

Why China's Complex Policy Landscape Enables Commercialization



China is not just leading — it's structured.

→ **Part I: Power Structure**

Part II: Autonomous Driving is On the Go!

VIGERES GmbH – Confidential Chinese Entity Undisclosed For Compliance Purposes

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POLICY FRAMING — The Complication



How to build a policy system
that can keep pace with
exponential
change
?

Reference: VIGERES – Sebastian Frey: Research Data & Syllabus: Policy-Making in China, China's Governance, Leadership, Career Development

POLICY FRAMING — COMPLEXITY ENABLES CHINA, BUT HINDERS EUROPE

The Complication Needs Precision



Visionary but Incoherent

- Fragmented regulatory landscape across member states
- Slow, consensus-driven legislative processes
- Innovation not anchored in public trust or societal goals
- Reactive policy cycles — often too late to shape outcomes
- Private actors filling regulatory vacuums
- Lack of institutional foresight and adaptive capacity



Complex but Coherent

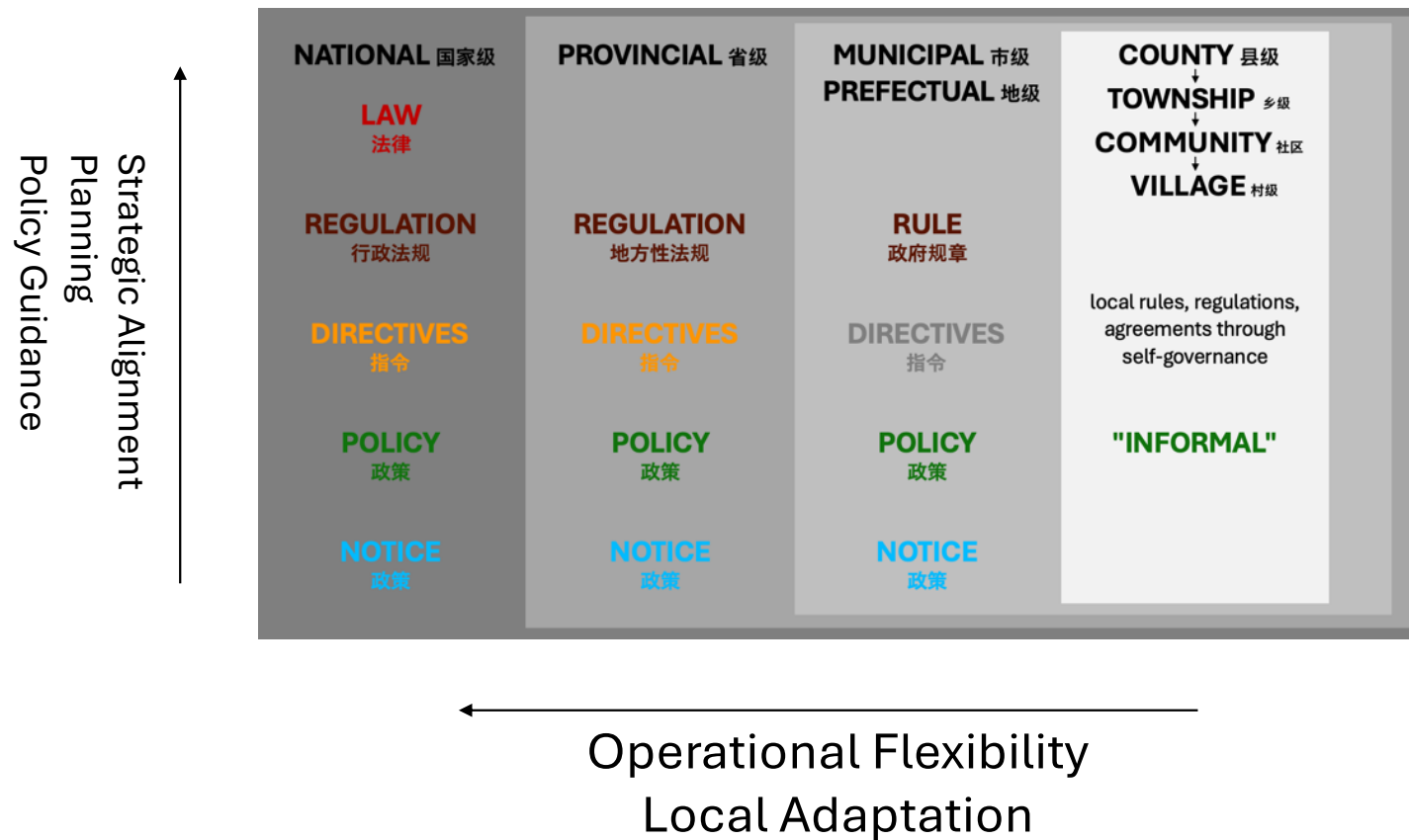
- Multi-level governance with aligned national-local execution
- Policy experimentation through pilot zones and testbeds
- Commercialization aligned with strategic public goals
- Adaptive regulation stacks evolving with deployment
- Institutionalized foresight via FYP and sectoral roadmaps
- Codification of practices into enforceable law over time

ADMINISTRATIVE LAYERS OF COMMERCIALIZATION

Multi-Level Power Structure



LI:
simplified & exemplary
version



BINDING
BINDING but ADAPTIVE
NON-BINDING, but politically authoritative
SELECTIVE-BINDING
NON-BINDING, may carry administrative weight

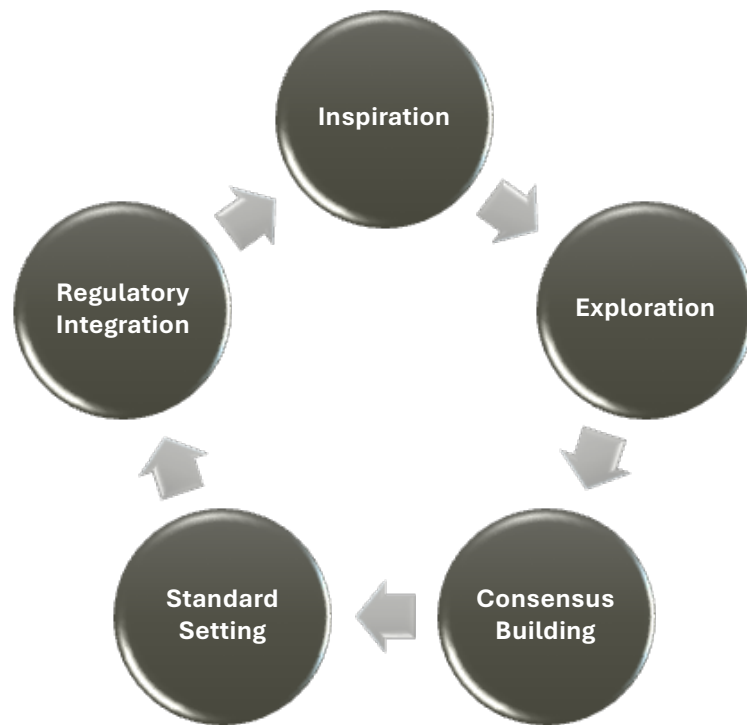
↔ Unconditional Following

FROM VISION TO ENFORCEMENT

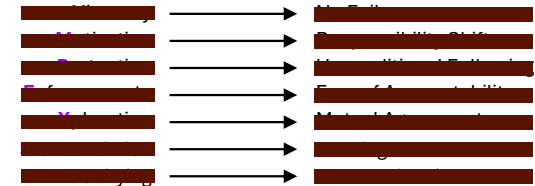
Commercialization of Foresight Technology



LI:
simplified & exemplary
version



Cultural Fluency
Mechanism



WHERE THE ARCHITECTURE OF POWER MEETS POLICY — THE POWER–POLICY NEXUS

Conclusion



Policy-making must be contextual.

In China, power structures are transparent but not deterministic — they operate through case-specific, **culturally fluent mechanisms**.



Cultural Fluency over Translation

- Understanding the **mechanisms** behind is more valuable than **retrospective analysis**
- Fools **interpret**; leaders **translate** with **cultural fluency**



Timing & Engagement

- The EU is **not slower** than China — but the focus often **misaligns with what truly drives transformation**
- The question is not **if** to engage, but **when** and **how**



Avoid Overgeneralization

- Success depends on knowing **who** issued **what, when**, and **why** — and what it means for your case
- Broad foresight proposals often fail

In China, authority is layered, contextual, and evolving.

Don't jump into geopolitical assumptions. Instead, validate institutional signals and interpret them through cultural fluency and administrative logic.

TWO POLICY WORLDS – BUT CHINA'S COMPLEXITY SIMPLIFIES & ENABLES **Research & Experience**



“

**In China,
industrial & public policy
are two sides of the same coin.**

**In Europe,
they're often
two separate conversations.**

”



ARCHITECTURE BEYOND PRESENCE — DECODING TRUST, TIMING & THE EXECUTIVE LOGIC OF HOW

Enterprise Recommended Way of Action



Understand the Administrative Power Structure

Know which level (national, provincial, municipal) is relevant to your case — and what kind of authority they hold.



Engage Through Trusted Intermediaries

Use policy intermediaries who can translate institutional intent into actionable pathways — not just introductions.



Pilot with Purpose, Not Just Visibility

Choose pilot zones and timing based on alignment with policy windows, not just market opportunity.



Build HQ Trust Through Strategic Clarity

Help your headquarters understand that success in China is not about speed — it's about precision, timing, and alignment.



Complement, Don't Compete

Policy intermediaries work alongside your BD and GA teams — not instead of them — to ensure your pilots are legally empowered and strategically positioned.

The Commercialization Journey Needs Alignment & Cultural Fluency

Pilots don't succeed through awareness alone — they demand institutional readiness and strategic coordination.

- ✓ Empower your organization to interpret policy signals with precision
- ✓ Align commercialization with evolving administrative logic
- ✓ Build trust through **culturally fluent engagement**

THE EU'S INITIATIVES ARE SOUND — EU Recommended Way of Action



-  **Accelerate Policy Harmonization**
Align commercialization efforts across member states to unlock Europe's full innovation potential.
-  **Anchor commercialization in Societal Goals**
Ensure that emerging technologies serve public value — not just market value.
-  **Enable Adaptive Regulation**
Shift from static rulemaking to regulatory models that evolve with commercialization.
-  **Build Policy Foresight Capacity**
Equip institutions with the tools and talent to anticipate — not just react to — technological change.
-  **Strengthen Long-Term Coordination**
Create governance mechanisms that transcend political cycles and national borders.
-  **Adopt Scenario-Based Governance**
Embrace uncertainty as a strategic asset through anticipatory and flexible policy design.

From Intention to Implementation

- ✓ Strengthen institutional foresight and adaptive capacity
- ✓ Navigate regulatory complexity with confidence
- ✓ Translate strategic foresight into scalable outcomes



Accelerate Commercialization at Scale

Transform foresight technology into market-ready solutions



Bridge Policy & Practice

Deliver strategic guidance on regulatory and standardization frameworks to foster trust and interoperability between EU and Chinese markets



Leverage Scientific Insights

Combine academic rigor with executive-level coaching to align innovation strategies, deliver measurable outcomes, and inspire through high-impact, research-driven lecturing

FORESIGHT PILOTS START WITH POLICY

VIGERES GmbH Service Portfolio



Policy-Making Architecture & Frameworks Intermediation

Bridging Institutions and Innovation

"We intermediate between policy-makers in EU countries and enterprises to achieve foresight technology commercialization — from pilot to scale"

Strategic Foresight Commercialization & Enablement

From Vision to Scalable Impact

"We translate strategic foresight into actionable pathways for scalable innovation"

"We build bridges between policy and practice — enabling pilots, partnerships, and scale"

Policy Navigation & Institutional Alignment

Decoding Signals. Aligning Strategy.

"We decode institutional signals and align commercialization with evolving regulatory architectures"