

Intercultural Communications

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Berne, 2009

„You never get a second chance to make a first impression.“



.Trend ... International companies in globalised markets

- **Consequences ...Increasing demand on cross-cultural managers**
- **Intercultural Competence ... Understand and respect different ways of thinking, feeling and acting**
- **Intercultural Communication ... Multilingualism as an essential condition for Intercultural Communication**
- **Global Management Training ... Expanding decision-making ability in an intercultural environment**



„There are two iron rules of International Business.“

1 In International Business the seller is expected to adapt to the buyer



2 In International Business the visitor is expected to observe local customs





Agenda

• Deal-Focus vs Relationship-Focus

- Formal vs Informal Business Cultures:
Status, Hierarchies, Power and Respect
- Orientation to Time and Scheduling:
Rigid- Time vs Fluid- Time Cultures
- Intercultural Communication

„The fundamental differences between relationship-focused and deal-focused markets impact our business success throughout the global marketplace.“

RELATIONSHIP FOCUSED:

The Arab World, Most of Africa,
Latin America, Most of Asia,

MODERATELY DEAL FOCUSED:

Latin Europe, Eastern Europe,
The Mediterranean Region, Hong Kong, Singapore

DEAL FOCUSED:

Nordic and Germanic Europe, Great Britain,
North America, Australia and New Zealand,
South Africa

„The fundamental differences between relationship-focused and deal-focused markets impact our business success throughout the global marketplace.“

RELATIONSHIP FOCUSED:

The Arab World, Most of Africa,
Latin America, Most of Asia,

INDIA

MODERATELY DEAL FOCUSED:

Latin Europe, Eastern Europe,
The Mediterranean Region, Hong Kong, Singapore

DEAL FOCUSED:

Nordic and Germanic Europe, Great Britain,
North America, Australia and New Zealand,
South Africa **SWITZERLAND**



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„Contrasting values cause conflict at the conference table.“

- Status ...
- Hierarchies...
- Power...
- Respect ...



„Formal cultures tend to be organized in steep hierarchies which reflect major differences in status and power.“

MORE FORMAL CULTURES

Most of Europe, Mediterranean Region,
Arab World, Latin America, Most of Asia

MODERATELY INFORMAL CULTURES

Canada, New Zealand, Denmark, Norway

VERY INFORMAL CULTURES

Australia, USA

„Formal cultures tend to be organized in steep hierarchies which reflect major differences in status and power.“

MORE FORMAL CULTURES

Most of Europe, Mediterranean Region, Arab World, Latin America, Most of Asia, **INDIA**

MODERATELY INFORMAL CULTURES

Canada, New Zealand, Denmark, Norway, **SWITZERLAND**

VERY INFORMAL CULTURES

Australia, USA



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„Time is relative.“

VERY MONOCHRONIC BUSINESS

CULTURES Nordic and Germanic
Europe, North America, Japan

MODERATELY MONOCHRONIC

Australia/New Zealand, Eastern Europe,
Southern Europe, Singapore, South Korea

POLYCHRONIC BUSINESS

CULTURES

The Arab World, Africa, Latin
America, South and Southeast Asia,

„Time is relative.“

VERY MONOCHRONIC BUSINESS CULTURES

Nordic and Germanic Europe, North America,
Japan, **SWITZERLAND**, **INDIA**

MODERATELY MONOCHRONIC

Australia/New Zealand, Eastern Europe,
Southern Europe, Singapore, South Korea

**POLYCHRONIC BUSINESS
CULTURES**

The Arab World, Africa, Latin
America, South and Southeast Asia,
INDIA



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Verbal Communication

Paraverbal Communication

Non-Verbal Communication



„Expressive people communicate in radically different ways from their more reserved counterparts. This is true whether they are communicating verbally, paraverbally or nonverbally.“

VERY EXPRESSIVE CULTURES

The Mediterranean Region
Latin Europe, Latin America

MODERATELY EXPRESSIVE CULTURES

USA and Canada, Australia and New Zealand,
Eastern Europe, South Asia

RESERVED CULTURES

East and Southeast Asia,
Nordic and Germanic Europe

„Expressive people communicate in radically different ways from their more reserved counterparts. This is true whether they are communicating verbally, paraverbally or nonverbally.“

VERY EXPRESSIVE CULTURES

The Mediterranean Region

Latin Europe, Latin America, **INDIA**

MODERATELY EXPRESSIVE CULTURES

USA and Canada, Australia and New Zealand,
Eastern Europe, South Asia, **INDIA (business wise)**

RESERVED CULTURES

East and Southeast Asia,
Nordic and Germanic Europe,
SWITZERLAND

„Confusion arises because different cultures expect different things from the communication process.“



Verbal Communication

> Direct vs. Indirect Language

**> 'Low-Context' and 'High- Context'
Communication**

„Expressive people tend to be uncomfortable with more than a second or two of silence during a conversation.“



Paraverbal Communication

- > **Vocal Volume and Inflection**
- > **The Meaning of Silence**
- > **Conversational Turntaking vs. Conversational Overlap**

„The more expressive your culture, the smaller your space bubble tends to be.“



Proxemics

> **The 'Space Bubble'**

> **The Use of Space**

('Space Invaders' vs Cold Fish)

DISTANT: 40 to 60 cms

Most Asians, Northern,
Central and Eastern
Europeans, North Americans

CLOSE: 20 to 35 cms

The Arab World, The
Mediterranean Region, Latin
Europe, Latin America

„Touch behavior regarded as proper in one culture may be quite inappropriate in another.“



Haptics

HIGH CONTACT CULTURES

The Arab World The Mediterranean Region
Latin Europe and Latin America

MODERATE CONTACT CULTURES

Eastern Europe, North America, Australia

LOW CONTACT CULTURES

Most of Asia, UK and Northern
Europe

„Touch behavior regarded as proper in one culture may be quite inappropriate in another.“



Haptics

HIGH CONTACT CULTURES

The Arab World The Mediterranean Region
Latin Europe and Latin America

MODERATE CONTACT CULTURES

Eastern Europe, North America, Australia

LOW CONTACT CULTURES

Most of Asia, UK and Northern
Europe, **SWITZERLAND** & **INDIA**

„Perhaps the subtlest form of body language is gaze behavior.“



Oculesics

INTENSE EYE CONTACT

The Arab World and the Mediterranean
Region Latin Europeans and Latin
Americans

FIRM TO MODERATE EYE CONTACT

Northern Europe and North America Korea
and Thailand

INDIRECT EYE CONTACT

Most of Asia

„Perhaps the subtlest form of body language is gaze behavior.“



Oculesics

INTENSE EYE CONTACT

The Arab World and the Mediterranean
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FIRM TO MODERATE EYE CONTACT

Northern Europe and North America Korea
and Thailand, **SWITZERLAND & INDIA**

INDIRECT EYE CONTACT

Most of Asia

„The same expression can have a different meaning - sometimes even the opposite meaning - in another culture.“



Kinesics

> **Ambiguous Gestures**

> **Facial Expression**

Flashing one's eyebrows sends different signals:

North Americans: Interest. Surprise

Filipinos: "Hello!"

British: Skepticism

Arabs: "No!"

Germans: "You are clever!"

SWITZERLAND & INDIA



Summary

- Deal-Focus vs Relationship-Focus

- Formal vs (moderately) Informal Business Cultures:
Status, Hierarchies, Power and Respect

- Orientation to Time and Scheduling:
Rigid- Time vs Fluid- Time Cultures

- Intercultural Communication

Reserved, low contact culture, firm to moderate eye contact