

# Doing Business in Arab Countries



## SENSE OF TIMING



**ARAB COUNTRIES**  
Time is flexible



**UNITED STATES**  
On time is expected

## DINING ETIQUETTE



**ARAB COUNTRIES**  
Men & Women dine separately



**UNITED STATES**  
Men & Women dine together

## EXPRESSING OPINIONS



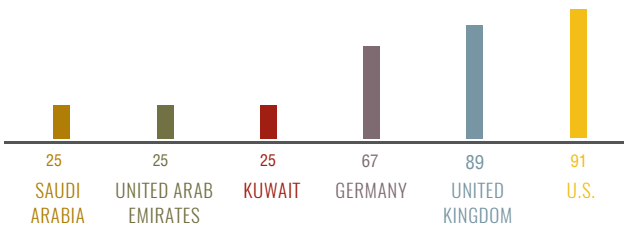
**ARAB COUNTRIES**  
Appearance of unity is important



**UNITED STATES**  
Opinions shared freely

## INDIVIDUALISM

Greatest cultural difference between these countries\*:



**Arab countries: Low score**

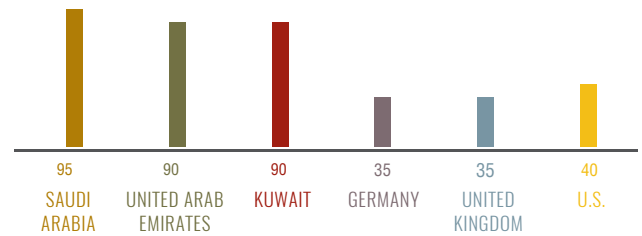
- "We" consciousness (Collectivism)
- Relationships have priority over tasks
- Fulfill obligations for family, in-group, society

**Western countries: High score**

- "I" consciousness (Individualism)
- Private opinions
- Fulfill obligations to self

## POWER DISTANCE INDEX

Greatest cultural difference between these countries\*:



**Arab countries: High score**

- Inequality acknowledged
- Hierarchy needed
- Powerful have rights

**Western countries: Low score**

- Inequality minimized
- Hierarchy for convenience
- Equal rights for all

## RELIGION



**ARAB COUNTRIES**  
Religion drives culture



**UNITED STATES**  
Business drives culture

## TABLE HIERARCHY



**ARAB COUNTRIES**  
Most senior right of host



**UNITED STATES**  
Flexible seating

## DRESS CODE WOMEN



**ARAB COUNTRIES**  
Dress to conceal



**UNITED STATES**  
Dress to accentuate

## INITIAL MEETINGS

are all about building relationships and developing trust.



## MODEST CLOTHING

for men and women is extremely important.



**Exhibit Concepts**

# Doing Business in Argentina



## SENSE OF TIMING



**ARGENTINA**  
Time is flexible; time is needed to appreciate life



**UNITED STATES**  
Time is money; on time is expected

## GESTURES



**ARGENTINA**  
Use hand gestures to emphasize & supplement verbal statements



**UNITED STATES**  
Rely mostly on verbal statements & facial expressions, with less hand gestures

## TIME FOR DINNER

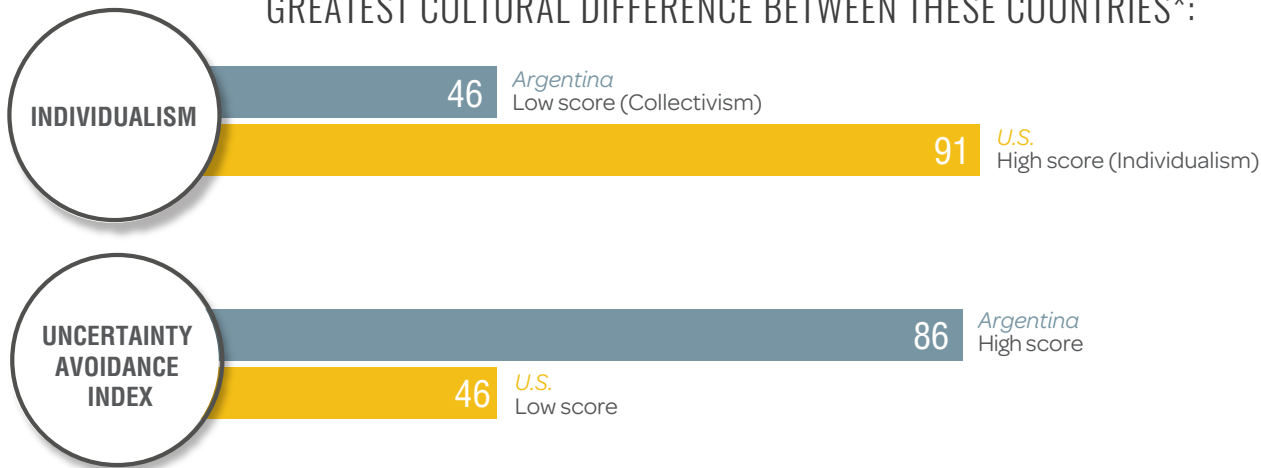


**ARGENTINA**  
Starts later in the evening, often 9 p.m. or after



**UNITED STATES**  
Starts earlier in the evening, often 6 p.m. or after

## GREATEST CULTURAL DIFFERENCE BETWEEN THESE COUNTRIES\*:



## DRESS FOR SUCCESS



**ARGENTINA**  
Attracted to European fashion styles; more formal in business



**UNITED STATES**  
American fashion styles; business casual is most common

## TABLE ETIQUETTE



**ARGENTINA**  
Continental style (fork in left hand, knife in right)



**UNITED STATES**  
American style (fork in dominant hand, knife used for cutting only)

## VACATION DAYS



**ARGENTINA**  
18 days / work/life balance



**UNITED STATES**  
13 days / live to work

Maintaining **EYE CONTACT** is very important in conversations.



A pat on the shoulder is a **SIGN OF FRIENDSHIP.**



# Doing Business in Brazil



## PERSONAL



**BRAZIL**  
Doing business with people (personal relationships)



**UNITED STATES**  
Doing business with companies

## SERVICE



**BRAZIL**  
Accept change and adjust to the situation



**UNITED STATES**  
Accuracy expected in every aspect of life

## LIFE/WORK

**13**  
days

**BRAZIL**  
Work to live



**41**  
days

**UNITED STATES**  
Live to work

## GREATEST CULTURAL DIFFERENCE BETWEEN THESE COUNTRIES\*:



**Brazil: Low score**  
 "We" consciousness  
 Relationships have priority over tasks  
 Fulfill obligations to family, in-group, society  
 Penalty: Loss of face and shame

**U.S.: Medium / High score**  
 "I" consciousness  
 Private opinions  
 Fulfill obligations to self  
 Penalty: Loss of self-respect and guilt

## TIME



**BRAZIL**  
Laid back;  
Time is needed to appreciate life



**UNITED STATES**  
Time is money

## DRESS FOR SUCCESS



**BRAZIL**  
Dress code per level in the hierarchy



**UNITED STATES**  
Business casual applies to all levels

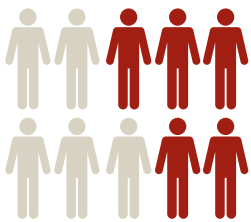
## VERBAL EXPRESSION



**BRAZIL**  
Emotion seen as enthusiasm and emphasis

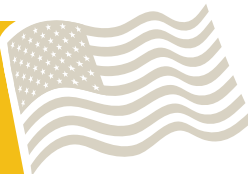


**UNITED STATES**  
Showing emotion is considered as loss of control



Nearly 50% of the population is **under 20** years of age.

Always allow your **HOST TO BEGIN** business discussions.



Brazilians have a **STRONG AFFINITY FOR THE U.S.** and are eager to build relationships.

**MEALS ARE VERY IMPORTANT** for building business relationships.



# Doing Business in Germany



## LEVEL OF DETAIL



**GERMANY**  
Precision; with high level of detail



**UNITED STATES**  
Speed; quickly getting to the point

## CONTENT VERSUS FORM



**GERMANY**  
Substance is favored over style



**UNITED STATES**  
Intrinsic connection between message and messenger

## MOTIVATION



**GERMANY**  
Open discussion about mistakes; Criticism is accepted



**UNITED STATES**  
Positive encouragement; individual recognition

## GREATEST CULTURAL DIFFERENCE BETWEEN THESE COUNTRIES\*:



**LONG-TERM ORIENTATION**

26

*U.S.*  
Low score

83

*Germany*  
High score

### Germany: High Score

Pragmatic approach: encouraging thrift and efforts in modern education as a way to prepare for the future

### U.S.: Low score

Prefer to maintain time-honored traditions and norms while viewing societal change with suspicion

{ Credibility gained by delivering short-term result.

{ Credibility earned by expertise and seniority.

## ECOLOGICAL FOOTPRINT



**GERMANY**  
Green solutions preferred



**UNITED STATES**  
Convenience and costs are priority

## FORMALITY



**GERMANY**  
Formal; respect for personal privacy



**UNITED STATES**  
Casual, conversational, informal style of communication

## VACATION DAYS

35 days

**GERMANY**  
Work / Life balance



13 days

**UNITED STATES**  
Live to work

**EDUCATION** is highly valued in Germany.



Germans pride themselves on **PRECISION.**

Business dress in Germany is **VERY CONSERVATIVE.**



**PUNCTUALITY** is a necessity. Being late is very insulting.



**Exhibit Concepts**

# Doing Business in Hong Kong



## DINING ETIQUETTE



**HONG KONG**  
All foods offered are accepted; no need to eat all; honoree given the *fish head*



**UNITED STATES**  
Refusing foods is normal

## BUSINESS CARD



**HONG KONG**  
Two-hand exchange; name up & facing the other person



**UNITED STATES**  
One-hand exchange; relaxed

## COMMUNICATION STYLE

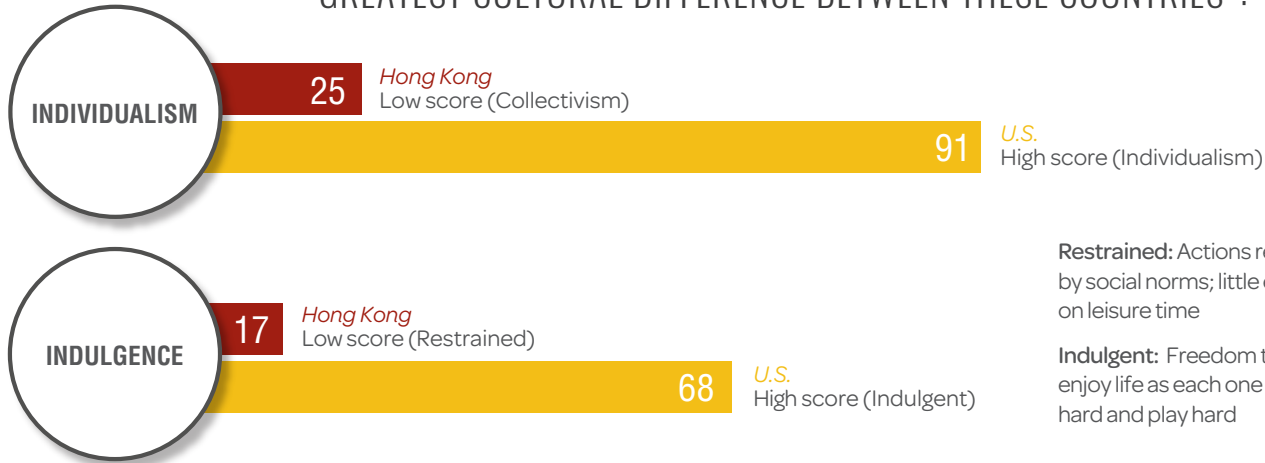


**HONG KONG**  
Indirect communications; okay with silence



**UNITED STATES**  
Direct communications; uncomfortable with silence

## GREATEST CULTURAL DIFFERENCE BETWEEN THESE COUNTRIES\*:



**Restrained:** Actions restrained by social norms; little emphasis on leisure time

**Indulgent:** Freedom to relax and enjoy life as each one wishes; work hard and play hard

## AGE VS. YOUTH



**HONG KONG**  
Age is revered; associated with experience & wisdom



**UNITED STATES**  
Youth is valued; associated with innovation & vitality

## OPINIONS



**HONG KONG**  
Non-confrontational; maintain face for everyone



**UNITED STATES**  
Differing opinions expected & expressed; delivery style is important

## LONG-TERM ORIENTATION



**HONG KONG**  
Long-term orientation; pragmatic approach to life & encourage thrift



**UNITED STATES**  
Short term orientation; maintain traditions & view societal change suspiciously

**TOASTING WITH ALCOHOL**

is an integral part of the culture.



The color red is considered **LUCKY**.  
White is synonymous with **DEATH**.

**PATIENCE** is important. The Chinese do not make business decisions quickly.



# Doing Business in India



## WORK RELATIONSHIPS



**INDIA**  
Strong hierarchy; expect to be *told* what to do by superior



**UNITED STATES**  
Less hierarchy; more collaboration; subtle authority

## PROCESSING INFORMATION



**INDIA**  
Open to information as long as it doesn't conflict with religion and caste



**UNITED STATES**  
Looking for facts and persuasive arguments to justify points

## HOSPITALITY IN MEETINGS

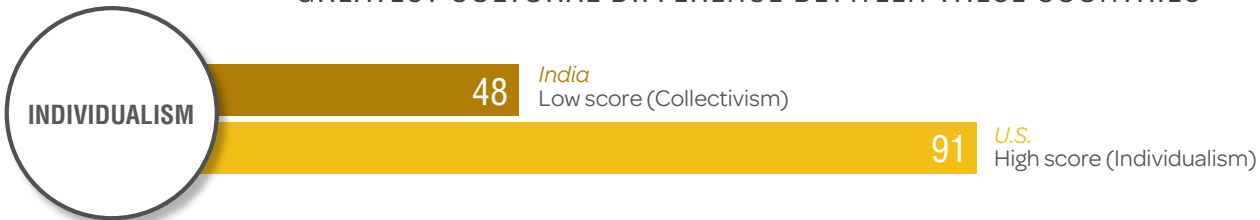


**INDIA**  
Business is highly personal; tea & small talk precede discussions



**UNITED STATES**  
Business is often transactional; short intros then into discussions

## GREATEST CULTURAL DIFFERENCE BETWEEN THESE COUNTRIES\*:



**Restrained:** Actions restrained by social norms; little emphasis on leisure time

**Indulgent:** Freedom to relax and enjoy life as each one wishes; work hard and play hard

## SOCIAL INTERACTIONS



**INDIA**  
Ingrained qualitative differences between people due to castes



**UNITED STATES**  
Believe that people are created equally and have equal rights

## GREETINGS



**INDIA**  
More formal, hands together, slight nod—"namaste"



**UNITED STATES**  
Casual, more firm handshake—"hello"

## AGE VS. YOUTH



**INDIA**  
Age is revered; associated with experience & wisdom



**UNITED STATES**  
Youth is valued; associated with innovation & vitality

**HINDI** is the most widely spoken language, but **ENGLISH** is important for business.

Most business people are accustomed to **SIGNIFICANT NEGOTIATIONS** before closing a deal.



# Doing Business in Japan



## AGE VS. YOUTH



**JAPAN**  
Age is revered;  
associated with  
experience & wisdom



**UNITED STATES**  
Youth is valued;  
associated with  
innovation & vitality

## LIVING ARRANGEMENTS



**JAPAN**  
Often multi-generational  
in same home



**UNITED STATES**  
Only parents & children  
in same home

## TOUGH VS. TENDER



**JAPAN**  
Very traditional  
male / female roles;  
few women in leadership



**UNITED STATES**  
More flexible  
male / female roles;  
more women in  
leadership

## GREATEST CULTURAL DIFFERENCE BETWEEN THESE COUNTRIES\*:

### LONG-TERM ORIENTATION

26

*U.S.*  
Low score

88

*Japan*  
High score

**High LTO:** pragmatic approach to life and encourage thrift

**Low LTO:** maintain time-honored traditions and view societal change suspiciously

### UNCERTAINTY AVOIDANCE

46

*U.S.*  
Medium score

92

*Japan*  
High score

**High UA:** maintain rigid codes of belief and behavior

**Low UA:** more relaxed attitude toward unorthodox behaviors and ideas

## WRITTEN LANGUAGE

カ  
サ  
タ

**JAPAN**  
Complicated language with over 50,000 characters, often read vertically

ABC

**UNITED STATES**  
Consists of 26 characters, read left to right

## GREETINGS



**JAPAN**  
Bow & shake hands;  
more formal



**UNITED STATES**  
Shake hands;  
more casual

## COMMUNICATION STYLE



**JAPAN**  
Indirect communications;  
okay with silence



**UNITED STATES**  
Direct communications;  
uncomfortable with  
silence

### TAKING NOTES

is considered good business etiquette.

### PERSONAL SERVICE

is a part of Japanese social culture.



Always arrive at least  
**10 MINUTES EARLY**  
for a meeting.



# Doing Business in Mexico



## SENSE OF TIMING



**MEXICO**  
Time is flexible; time is needed to appreciate life



**UNITED STATES**  
Time is money; on time is expected

## LUNCH TIME



**MEXICO**  
Lunch is a larger meal, more relaxed, often 2 to 4 p.m.



**UNITED STATES**  
Lunch is a smaller meal, less time, often 12 to 1 p.m.

## INDULGENCE

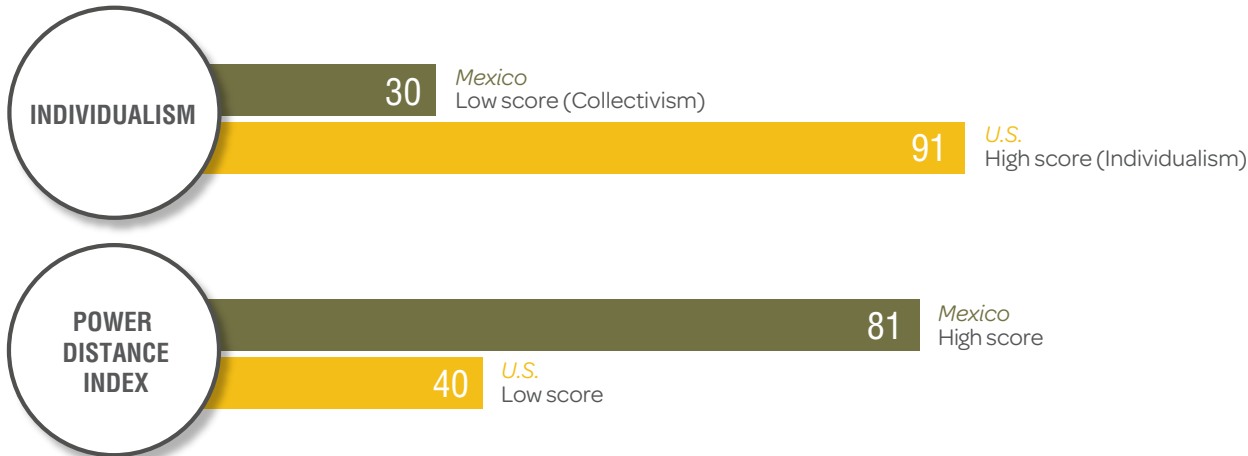


**MEXICO**  
Freedom to relax and enjoy life is a priority



**UNITED STATES**  
More restrained with leisure time and money

## GREATEST CULTURAL DIFFERENCE BETWEEN THESE COUNTRIES\*:



## DRESS FOR SUCCESS



**MEXICO**  
Dress to indicate level in hierarchy



**UNITED STATES**  
Business casual applies to all levels

## GREETINGS



**MEXICO**  
Use formal social titles such as *Licenciado* & *Maestro*



**UNITED STATES**  
Social titles normally reserved for formal situations

## HOURS WORKED WEEKLY



**MEXICO**  
42+ hours / week (highest in the world)



**UNITED STATES**  
34+ hours / week

Conversations typically take place at a **CLOSE PHYSICAL DISTANCE.**

**LACK OF EYE CONTACT** is a sign of respect.

**PERSONAL RELATIONS** are the key to business success.





# Doing Business in The Netherlands



## MOTIVATION



**THE NETHERLANDS**  
Open discussion about mistakes; criticism accepted



**UNITED STATES**  
Positive encouragement; individual recognition

## STRENGTHS



**THE NETHERLANDS**  
Good traders



**UNITED STATES**  
Good sellers

## CONTENT VERSUS FORM



**THE NETHERLANDS**  
Substance is favored over style



**UNITED STATES**  
Intrinsic connection between message and messenger

## GREATEST CULTURAL DIFFERENCE BETWEEN THESE COUNTRIES\*:



### The Netherlands: Low score ("Feminine")

Striving for consensus  
Quality of life, serving others  
Work in order to live  
Sympathy for the unfortunate

### U.S. : Medium / High Score ("Masculine")

Tendency to polarize  
Performance ambition, a need to excel  
Live in order to work  
Admiration for the successful achiever

## MEET & GREET



**THE NETHERLANDS**  
Colleagues can kiss—up to 3 times on the cheek

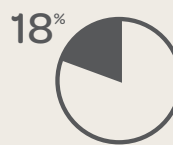


**UNITED STATES**  
Firm handshake is typical and hugs reserved for good friends

## PART-TIME WORKERS



**THE NETHERLANDS**  
Part-time positions available on all levels



**UNITED STATES**  
Part-time positions limited to lower-level jobs

## VACATION DAYS

31 days



13 days

**THE NETHERLANDS**  
Work / Life balance

**UNITED STATES**  
Live to work

Generally,

**SUITS ARE ONLY WORN BY THOSE IN MANAGEMENT,** at meetings, or for special occasions.



The **HIERARCHY** in Dutch business culture is **FLEXIBLE**.

**LUNCH** is seen as a necessity, not a social event.



# Doing Business in United Arab Emirates



## SENSE OF TIMING



UAE  
Time is flexible



UNITED STATES  
On time is expected

## DINING ETIQUETTE



UAE  
Men & Women dine separately



UNITED STATES  
Men & Women dine together

## EXPRESSING OPINIONS

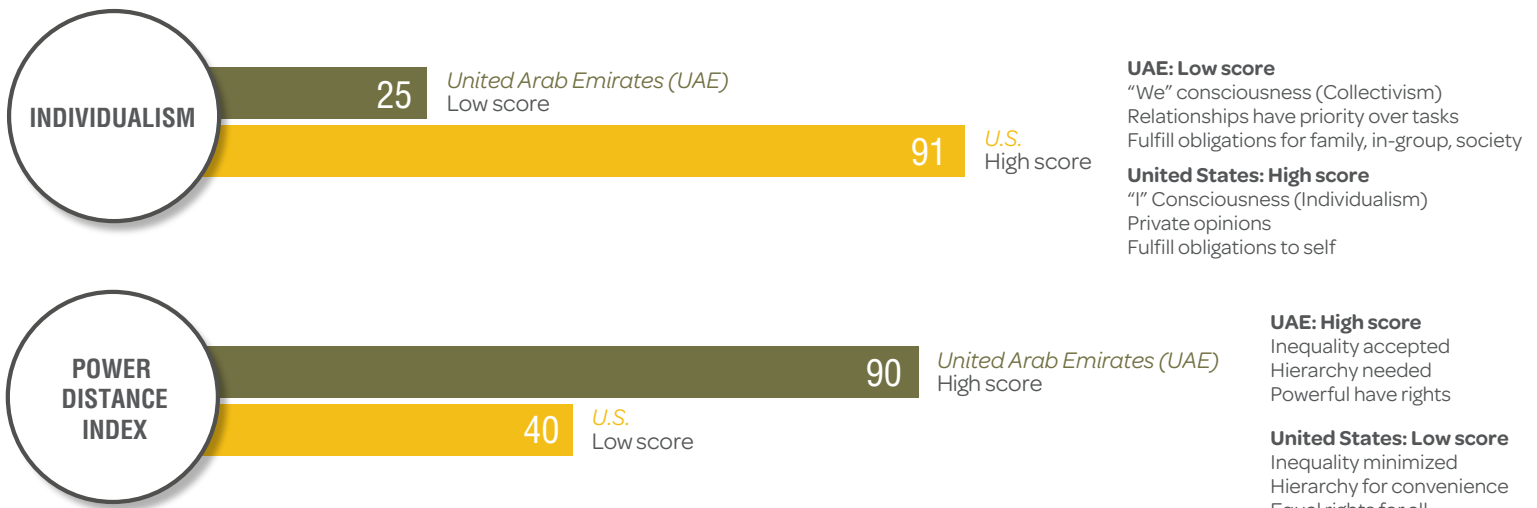


UAE  
Appearance of unity is important



UNITED STATES  
Opinions shared freely

## GREATEST CULTURAL DIFFERENCE BETWEEN THESE COUNTRIES\*:



## RELIGION



UAE  
Religion drives culture



UNITED STATES  
Business drives culture

## TABLE HIERARCHY



UAE  
Most senior right of host



UNITED STATES  
Flexible seating

## DRESS CODE WOMEN



UAE  
Dress to conceal



UNITED STATES  
Dress to accentuate

**INITIAL MEETINGS** are all about building relationships and developing trust.



**MODEST CLOTHING** for men and women is extremely important.



# Doing Business in United Kingdom



## CONVERSATIONAL STYLE



**UNITED KINGDOM**  
What you say is important, but delivery is paramount; more formal



**UNITED STATES**  
Substance is most important, less emphasis on delivery; more casual

## HOSPITALITY IN MEETINGS



**UNITED KINGDOM**  
Business is more relational; tea & small talk precede discussions



**UNITED STATES**  
Business is often transactional; short intros then into discussions

## TABLE ETIQUETTE

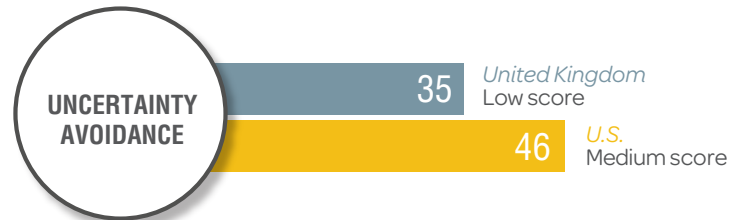
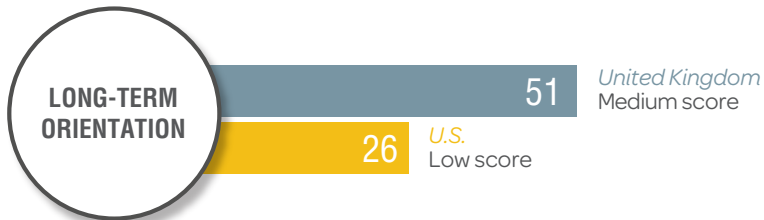


**UNITED KINGDOM**  
Continental style (fork in left hand, knife in right)



**UNITED STATES**  
American style (fork in dominant hand, knife used for cutting only)

## GREATEST CULTURAL DIFFERENCE BETWEEN THESE COUNTRIES\*:



## ATTITUDE TOWARD GOVERNMENT



**UNITED KINGDOM**  
High degree of respect for the monarchy



**UNITED STATES**  
High degree of respect for the law

## RESTAURANT STYLE



**UNITED KINGDOM**  
Summon servers with raised hand or eye contact; less interruptions



**UNITED STATES**  
Servers expected to frequent table automatically

## EXHIBIT CONSTRUCTION



**UNITED KINGDOM**  
Build & burn is common



**UNITED STATES**  
Multi-use is common



“GOING TO THE PUB”  
is a big part of British culture.

People generally  
**WELCOME CHANGE**  
and are not afraid of making mistakes.

