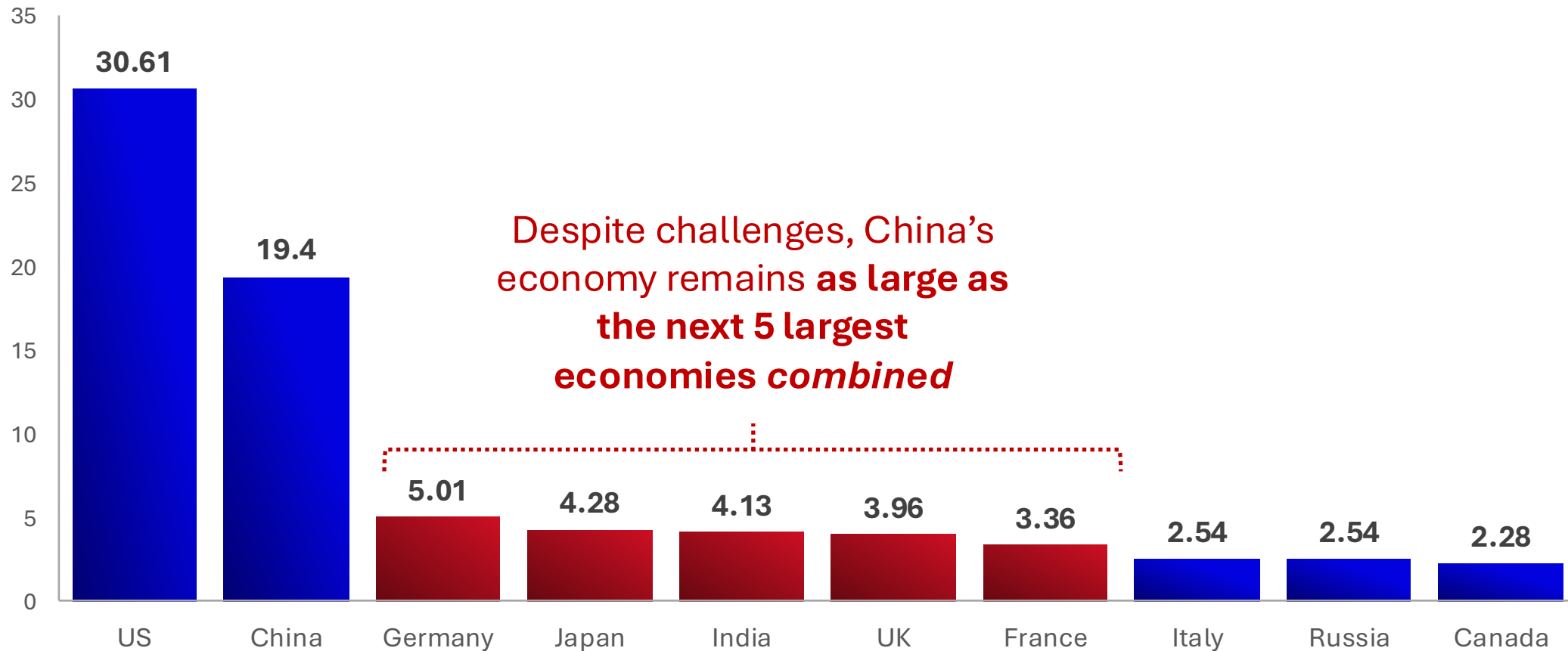
# New Reality: China unlikely to surpass US economy

Global GDP 2025 (nominal), Trillions USD



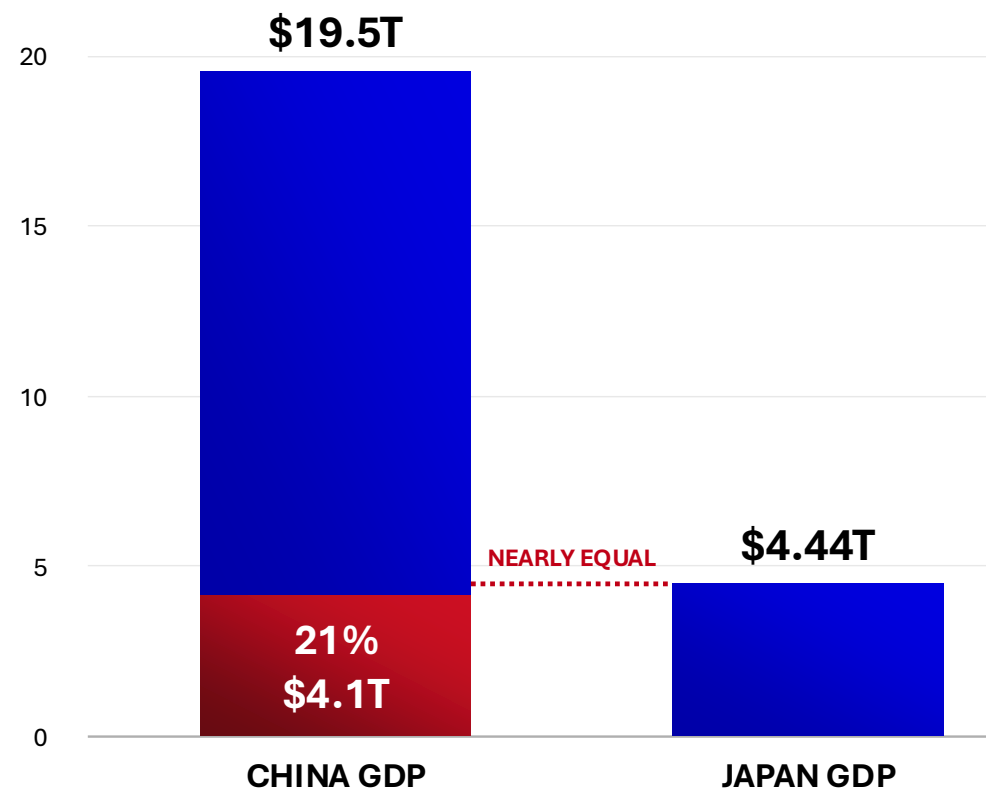
# New Reality: A Global Economy of Two

Global GDP 2025 (nominal), Trillions USD



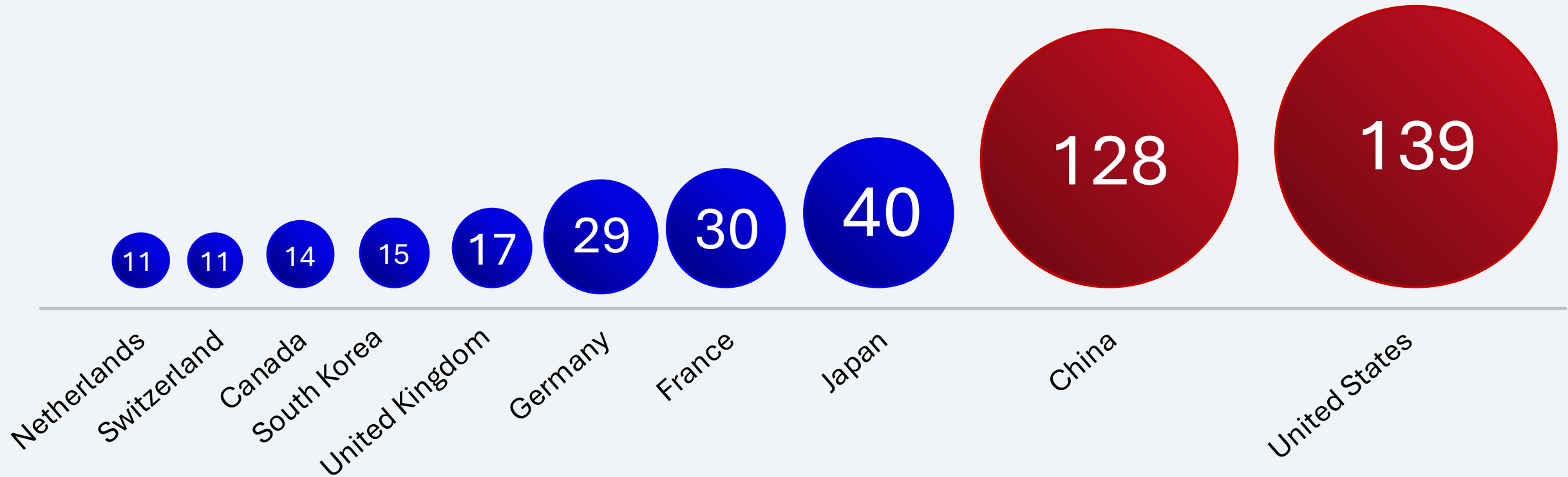
# New Reality: Exports of Goods and Services at China Scale

Exports of goods & services, 2025 (nominal), Trillions USD



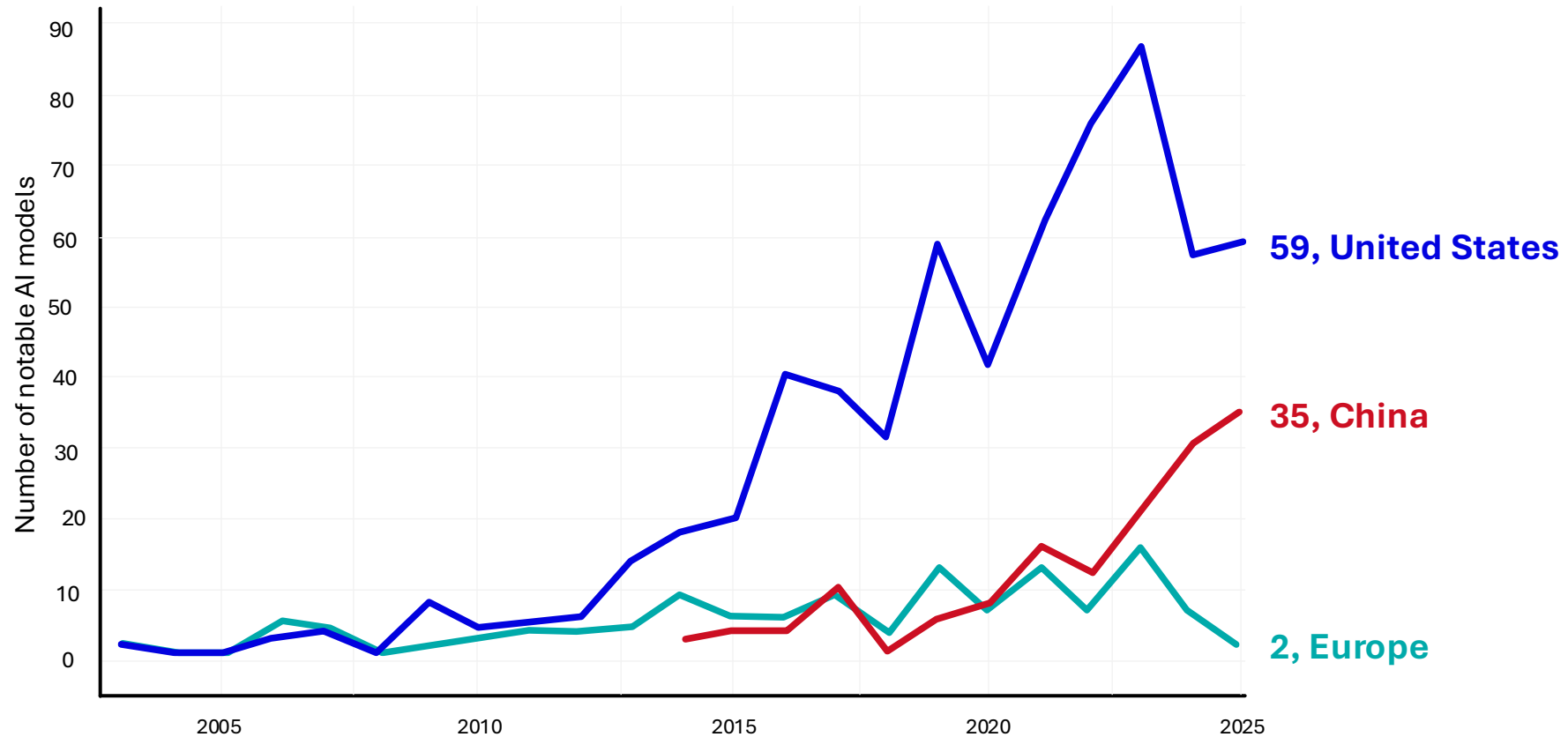
**China's exports of goods & services roughly equal to Japan's entire GDP.**

# Fortune 500 companies by country 2025



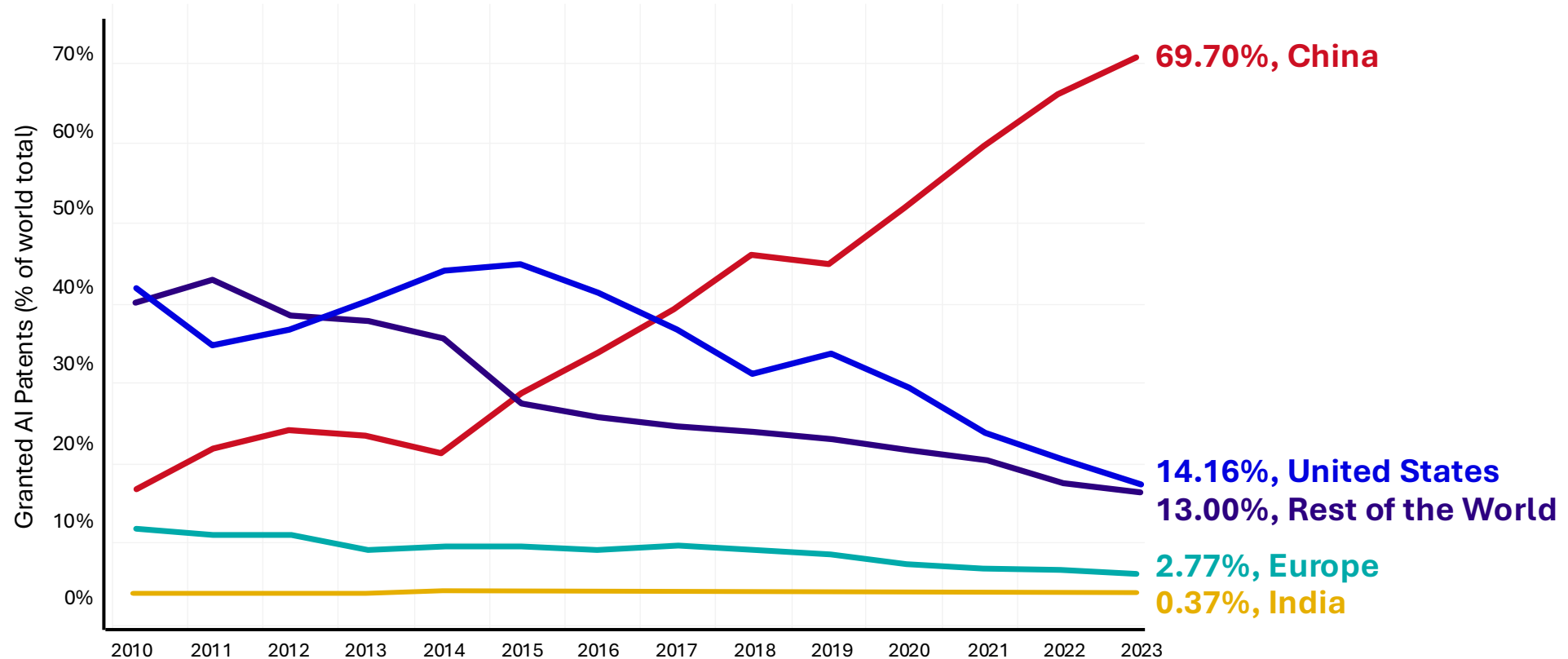
# The US leads in notable AI models

NUMBER OF NOTABLE AI MODELS BY SELECT GEOGRAPHIC AREAS 2003-25



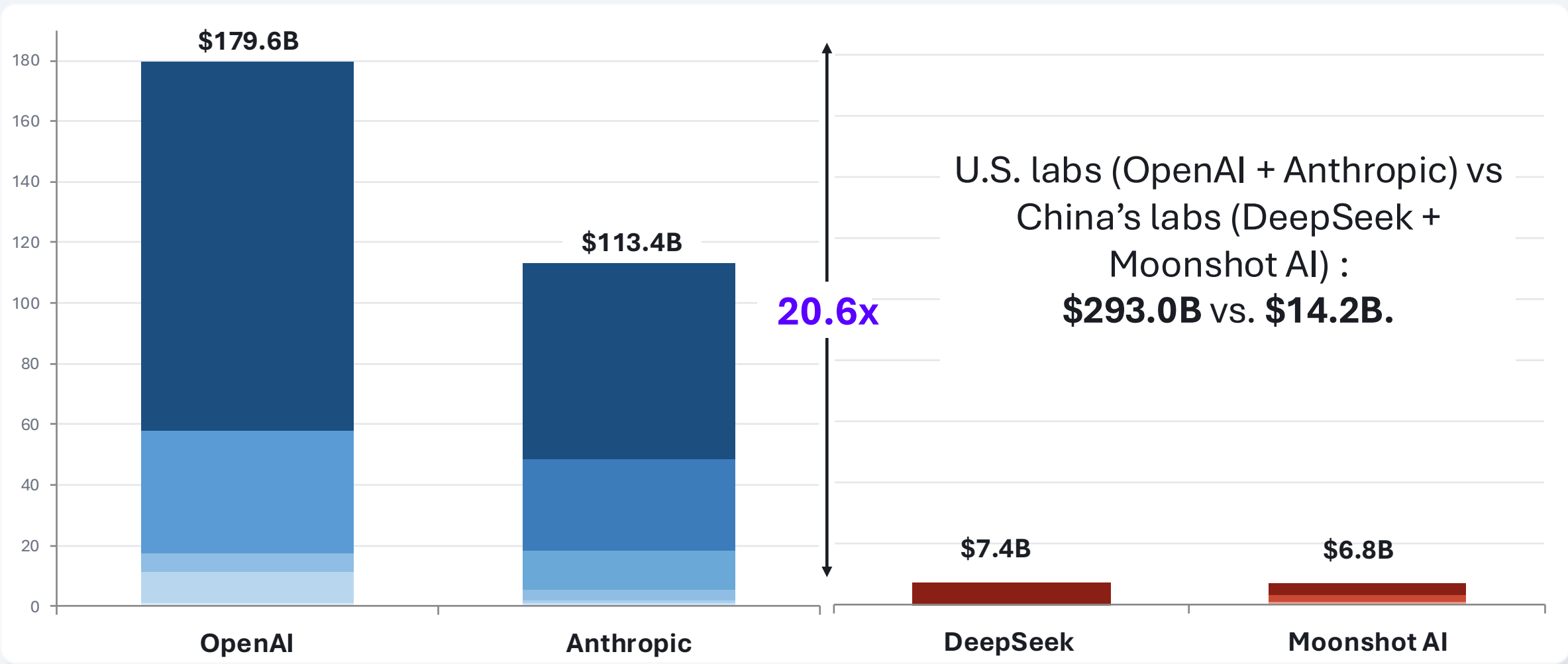
# China leads in AI Patents

GRANTED AI PATENTS (% OF WORLD TOTAL) BY SELECTED GEOGRAPHIC AREAS, 2010-23



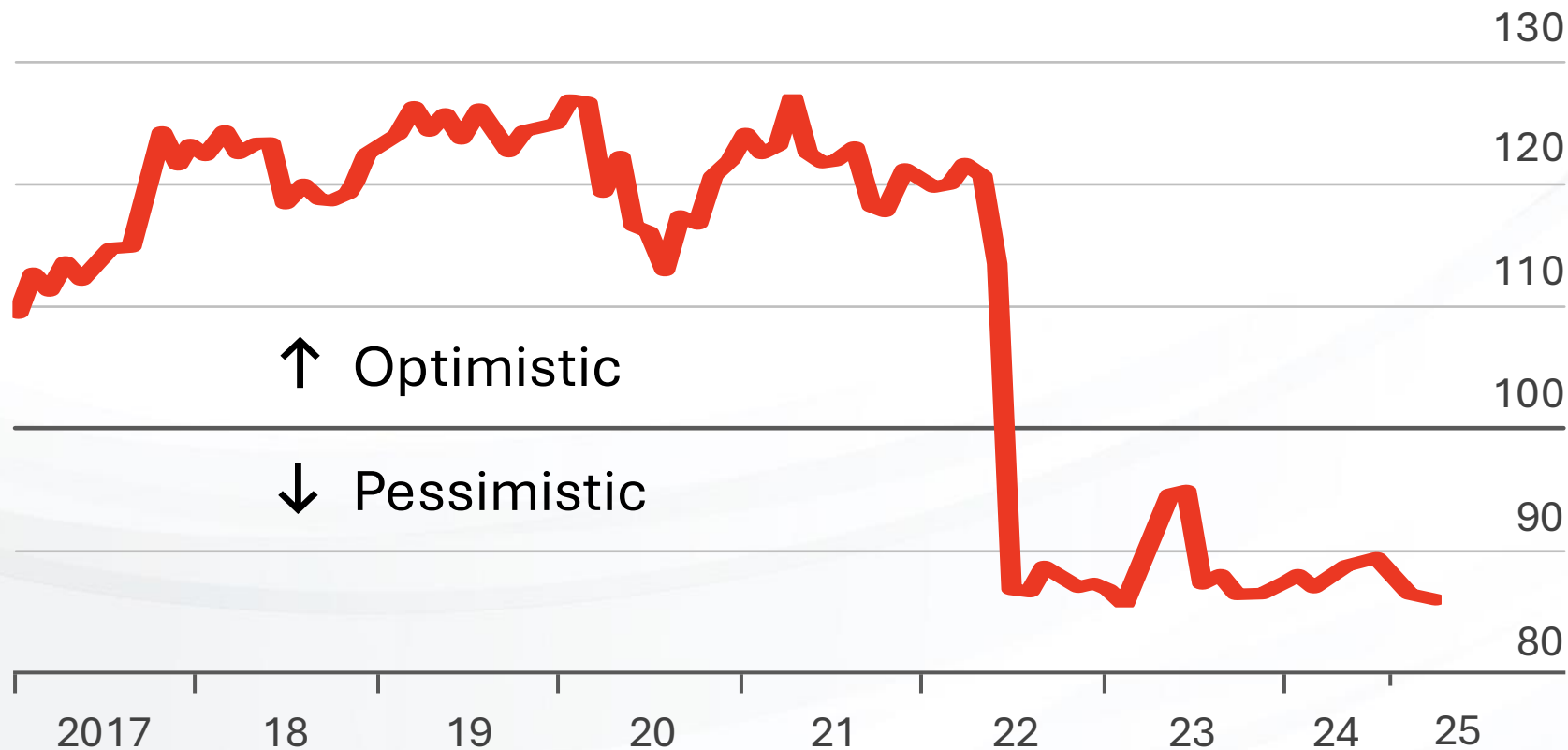
# China's Ecosystem Requirement: Doing More with Less

Total funding raised, by round, as of September 2026



# Consumer Confidence: Low is the New Normal

China consumer confidence index, 2017 – 2025



# On “Going Global”: Nowhere to go but out

## CHINA'S **AUTO** SALES, DOMESTIC VS EXPORT: JAN-AUG 2026

### DOMESTIC SALES

year-over-year, Jan–Aug 2026

**13.162 million units**

**–22%**

### EXPORTS

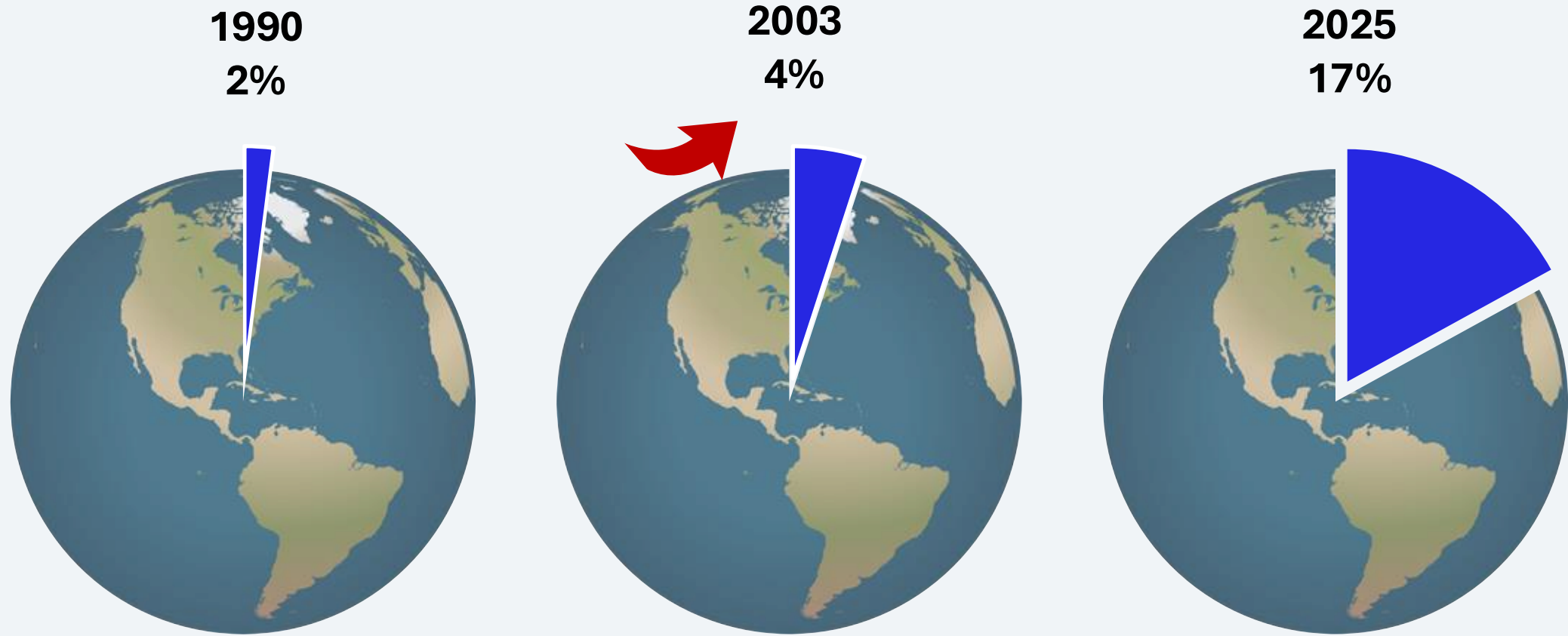
year-over-year, Jan–Aug 2026

**7.153 million units**

**+67%**

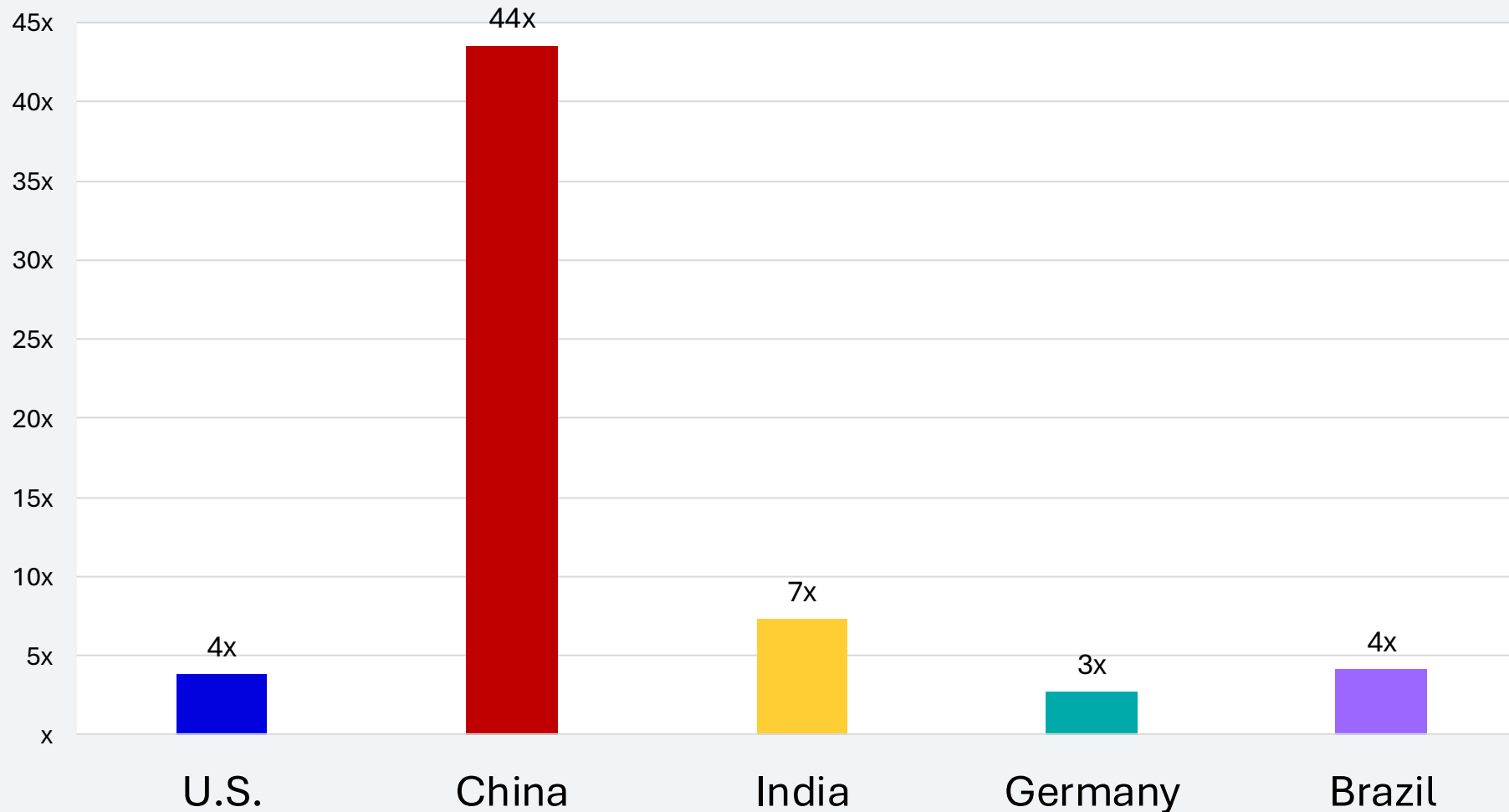
# Global Impact: Growing at *China Speed*

CHINA AS A PERCENTAGE OF GLOBAL GDP (NOMINAL)



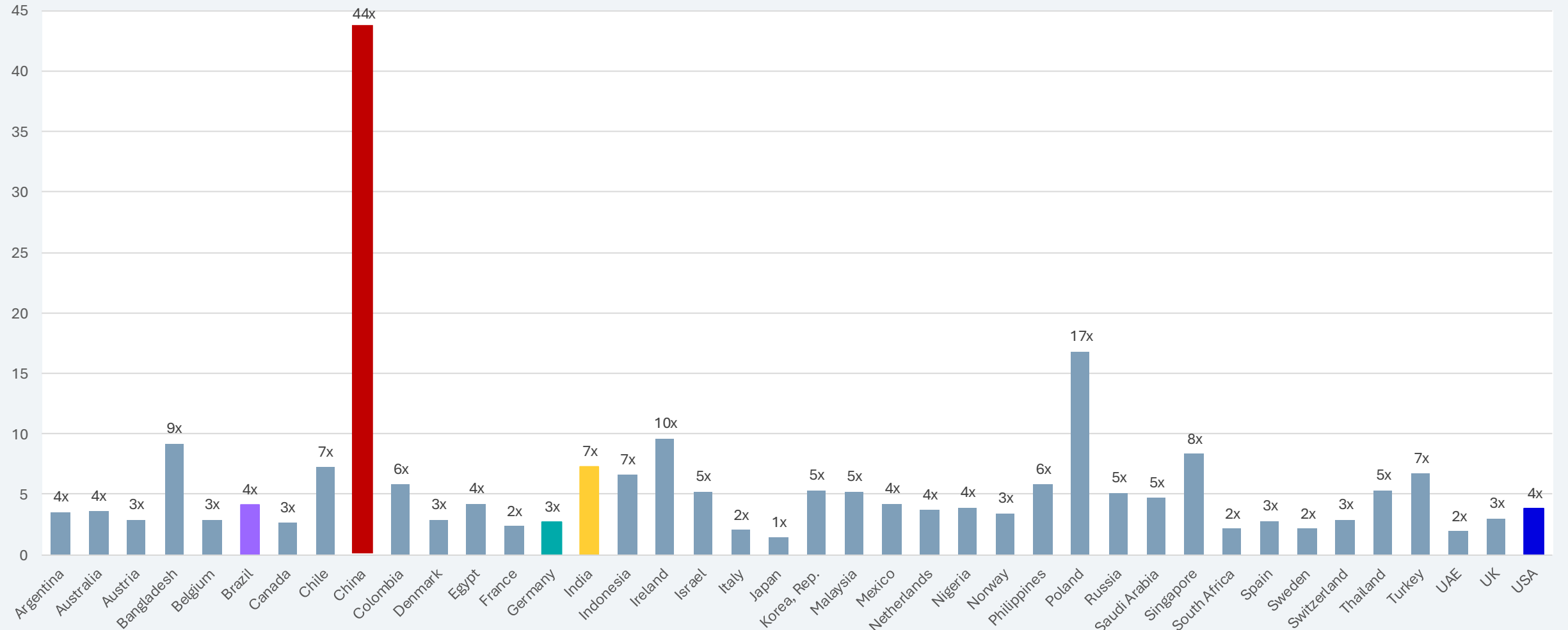
# The Lived Change Index

GROWTH IN PER CAPITA GDP, 1990-2025



# The Lived Change Index

GROWTH IN PER CAPITA GDP OF TOP 40 ECONOMIES TODAY (1990-2025)



An aerial photograph of Shanghai in 1990, showing the city's dense urban landscape and the Huangpu River. The river is filled with numerous boats and ships, and the city skyline is visible in the background under a cloudy sky. The text "Shanghai 1990" is overlaid on the image, with "1990" in a red box.

# Shanghai 1990

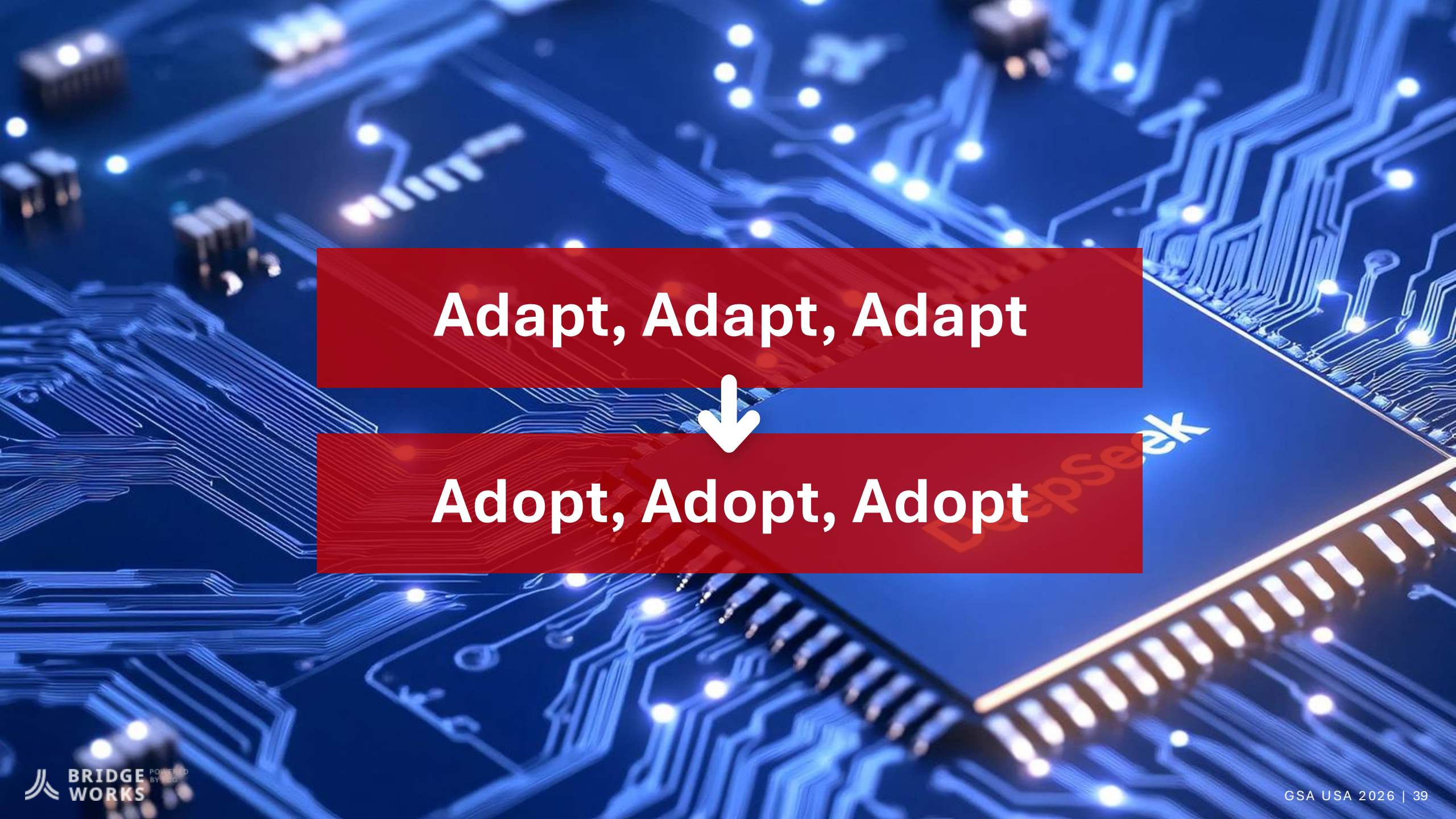
A panoramic view of the Shanghai skyline at night, featuring the Oriental Pearl Tower, the Shanghai Tower, and the Bund. The city lights are reflected in the water.

# Shanghai **2025**



# 摸着石头过河

Crossing the River by  
Feeling the Stones



**Adapt, Adapt, Adapt**



**Adopt, Adopt, Adopt**

# Innovation Impact Equation

$$\underline{\text{Innovation}} \times \underline{\text{Adoption}} = \underline{\text{Impact}}$$

# OpenClaw Craze in China for Everyone





### 3. AN INCUBATOR OF GLOBAL PRODUCT

# The EV Case Study:

FROM FAR BEHIND TO MARKET LEADER IN A DECADE

2011

Elon Musk mocking  
China's BYD



2025

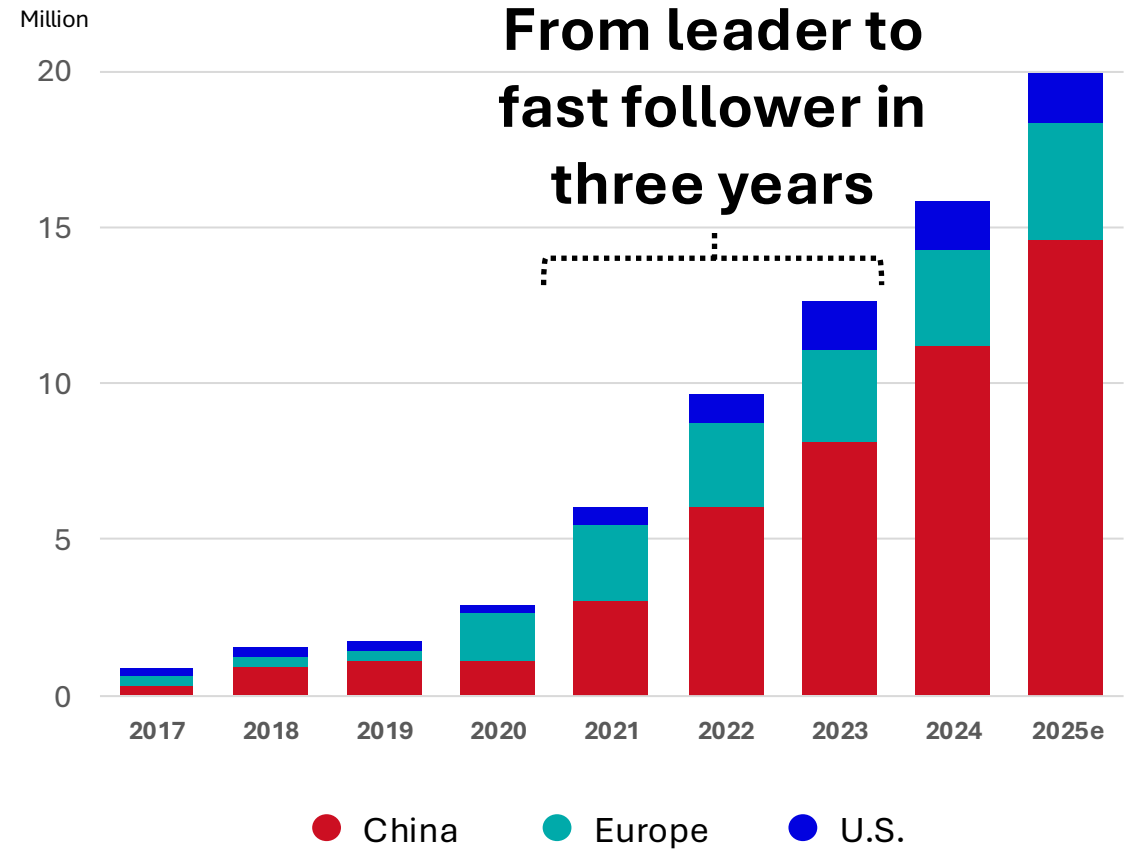
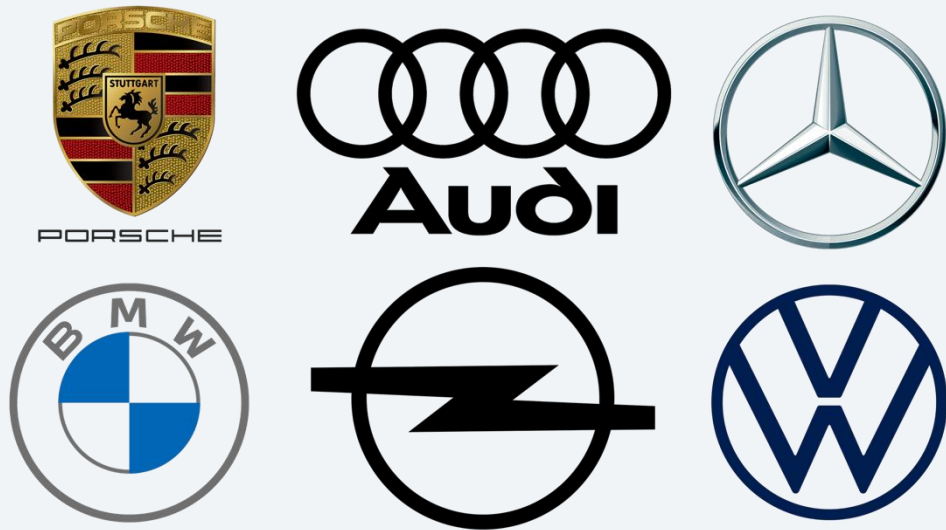
BYD officially surpasses Tesla as  
the world's top pure EV seller



# The EV Case Study:

## FROM FAR BEHIND TO MARKET LEADER IN A DECADE

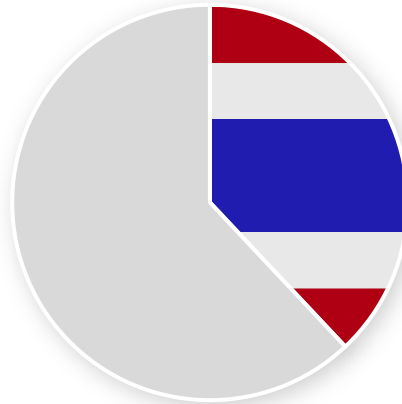
Zak takes them to China in 2023



# Chinese car brands has 0% EV market share in the US but...



**Brazil**  
**91%**



**Thailand**  
**89%**



**Indonesia**  
**85%**

\*BYD has 8.5% of Australia's *total* automotive market

# Socio-economic proximity:

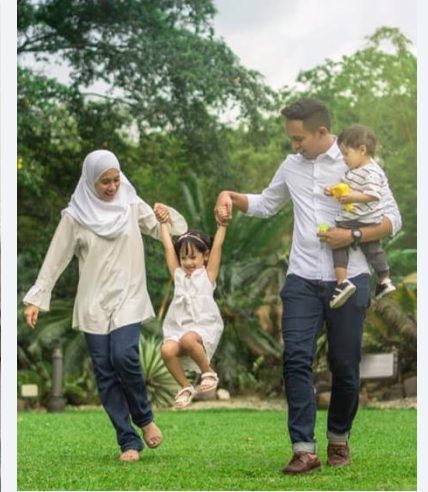
What is a fit for consumers and users in Chongqing is also likely a fit for people in...



Chongqing, China



Mumbai, India



Kuala Lumpur, Malaysia



Sao Paulo, Brazil



Lagos, Nigeria

# Most Downloaded Apps in the World

## 2025



1. ChatGPT



2. Instagram



3. TikTok



4. WhatsApp



5. CapCut



6. TikTok Lite



7. Netflix



8. Facebook



9. Temu



10. Snapchat

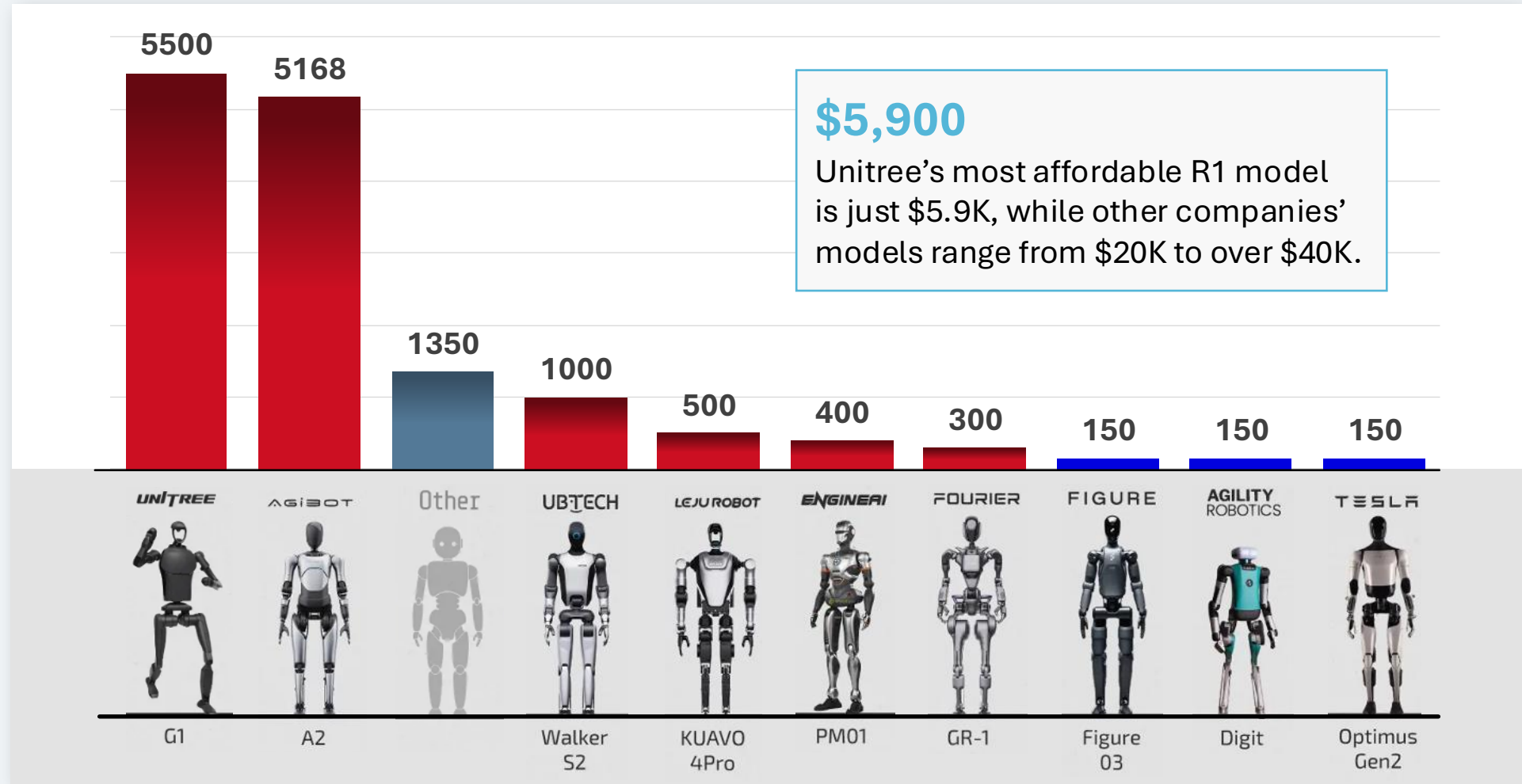
# GoPro Going Bankrupt Against Chinese Competition

IN THE BIGGEST ERA FOR VIDEO IN HISTORY, GLOBAL CONSUMERS CHOOSING INSTA360 AND DJI OVER GOPRO



# Humanoid Robot Shipments in 2025

LATEST HUMANOID ROBOTS AS OF MARCH 6, 2026

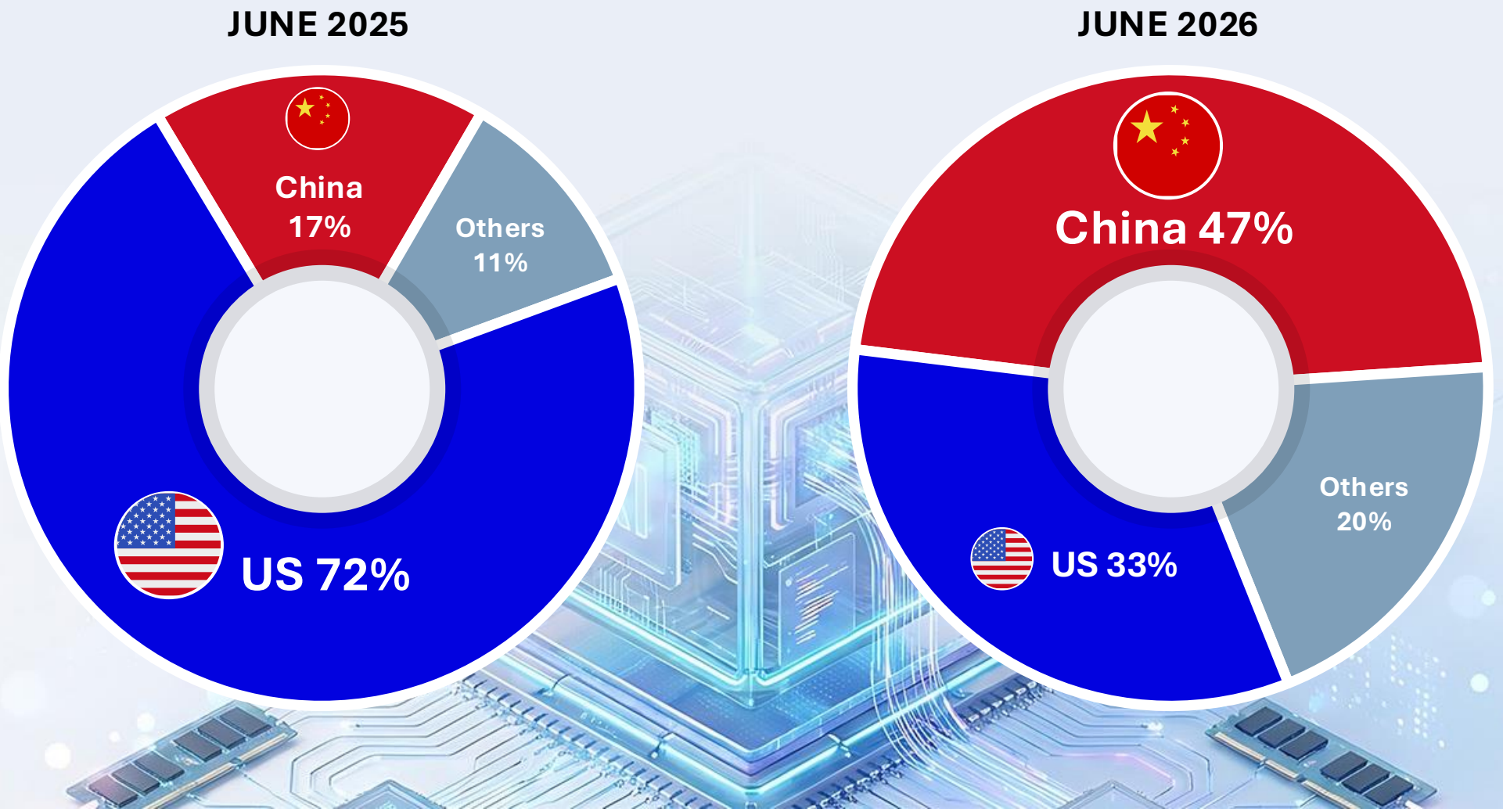


# The World's Top Gaming Markets

ESTIMATED REVENUE OF THE VIDEO GAMES MARKET, BY COUNTRY (IN BILLION U.S. DOLLARS)

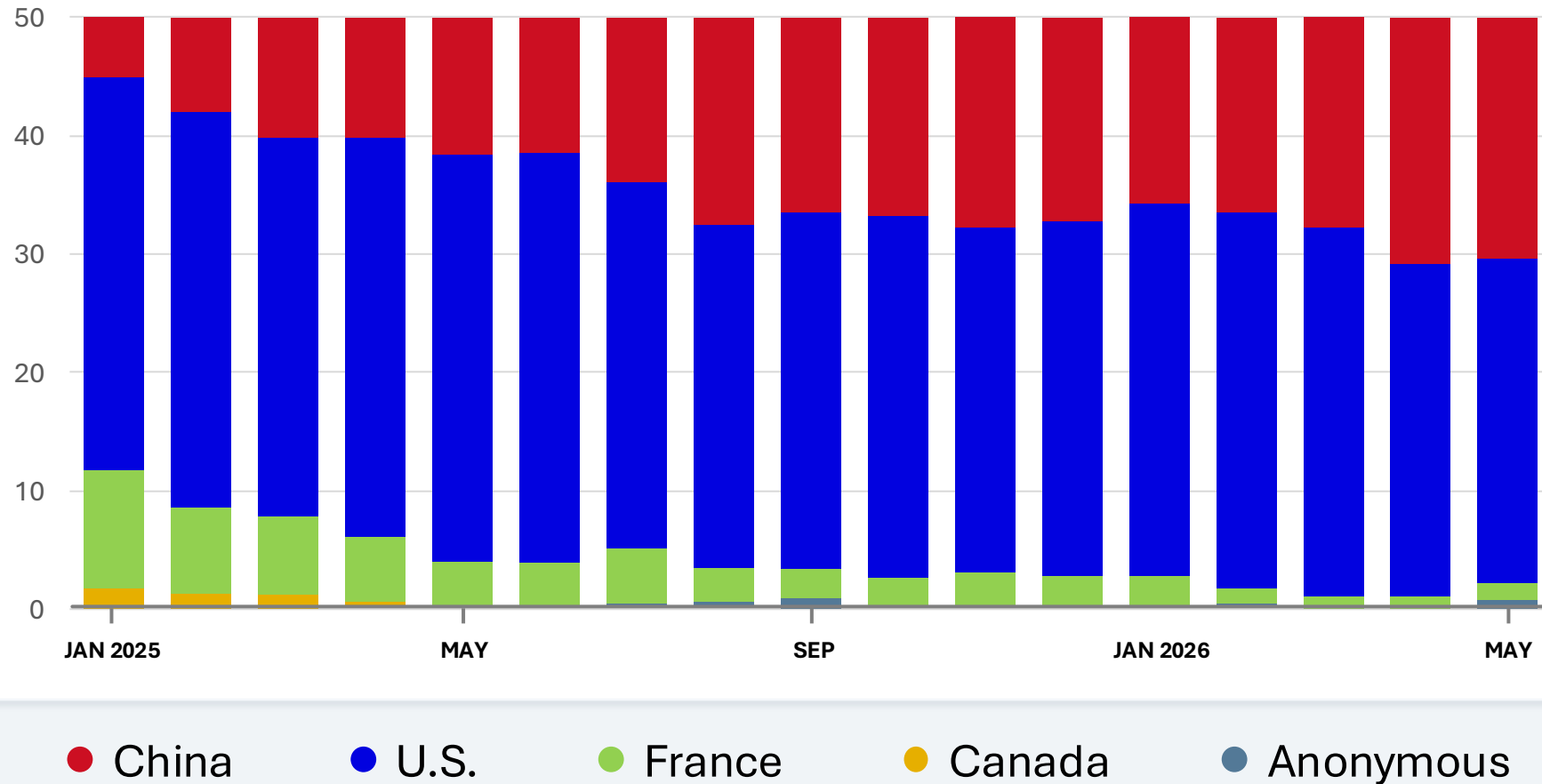


# Last 12 Months: China's AI Models Gaining Global Traction

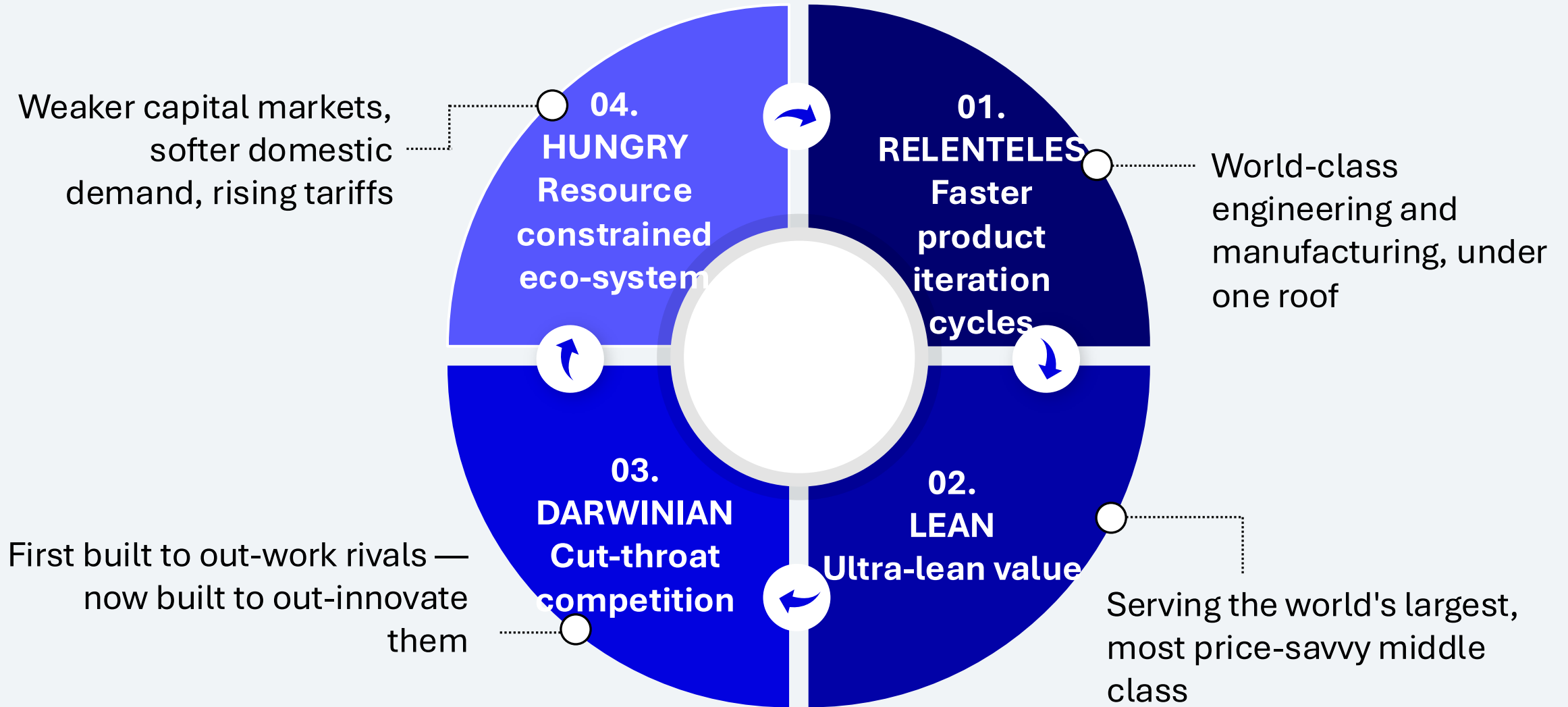


# Where do the most-used AI models come from?

ORIGIN COUNTRY OF THE TOP 50 ARTIFICIAL INTELLIGENCE MODELS IN OPENROUTER'S DAILY RANKING



# What does building from China look like?



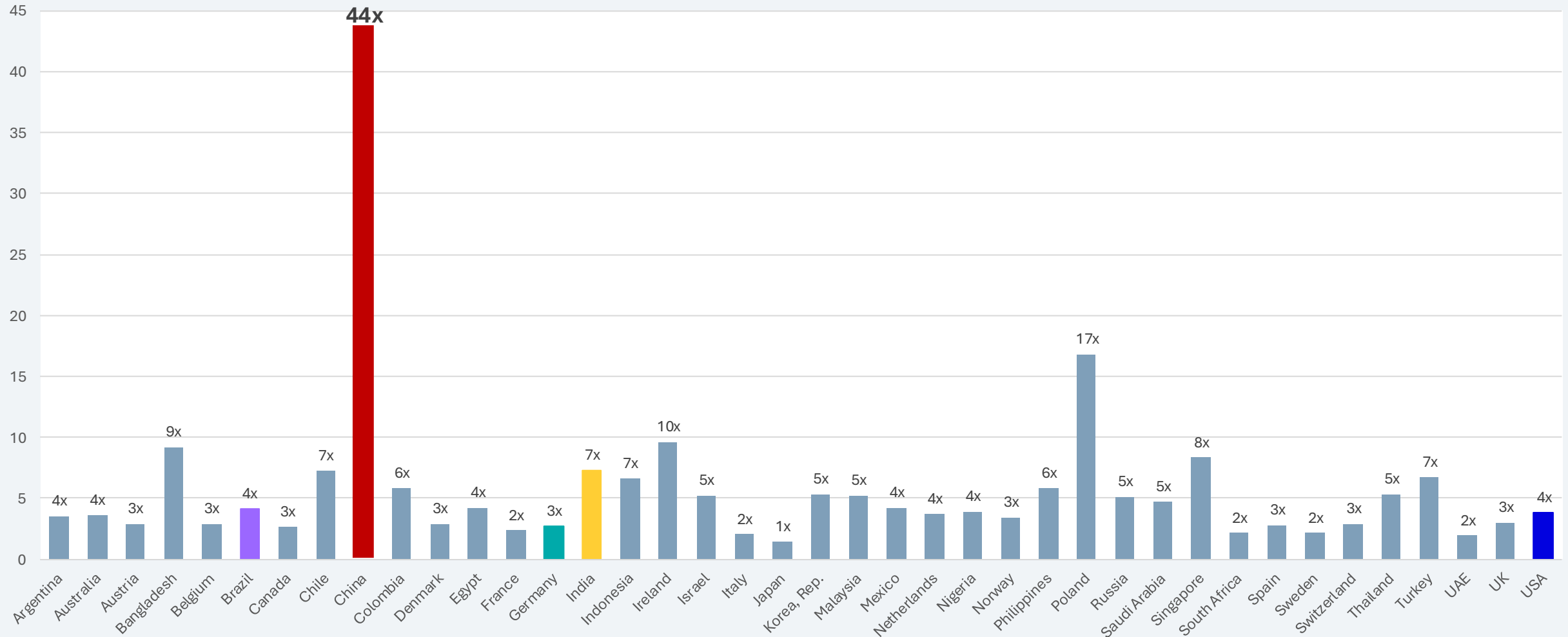


逆水行舟，不进则退

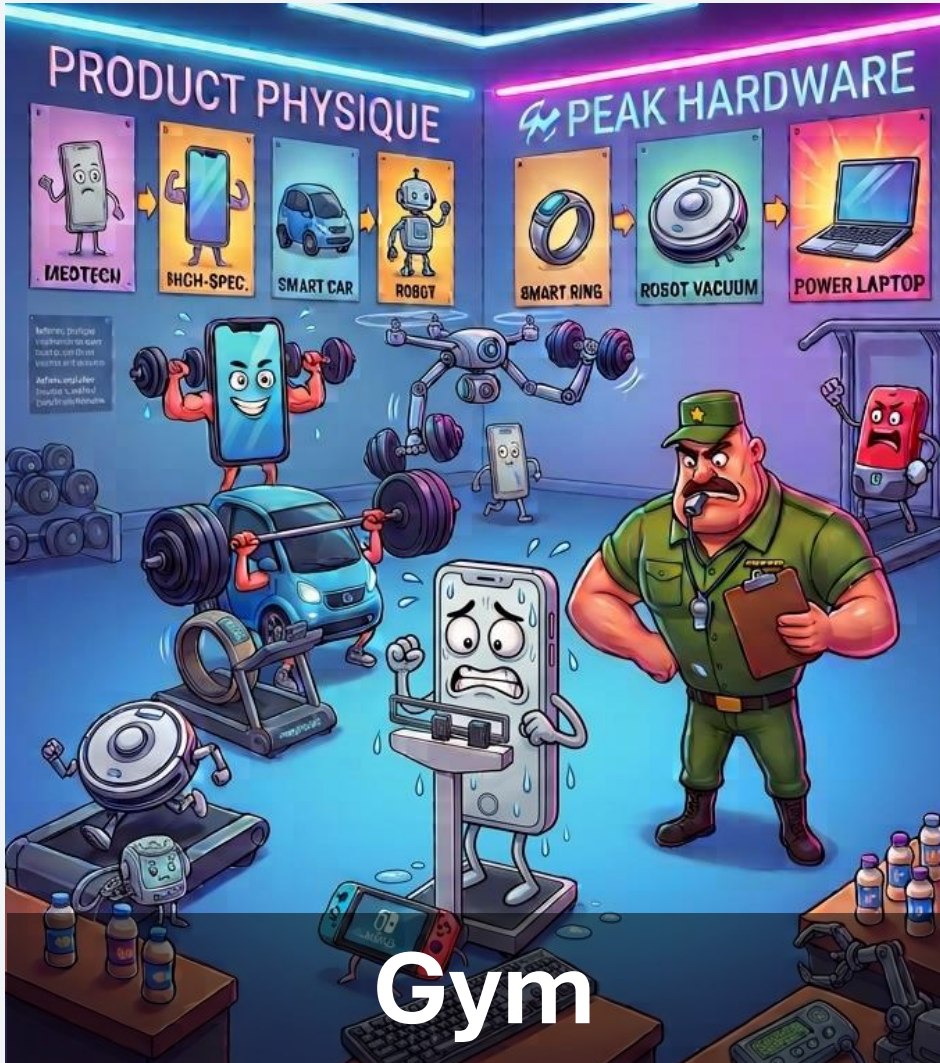
When paddling upriver, if you're not going forward, you're going backward

# The Belief: The Water Moves Faster in China

GROWTH IN PER CAPITA GDP OF TOP 40 ECONOMIES TODAY (1990-2025)



# Analogy Wars: China's Product Ecosystem



**The belief around China is...**

**“If we can survive in China,  
we can thrive globally.”**

# China Speed: Pros and Cons



Outpace competitors



Run ragged your global team, unable to retain global talent



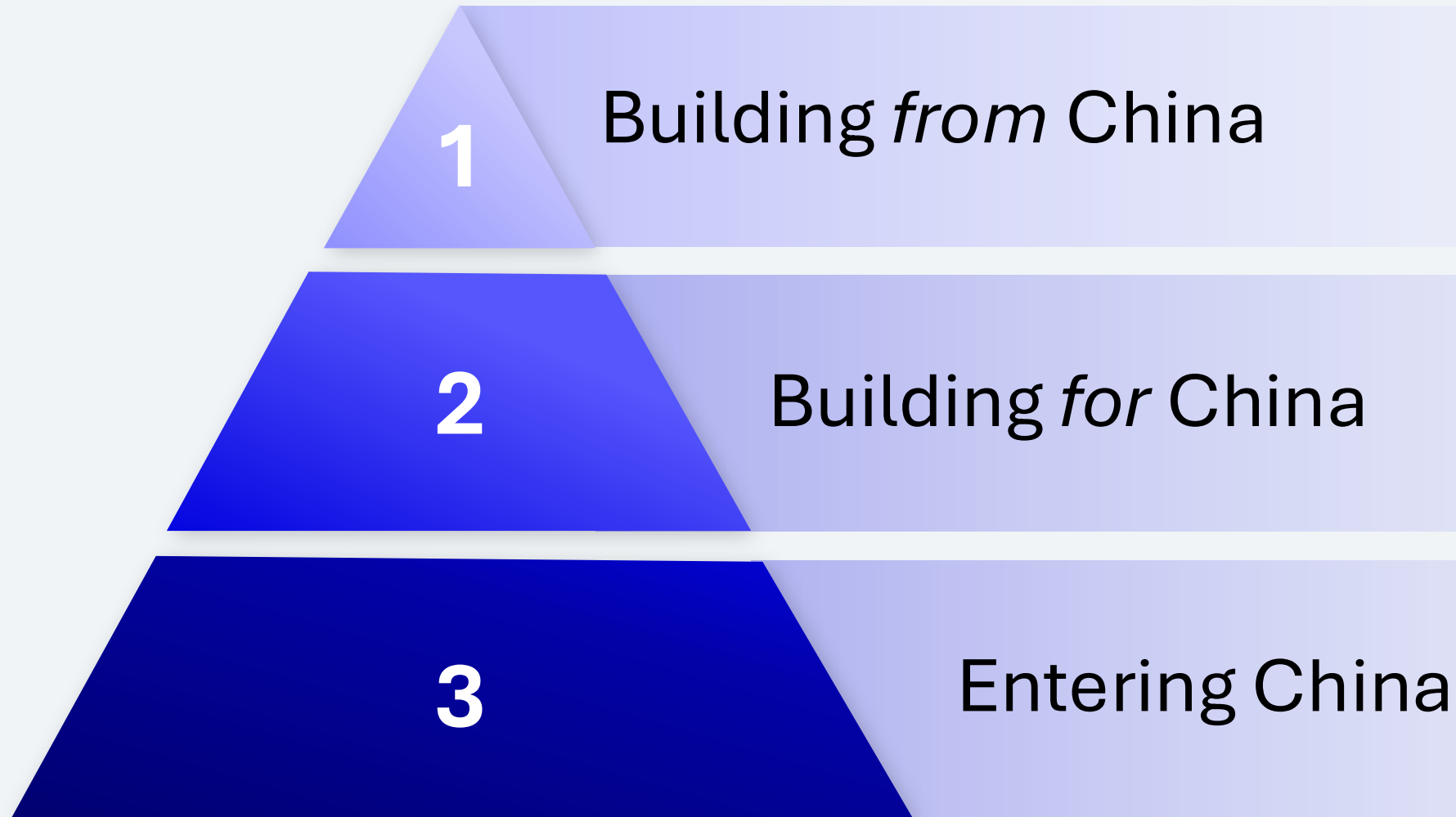
Product development cycles faster than anywhere on earth



Company cultures built around scrappiness are hard to scale

## 4. HOW GLOBAL ORGANIZATIONS LEVERAGE CHINA

# Three Phases of Global Companies in China



# Global AI Talent Tracker

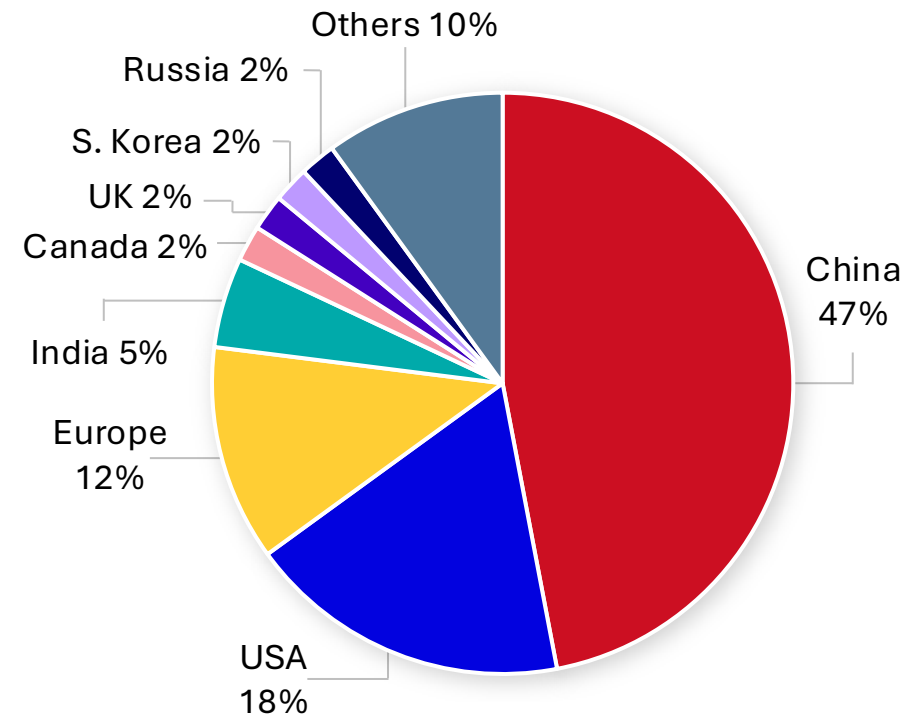
**47%**

**Of Top AI talent globally  
originates from China**

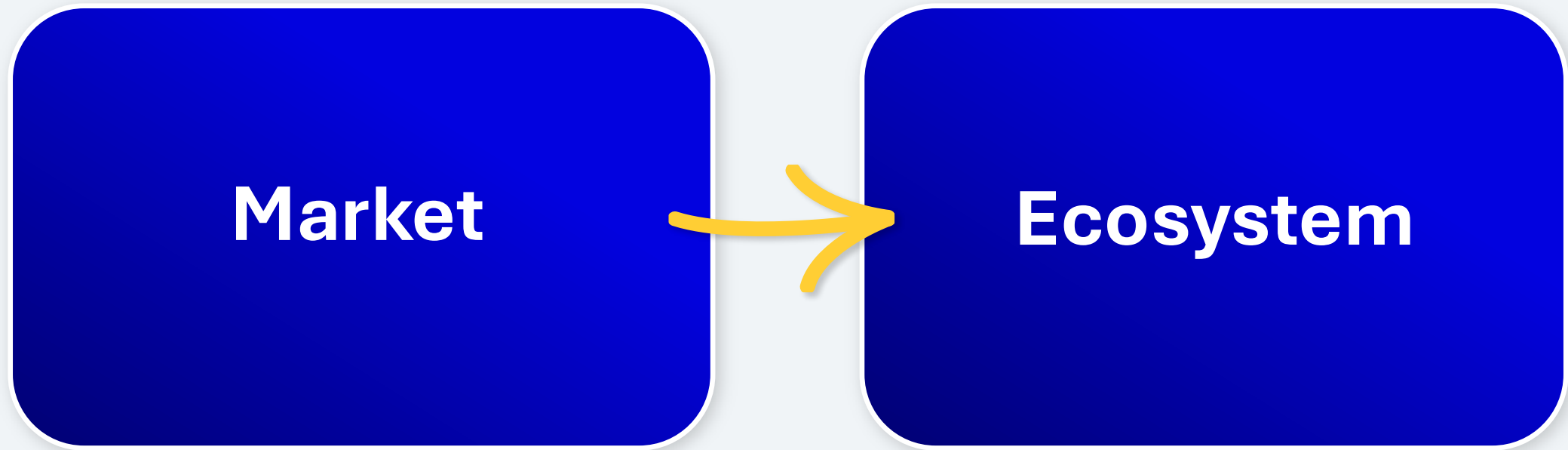
**38%**

**Of Top AI talent at top US institutions  
originates from China**

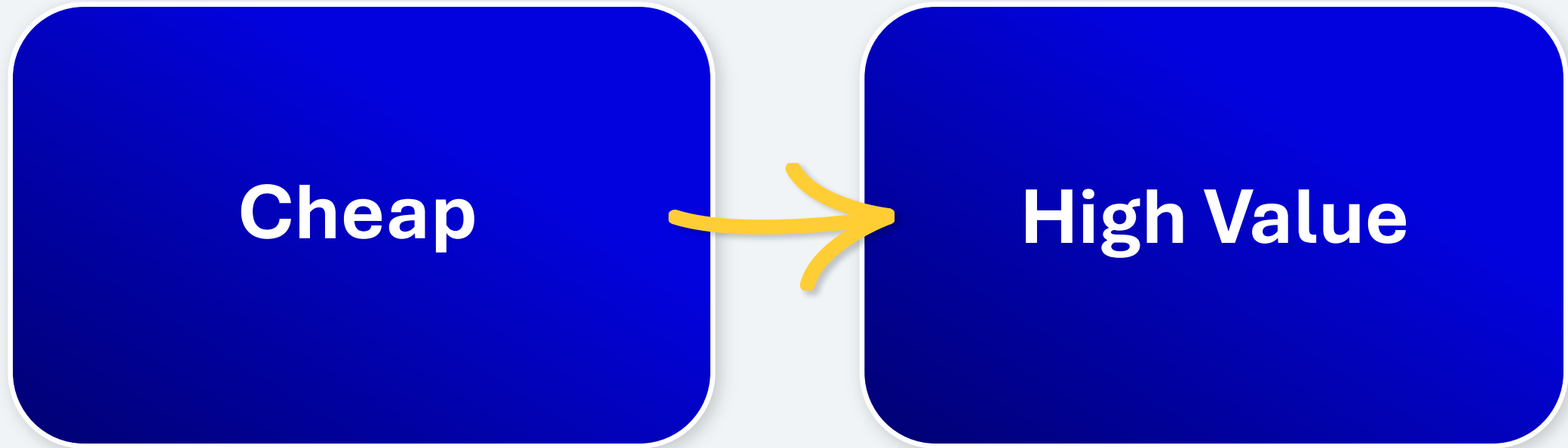
## Global AI Talent Tracker



# The trend for **global companies** in China has evolved from:



The trend for **global companies** in China  
has evolved from:



Where is the next breakthrough in

[ insert any industry ]

---

going to come from?

1. Will the semiconductor industry be the **exception**?
2. If not, or only partially, **how should you prepare**?

“

“The future is already here; it’s just **not evenly distributed.**”

**WILLIAM GIBSON**

*Futurist, science fiction author*



# 伟大的创新产品背后的创业

Do Not Disturb  
Off

01



史蒂夫·乔布斯 (Steve Jobs)

苹果 (Apple) 联合创始人

**"Stay hungry, stay foolish."**

求知若饥，虚心若愚

Your time is limited, so don't waste it living someone else's life.  
Don't be trapped by dogma - which is living with the results of other people's thinking.  
Don't let the noise of others' opinions drown out your own inner voice.  
And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.  
Stay hungry, stay foolish.



**"Focus on signal over noise."**

专注于信号，而非噪音

Then, I'd say focus on signal over noise. A lot of companies get confused. They spend a lot of money on things that don't actually make the product better.

For any given company, just keep thinking "are the efforts that people are expending resulting in a better product or service?" If they're not - stop those efforts.

埃隆·马斯克 (Elon Musk)

特斯拉 (Tesla) 公司创始人



**"You are never too smart to be confused."**

再聪明的人也会感到困惑

The first step to learning something new is embracing what you don't know, instead of focusing on what you do know. At some point in your career, you will find yourself facing a problem you cannot solve on your own. When that happens, don't panic. Take a breath. Force yourself to think things through. And then find smart people to learn from. You can - and should - see the rest of your life as an education.

比尔·盖茨 (Bill Gates)

微软 (Microsoft) 公司创始人



黄仁勋 (Jensen Huang)

英伟达 (NVIDIA) 公司联合创始人

**"Either you're running for food, or you are running from becoming food."**

你如果不跑起来做个掠食者，那么就将成为掠食者的食物

What will you create? Whatever it is, run after it like we did. Run. Don't v Remember, either you're running for food, or you are running from bein

And oftentimes, you can't tell which. Either way, run. And for your jour along some of my learnings, that you will have the humility to confor admit a mistake, and ask for help.



# The China 2030 reality check:

Today is likely the *least competitive*  
Chinese-ecosystem incubated  
companies, products, and ideas  
will be in the decade to come.

# The China 2030 lens:

In China, what will you

- › **borrow**
- › **leverage**, *or*
- › **prepare to defend against**

to sustain and grow your global edge?



## FURTHER POTENTIAL THEMES FOR DISCUSSION

- The Hefei model of innovation
- Chinese companies going global
- Trump – Xi meeting
- Taiwan

Thank You, GSA!

GET IN TOUCH:

[zak@bridgeworksglobal.com](mailto:zak@bridgeworksglobal.com)