The first and perhaps most important aspect of conducting business in Brazil, is understanding that Brazilians are both more laid back in nature, and more personal in relationships. With this down to earth nature, more personal relations must be sought after, small talk is a must and anything less will be considered insulting and could terminate the contact. It is highly unusual that business deals are concluded over the phone and in terms of business relationships Brazilians are more accepting of a continuous contact situation wherein the experience is not that of the usual “fly in-fly out”, weekend warrior businessman. In addition to this they are more concerned with after the sale interaction and customer service. Expect hugs and kisses on both cheeks in greetings, and do not mistake them as sexual advances.

It is important to remember that the pace of negotiation is much slower in Brazil compared to the U.S. Not only will a transaction take longer to conclude, but also expect a more flexible schedule in terms of punctuality. Employees are expected to be on time, but unlike in the U.S, Brazilian executives run a much looser schedule on a day to day basis thus tardiness is a norm. The best time to make a business call will be from 10am-12 and from 3-5pm. Also note that lunch is usually a full two hours, so it is important to take your time and enjoy the meal.

Portuguese is the national language and an interpreter could be necessary in up to 50% of business interactions. English is preferable to Spanish and though many Brazilians speak English, they may prefer to conduct business in Portuguese. All product publications should be in Portuguese and technical data should be in metric units.

Style in Brazil is important and indicates class. Nice, high quality suits of the latest fabrics are a must. Hemlines can (and should) be above the knees, and nice pumps or sandals are acceptable. It is important that everything you wear is neatly ironed and resistant to the heat. Also note that makeup is not worn as heavily during the days as most Brazilians already have a natural tan, and it is so hot that by the end of the day it will run and leave you a mess. If makeup is a must, bring it with you in your purse, and put it on once inside the air-conditioned building you will be conducting business in.

In terms of cultural values and beliefs, 80% of Brazilians are Roman Catholics, so be wary of that. Also first names are not acceptable until otherwise noted unless you are roughly the same age and rank of your counter part. Being a woman of status is not uncommon, as women as of late have become more influential in politics and business in Brazil. Though you should always be aware of your surroundings, going out alone should not be a problem. Last but not least, the ok sign, is not “ok” in Brazil, so get used to using the thumbs up instead.
Jennifer Tonwley, Luis Pedro Martínez

Cultural Briefing: Doing Business in Canada: Vancouver and Montreal

It is important to keep in mind that Canada’s heritage is composed mainly from a European background. Some Canadians might have an English heritage, a French one or sometimes both. An American woman doing business in Canada needs to be aware of possible differences among these groups to successfully meet her company’s goals. Men are less assertive and dominant in Canada and a female executive will find greater support for working women in Canada.

The standard greeting is a smile, wave and/or verbal greeting (“hello” in Vancouver BC and “bonjour” in Montreal). In business situations a firm handshake is sufficient and men will wait for a woman to offer their hand first. French Canadians will shake hands more often, stand closer and good friends and family will kiss on the cheek. In French speaking areas, people have a tendency to be more outgoing and friendly. Therefore, an American businesswoman should not feel uncomfortable if she shakes hands more often than she is familiar with, even if greeted before. Vancouver BC is very similar to Seattle where an initial handshake and a verbal greeting are the norm. There will also be a greater distance of space (approx. 2 feet) when talking to someone in Vancouver BC vs. Montreal. To show approval an “ok” sign or thumbs up will do. Typical American business dress is suitable with more conservative wear in Montreal. The use of titles is not expected and it is needed only when relevant.

Business in Montreal will be more formal than those in Vancouver BC as it more tailored to the old European business and it is recommended that French be spoken when doing business in Montreal. The topic of partition (separation between French and English speaking states) should be treated carefully and you should avoid taking sides on the issue. Sports are a good topic with ice hokey being a favorite.

When analyzing scores from Hofstede’s and the 7d model we can conclude the following cultural values and business environment. Canada has management that is selected based on performance and education. There will be less direct supervision and people generally enjoy work. There is a work force that is adaptable, self-motivated, and able to take on risks. Canadians tend to evaluate performance based on individual traits and people tend to look out for the individual. A manager must also plan for turnover and use individual incentives for pay performance. Canada has a lower masculinity score than the US and shows that fewer hours might be preferred over higher pay in Canada and a greater emphasis on quality of life and activities outside of work. Canada also has more short-term orientation than the US telling managers to focus on immediate rewards and evaluations that are fast and based on skill.

Further analysis shows that Canadians have rules and appropriate ways of doing things. Contracts are difficult to break and when making a business deal it is considered an obligation. Managers must formalize business practices and treat all cases the same. Canada is more task-oriented than the US and tends to be objective and detached, especially in business. A US manager needs to be careful not to show reactions and act under control if they want to show status. Americans also need to be clear and to the point when doing business. Communication tends to be blunt and precise and clear directions are a must. Canadians have principles and high moral reasoning.

Table 1A: Percentile Ranks for Hofstede’s Cultural Dimensions

<table>
<thead>
<tr>
<th></th>
<th>Power distance</th>
<th>Uncertainty Avoidance</th>
<th>Individualism</th>
<th>Masculinity</th>
<th>Long-term Orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>30</td>
<td>21</td>
<td>100</td>
<td>74</td>
<td>35</td>
</tr>
<tr>
<td>Canada</td>
<td>28</td>
<td>24</td>
<td>93</td>
<td>57</td>
<td>19</td>
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</table>

Table 1B: Percentile Ranks for the 7d Model Cultural Dimensions

<table>
<thead>
<tr>
<th></th>
<th>Universalism</th>
<th>Individualism</th>
<th>Neutral</th>
<th>Specific</th>
<th>Achievement</th>
<th>Past Orientation</th>
<th>Future Orientation</th>
<th>Internal Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
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<td>77</td>
<td>54</td>
<td>77</td>
<td>97</td>
<td>14</td>
<td>21</td>
<td>66</td>
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<tr>
<td>Canada</td>
<td>95</td>
<td>74</td>
<td>77</td>
<td>80</td>
<td>92</td>
<td>n/a</td>
<td>47</td>
<td>88</td>
</tr>
</tbody>
</table>

Recommendation:

An American woman doing business in Canada has to be aware of Canada’s differences and similarities between regions that speak English and the regions that speak French. More specifically, she would have to be aware of differences in greeting, political beliefs and business’ etiquettes that might be well defined in the two regions; however, generally speaking, she will find that it is easier for her to do business in Canada as this culture encourages more the participation and equality of women in the workplace. It is therefore important to be well prepared and to know the facts mentioned above before going to either Vancouver or Montreal if an American female manager wants to succeed in the Canadian business market.
Germany Culture Briefing

When traveling to Germany as a businesswoman, you should be able to expect a similar business culture as in the United States. There are however some little tips that I will be able to give you on business etiquette that will better prepare you to succeed while in Germany.

Dress:
Germans have a very conservative business dress. This mostly consists of darker and more conservative clothes. Dark suits and white blouses would be considered acceptable. Only wear brighter colors if they don’t look out of place in your work environment. Over-elaborate and excessive jewelry should also be avoided, especially in the East-Germany area where poverty is still prevalent. Finally, women generally do not wear a lot of perfume.

Conversation:
You will not find a lot of situation where there is a need for “small talk”. Germans prefer to focus on matters of substance and areas of genuine interest. Germans especially enjoy talking about politics and beers. Topics that you should try to avoid are WWII and personal questions (Germans try to separate work and family). Avoid compliments in the business setting because they can cause embarrassment and discomfort.

Meetings:
Germans are very specific with time. In other words, don’t be late. If it is unavoidable, call ahead and inform the party that you are meeting with. A firm, brief handshake with everyone present at the time of arrival and departure are standard. If at all possible try to use a third-party introduction. Be aware that Germans stand very close to each other before greeting, don’t let this throw you off. Also, Maintain eye contact whenever possible.

When entering into a meeting it is customary to enter by age and status, if status is roughly the same, a man will enter first. Whenever a woman enters the room during a meeting all of the men will generally stand, the women do not have to.

The typical times for appointments are between 11:00 and 1:00 and then between 3:00 and 5:00. Avoid scheduling appointments on Friday afternoons because many offices close by 2:00. Lunch is the primary meal for business meetings and it is usually served between 12:00 and 1:00 pm. Offer to pay if you are ever invited for a business lunch. The host will generally decline this, but it is good business practice. Usually it is the person who scheduled the meeting who pays for the meal.

I hope these tips I have compiled help you to succeed in your business in Germany. Remember that the business atmosphere in Germany is very similar to that of the United States.

Lebe wohl!!
Culture Briefing Paper: Greece

General Culture:
- 98% homogeneous people. Nearly 96% use Greek, the formal language for all business and social interaction. Language is not a major barrier to foreign business visitors since a relatively high percentage of local officials and business people speak English or French.
- Strong social norms of hospitality, loyalty and assistance to relatives and friends in need, and solidarity against enemies.
- Greek employees tend to consist of people who may not necessarily be the “best for the job,” but rather are friends or relatives.
- Entertainment in business is a big part of developing good relationships. There are many fine restaurants that allow for the needed interaction among foreign partners.
- The Eastern Orthodox and Roman Catholic Churches are strongly supported with Easter holidays. Religion practice has been forgotten by much of the mainstream public while reserved mainly for the elderly and women.
- Church and State are not separated, so many believe that a collective action will be stifled and ultimately neutralized by this overbearing mechanism.
- Their reaction to state inefficiency is to pursue their interests on an individual or family basis.
- 40% of all businesses are family owned.
- Attire should be formal

Business Culture:
- The Greek culture is extremely open to foreign investment into both public and private sectors.
- Because Greece has a slightly lower rating than the US for the masculinity category, women in business will be better accepted, however still formality, higher salaries, and work ethic will be central to life.
- These risk-averse people gravitate toward secure business ideas with little competition. Score of 100 on the Hofstede model for Uncertainty Avoidance.
- All labeling of products must be in Greek and comply with ISO 9000 standards.
- Bribery is seen as a form of corruption in the local community. Because of the Greeks high avoidance for uncertainty, no bribe that may compromise security of the citizens will be accepted.
- Because of the increased formality surrounding the Greek business environment greetings, gestures, and titles should correlate with seniority and experience of those involved.
- Weak innovations will have a tough time gaining acceptance, but once accepted, the implementation of the product could be much higher.
- Business hours for government offices are M-F 7:30-3:00 with a half-hour time adjustment for daylight savings in the summer months. Private sector is standard 8-5, while the banking sector operates only from 8:30-2:00.
- Personal checks are not normally an acceptable means of payment especially when parties do not know each other. And credit cards have only recently been accepted widespread.
- Don’t be late to meetings and know what the country monuments, statues, and flag looks like.
“Cultural Briefing: Greece”

The Greek culture is very open and receptive to visitors from abroad. The Greeks pride themselves on being hospitable to guests and enjoy every opportunity they get to display their hospitality. This is the main point our female expatriate should keep in mind while visiting and doing business in Greece. Even in the corporate world, she should not be taken aback when instead of the typical firm American handshake she is hugged and kissed. In Greece it is customary to kiss people twice, once on each cheek.

She should also be aware of the enormous pride the Greeks have concerning their country and culture. This pride shows through in their hospitality. When visiting someone’s home she will most definitely be offered something to eat or drink. Refusing this offer is considered rude and will probably offend her hosts. This may even take place in the office so she should be prepared to accept every offer, no matter how full from eating she may already be.

According to the Hofstede model, Greece ranks lower on masculinity than in the U.S. but it may be difficult for our female employee to develop a meaningful relationship with male coworkers because of the fact that women typically do not hold very high positions. She may feel like she has to prove her position in her work more so than she would have to here in the U.S.

Driving in Greece should be something she should avoid if and whenever she can. For her safety, it would be smarter to hire a driver that is used to the unconventional Greek way of driving.
Guatemala

Pre-Departure Information

- **Packing Considerations**: Guatemala is 5000 feet above sea level and has average temperatures of 77°-55°. Therefore spring and fall clothing is most appropriate.

- **Currency Exchange**: The currency is the Quetzal. The exchange rate is approximately US1.00 vs. 7.69. It is recommended that a small amount of money be exchanged prior to departure but travelers checks can be cashed at most commercial banks open from 8:00 am- 6 pm. Exchange possibilities are also available at the airport and credit cards are accepted at main hotels and restaurants.

- **Visa and Passport Information**: A visa is necessary for stays over 30 days and a passport is required for re-entry into the United States and should be carried with traveler at all times.

- **Health Preparation**: A pre-departure visit at a doctors is advisable to receive prescriptions and vaccination consultation. Ask about Cholera and Hepatitis A, which are both serious problems in Guatemala. Bringing medical records and supplemental insurance is advisable. Health care is available in big cities, but rare outside the cities. Hospitals and doctors have to be paid in cash for health services.

- **Time Zone**: 2 Hours ahead of Pacific Standard Time

- **Communication**: Payphones are scarce but long distance is available at major hotels. For convenience, it is recommended to pre-purchase calling cards. Even though English is spoken in many firms, the official and used language is Spanish.

Orientation

- **City Zones**: Guatemala is divided into several zones for easier navigation. Travelers should pick up a map to be aware of what zones are considered dangerous, reserved for business and primarily residential.

- **Transportation**: The safest option for getting around is a taxi dispatched from a major hotel. Do not hail taxis on the street and agree on a price before getting in. It is recommended that travelers avoid local buses because of high accident and crime rates. Unless experienced travelers should avoid driving because traffic laws are virtually non-existent and signaling is rare.

- **Accommodation**: Avoid cheap accommodation to remain safe.

Business Matters

- **Business Hours**: The normal workday is from 8:00am-6:00pm with no breaks except a lunch break from 12-2pm.

- **Communication**: Even though English is spoken in many firms, the official and used language is Spanish. Use full names and titles in business communication.

- **Legal Structure**: Legal processes are often slow and ineffective therefore all agreements should be made in writing with both parties fully understanding all the terms. A local attorney should be hired by the US firm to review all contracts and should have no association with the Guatemalan business.

- **Etiquette**: Business in based on personal relationships. High decision makers are surprisingly accessible. There is strong competition by foreign competitors. Local business should be approached with very high value. Promotional material should be prepared in Spanish language emphasizing its US-origin.

- **Treatment of Women**: Guatemala is a male orientated country where women play a subordinate role. Foreign business women are highly respected and might even find better business relationships to male Guatemalan business men then at home. Outside of work women can experience the opposite by facing unwanted attention.

Social Customs

- **Dining**: Meals should be ordered only at hotels or nice restaurants to prevent from improperly washed or uncooked food. Only well cooked food and peeled fruits should be eaten. Bottle water should be used instead of tap water.

- **Holidays**: Avoid arriving on holidays because everything is closed.

Safety Concerns

- **Personal Safety**: Incidences of violent crime including rape, murder and assault have been steadily increasing. Do not travel alone and take a taxi from the front desk of hotels instead form the street. Women should exercise additional caution and never walk alone.

- **Theft**: Main security threat is street crime. Do not wear jewelry or carry large amount of cash. Do not resist a would-be theft or mugger.

<table>
<thead>
<tr>
<th>Hofstede’s Dimensions</th>
<th>Guatemala rank /score</th>
<th>US rank /score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power Distance</td>
<td>2 / 95</td>
<td>38 / 40</td>
</tr>
<tr>
<td>Individualism</td>
<td>53 / 6</td>
<td>1 / 91</td>
</tr>
<tr>
<td>Masculinity</td>
<td>43 / 37</td>
<td>15 / 62</td>
</tr>
<tr>
<td>Uncertainty avoidance</td>
<td>3 / 101</td>
<td>43 / 46</td>
</tr>
</tbody>
</table>
Business Etiquette in India

Official language is Hindi, but English is also recognized and widely used in commerce. Business contacts should be addressed as Mr./Mrs./Ms. or Sri/Srimati and it is uncommon to use first names.

If your meeting is with a woman, don't offer your hand to her unless she extends hers to you. Many Indian women tend to follow the custom that governs their religion. It is also common courtesy to greet with the hands folded as in prayer, also known as namaste.

Gestures to avoid include pointing and waving. Pointing should be done with the chin or thumb, but never with fingers. Western style waves hello can be misinterpreted for “no” or “go away,” and should be replaced with the arm extended in front of you with the palm down. Another taboo is beef. The cow is a sacred animal.

Businesswomen should wear conservative dresses or pantsuits. Dresses should not reveal too much of the legs. Pants for women are also acceptable.

Doing business in India takes time. Do as much as you can in advance and assume that everything will take twice as long once you arrive.

Also remember that by nature, Indians want to be obliging and find it hard to say no. Often they communicate a negative response by endless stalling.

Bring business cards - lots of them! They're your passport to get past the clerk who guards the room of an important government official and the receptionist who controls access to anyone highly placed in the private sector. Be polite. These people have more influence than you realize.

The old Caste system still influences the Indian culture, but on a business trip in the major Indian cities, you are not likely to see much of it.

You should use the phone the first morning you arrive to reconfirm all your appointments, especially appointments with members of the government.

Don’t be surprised if you end up waiting to see ministers or senior government bureaucrats. Also there is a chance that there are other people in the room when you are ushered in to conduct your business. Often they are also waiting for their moment with the official.

In general, most first meetings in India are "feelers" during which the establishment of rapport or just the opportunity to connect a face and personality to a name is the primary agenda; don't hope for much more. This first personal encounter is, however, invaluable in the long term.

We’ll let Hofstede’s model summarize the Indian business environment in relation to the U.S. and Japan.

<table>
<thead>
<tr>
<th></th>
<th>PD</th>
<th>UA</th>
<th>IND</th>
<th>MAS</th>
<th>LT</th>
</tr>
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<tbody>
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<td>India</td>
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<tr>
<td>Japan</td>
<td>32</td>
<td>89</td>
<td>55</td>
<td>100</td>
<td>n/a</td>
</tr>
</tbody>
</table>
Cultural Briefing Paper  
(American Woman C.E.O going to Israel)

Israel is a country in which various people from whom religious and cultural / social background differ live. Since its inception in 1948, the State of Israel has guaranteed the civil rights of all its female citizens through a body of highly liberal, non-discriminatory legislation.

1. Greetings and dresscodes in business
   Israelis who do business internationally generally shake their hands upon introduction. However, Businesswomen like American C.E.O this time should not offer to shake hands first, because of the Orthodox Jewish prohibition against touching women. They usually use titles and surnames (e.g. Doctor al-Nahhas) for both Israeli Jews and Arabs. In the Arab centres (the Old City in Jerusalem, Acre, Nazareth, Bethlehem, Hebron, etc.) Moslem customs are severely chaste. The very way a Western woman dresses seems indecent to people who were used to women covering their faces in public. Scanty outfits may cause tragic misunderstandings.

2. Appointments in business
   Most Jewish businesses close on Fridays and Saturdays. Islamic-owned establishments will be closed Fridays; Christian ones close Sundays. Jewish and Islamic calendars use lunar months of approximately 29 1/2 days; a lunar year of 12 months is 354 days long.

3. Negotiating
   Most Israelis have very confrontational negotiating styles, which may become very emotional. This American woman C.E.O should not to hesitate to respond in kind. Unlike most Israeli Jews, Israeli Arabs will not even consider doing business with their business partner until they know and like the American woman C.E.O.

4. Religion
   Pork is prohibited to observing Jews, and strict Muslims do not consume alcohol or pork. Always eat with their right hand, because the left is considered unclean.
Cultural Briefing for American Women Expatriates going to Israel
By Frederick Frederick

- There are 3 world’s greatest religions in Israel: Jewish, Sunni Muslim Arabs, and Christians. Women should be aware, especially in Arab areas, where they may receive more persistent and unwanted attention from men.
- The dress code is characterized by more informality, with a lighter look; however, women must wear modest dress (a long skirt and blouse that covers elbows or even baggy T-shirts) and sometimes a headscarf, particularly in the ultra-Orthodox Jewish quarters and when visiting holy places. In a business setting, dress should be modest and conservative.
- Women should not drinking alone, walk alone, or wear shorts in the public. Modest dress and behavior are recommended to avoid unwanted attention.
- Israel’s time is 7 hours ahead of EST and 10 hours ahead of PST.
- Visas are given to the U.S. citizens, without prior application, when they enter Israel and show passports that are valid for at least 9 months beyond the time of arrival. The visa is good for 3 months.
- The electricity is 220V, which is different from the U.S. (110V).
- English is the language of Israeli business culture.
- Closing a business deal requires a personal face to face meeting.
- Muslims don’t drink alcohol, so a gift of wine for Muslims business partners is inappropriate.
- The standard greeting is to extend a shalom and a handshake. Remember that women may want to wait for a man to extend his hand before offering a handshake.
- Shaking hands or picking up food with the left hand is considered impolite.
- Israelis delight in debate and may take a long time to arrive at a final decision, so be patient. They also have a tendency to come off as extremely opinionated.
- Creating a good relationship is a vital part of the game in business.
- Getting to know the bureaucrat with his/her first name could well be the most important step in learning the ropes of doing successful business in Israel.
- The Israeli business community is not snobbishly closed to the outsiders and with relatively little effort; the newcomers can find him/her inside. Those who remain outside find doing business a near impossible task.
- Israeli business is conducted very informally. There is much less emphasis here on status, ranking and titles (low score for the power distance – Hofstede model). This is good for the U.S. expatriates, because it is the same as in their homes.
- In Israel, because the market is small and the competition far less intense, the concept of service is much less developed than in other countries.
- On Shabbat (the Jewish Sabbath), which begins at sundown Friday and ends at sundown Saturday, all Israeli shops, offices, and places of entertainment close down.
- Be aware of “chutzpah” (what Israeli call for insolence, audacity, brashness, rudeness, and lack of politeness). “Chutzpah” often turns doing business into a nightmare. Be a low profile and not too aggressive.
Cultural Briefing: Philippines

Gift giving:
- Giving gifts, particularly flowers and food, is especially popular in Filipino business culture. Moreover, exchanging gifts is an essential step in solidifying business ties.

Entertaining:
- Concerning business meals, the person who issued the invitation customarily pays. However, when a woman is hosting, most Filipino businessmen will insist upon paying the bill.
- During social events, the general rule is that the more important the guests, the later they will arrive (anywhere from 15 minutes to two hours). Foreign executives should arrive 15-30 minutes late after the time given in the invitation.
- Never refer to your host’s wife as the “hostess.” In the Philippines, “hostess” is another word for prostitute.
- Women in the Philippines usually do not drink alcoholic beverages at social events.

Negotiations:
- Practically everyone you encounter should be addressed with a title and surname. Sometimes, they will offer you a nickname to call them by. If they do, invite them to call you by your nickname and if you don’t have one, make one up.
- English is the language of most business transactions.
- Using an intermediary with the right connections can be more effective than trying to establish a business relationship by yourself.
- You will have to take several trips over a period of months before concluding your business dealings in the Philippines.
- As in other Asian countries, the business card exchange is an important part of establishing working relationships. When presenting and receiving business cards, do so with both hands.
- The concept of “machismo”, that is, the need for men to prove and exhibit their masculinity, remains a strong influence here. Consequently, in Filipino business culture, displays of overly aggressive, domineering behavior in women will not be well received.
- When running a meeting, ensure that there is some preliminary “small talk”, since establishing a cordial personal relationship is very important in Filipino business culture.
- You’ll find that people will be more receptive to an indirect approach.
- Producing “instant results” is not a part of Filipino business culture.
- Decisions are made by group consensus.
- In the Philippines, there is a prevailing belief that the lighter a person’s skin, the higher his or her status. Whites often receive special treatment denied to darker skinned people. You’re also likely to observe that some Filipinos regard elements of Western culture as superior to their own.

Public Conduct:
- There is not supposed to be physical contact between men and women in public. However, foreign businesswomen may initiate a handshake with Filipino men or women.
- Break eye contact several times in the course of a conversation. When you look at a Filipino too intently, it is often interpreted as “gawking” rather than a sign of attentiveness.

Business Dress:
- Your dress exhibits your wealth or status. White, long-sleeved blouses and dark pantsuits or skirts are the best options for female business travelers, particularly in the early stages of a visit. Skirts should be knee-length, while necklines should remain conservative. In the later stages of the visit, stylish, bright colored suits and dresses in quality fabrics can also be good choices for female business travelers.
MEMORANDUM

To: Female CEO of XYZ Corporation traveling to Saudi Arabia
From: Alex Robinson
Re: Cultural Briefing Paper: What to expect from Saudi Arabia

Saudi Arabia is an absolute monarchy, ruled by the Al Saud family. Fahd bin Abdel-Aziz al-Saud has been king since 1982, but is now ill of health and the day-to-day operation of the country is conducted by the senior princes. According to official estimates, 19.9m people live in Saudi Arabia, spread relatively evenly between males and females, although the demographic of the population is extremely young.

The short-term future looks somewhat bleak for Saudi Arabia. The U.S. “war on terror” has caused increased political tension and criticism of the Al Saud family, and weak oil prices should add pressure to local living standards.

The guiding influence in Saudi Arabian life and culture is that of Islam. Western managers will find that Saudi Arabia, while although westernized relative to some of its Islamic neighbors, is far different with respect to culture and lifestyle than the West, particularly with respect to women’s rights. It is important to note, however, that the majority of Saudi business executives have studied and/or worked abroad, many of them in the United States. Nevertheless, the following should be kept in mind while conducting business in Saudi Arabia:

Scheduling an Appointment
- Saudi business executives may be reluctant to schedule an appointment until you have arrived in the Kingdom
- The religious holidays of Ramadan (mid-Nov to mid-Dec), Hajj (annual pilgrimage), and the daily prayer breaks should be considered when scheduling an appointment
- Saudis are unlikely to finalize a serious negotiation without a face-to-face meeting
- Meetings are usually conducted over coffee or tea, at a leisurely pace
- It is not uncommon for Saudis to welcome visitors or phone calls during your appointment. A lack of privacy is not uncommon.

Dress & Etiquette
- Conservative business suits are recommended
- Business cards exchanged are usually printed in English on one side, Arabic on the other
- In Arabic, an individual is addressed by his first name (Dr. Ahmed Bin Al-Rahman = Dr. Ahmed)
- Saudis tend to stand much closer to one another while speaking than do Americans. It is important not to draw back, as this may be seen as a rebuff
- It may be considered impolite to ask about a Saudi’s family

Women & Saudi Arabia
- Doing business in Saudi Arabia is more challenging for women
- Gender separation exists in the Kingdom
- Women are expected to dress conservatively, with long skirts most appropriate. Sleeves should be at elbow length or longer, necklines should be unrevealing
- It is generally uncommon for a Saudi man to shake hands with a woman
- Saudis who have experience with Western culture may be more receptive to women
January 22, 2002

Cultural Briefing Paper: TAIWAN
Iris Kohler, Aisling Sanford, Jill Jones

1. General Suggestions

- **Language:** When traveling to Taiwan one should be familiar with formal greetings in the common dialect Mandarin.
  
  Hello = Nee How  |  Thank you= Xie Xie  |  My name is _ = Wo jiao _  |  Good-bye = Zai jian

- **Introduction:** Upon meeting a potential business partner it is customary to exchange business cards and carefully examine them.

- **Addressing:** There is a deep respect for professional titles such as President, Professor or Doctor. When greeting someone for the first time it is appropriate to nod the head.

- **Women’s role:** Despite Taiwan’s male dominated society, there is a movement towards women holding executive positions. Still, the older generation perceives women mainly as housewives. In this case female business travelers will have to overcome this scrutiny.

- **Apparel:** Women should dress conservatively in a business suit or dress with a modest neckline and skirt length. Red, white and black colors should be avoided.

- **Flattery:** Compliments and flattery are appreciated - but the recipient should be humble.

2. Gift giving

- **The custom:** Exchanging gifts is very popular in Taiwanese business culture. Be prepared to bring an assortment of gifts, at least one for any occasion.

- **Gift suggestions:** Gold pens, liquor, anything high tech. For your first trip take items, which include your company logo, however beware of products manufactured in Taiwan.

- **Etiquette:** You should offer and accept gifts with both hands. It is customary to decline a gift three times before accepting. Opening a gift in front of the giver is considered rude.

3. Negotiating Tactics

- **Long business day:** Be prepared to work 12 to 15 hours a day.

- **Relationships:** Since long-term relationships are more important than actual profits, take the time to earn the trust of your business partners. This is very important, as the Taiwanese are suspicious of Westerners.

- **Small talk:** Begin meetings with preliminary, good-natured, “small talk,” and allow your Taiwanese counterpart to bring up the subject of business. It is smart to avoid discussing money too soon.

- **Bargaining:** Be prepared to make compromises as bargaining is a way of life in the Taiwanese business culture.

- **Seniority:** Referring to Hofstede’s, model power distance is very high in Taiwan. Therefore, it is advisable to include an elderly person in the negotiation team and to show great respect towards their senior employees.

- **Chops:** The traditional way of signing a business deal is with a personal seal, often referred to as “chops.” It is similar to a stamp with the organization’s logo.

4. Public Behavior

- **Gesture:** When giving or receiving items of value, use both hands with your palms facing upwards. Avoid using your hands while talking.

- **Handshake:** The standard handshake is gentle and often both hands are used. Women will have to initiate such a greeting, because men do not address Taiwanese women in this way.

- **Personal Space:** Ensure that you stay at least two arm’s length away from another person, and also avoid touching each other.

- **Pointing:** The open hand is used for pointing (rather than using a finger), and beckoning is done with the palm facing down.

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