

# Intercultural Communications

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***„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

## • 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**

## .Deal-Focus vs Relationship-Focus

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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

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### **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.“*

**> 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.“*

> **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.“*

> **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.“*

## **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.“*

## **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.“*

### **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.“*

## **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, **SWITZERLAND & INDIA**

## **INDIRECT EYE CONTACT**

Most of Asia

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

> **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

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- 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