



**CULTURE DIVERSITY AND BUSINESS CULTURE  
(Abstract of a Research)**

Culture is composed of diversified materialistic components and different moral characteristics. Culture in its regional expression and individual identity possess forces that enable resistance and conservation. These intrinsic forces enhance the *particularism* of the social behavior of individuals. Persons remained attached to a given culture or some cultural straight through the efficiency and the satisfaction of their needs in regard to their environment.

In this context, believes and consumption aspirations remained the adjacent elements in forming a complete cultural identity. Misunderstanding can lead to mishaps even for the more sophisticated diplomats. This was the case of the U.S. Representatives in the United Nations when speaking about the Arab-Israeli peace negotiations, he said: "Israelis and the Arabs should settle their differences in a good and Christian faithful way". In fact, neither of them could understand the message given their respective religion.

Understanding a foreign culture provides an additional factor of adjustment and adaptability for firms and the employees and more valid reasons for successful operation. The awareness of cultural differences and subtleties of a foreign marketplace can make a difference in the performances of companies selling their products or operating in an environment other than their home base. A Japanese company willing to operate in the Southeast of the United States sent an individual that was assigned during eight years to take pictures of the daily life of the people.

Even within their own work structure, companies are relying more than ever on culturally diversified pool of employees. Corporate management styles differ from a country to another. In France, corporate culture remains elitist and framed by aristocratic and political determinations for the promotion of the top-managers. Until recently, the importance of state owned companies in the French economy and in the designing of an executive career have shaped this approach.

In the United States, the individual's development is the main concern and the ultimate objective within the corporate world while in Japan; the system enhances the group's fulfillment. The same differentiation can be noticed in how criticism is carried out within the global corporate world. In the United States, criticism is delivered directly but with formal manner to the person concerned. In Japan, it is handled verbally and with more subtle ways while in France, criticism is considered as a constructive process and a mean to develop a professional relation.

The success of international operations can be determined by the propensity of companies to adapt to the new cultural environment and their ability to reduce the impact of their "home made" culture. Acculturation constitutes the key strategy in measuring the degree of an international success. Euro Disney in France is paying actually the price of such lack awareness and unwillingness of adaptability. Individually, acculturation is an important factor in the process of assimilation and reaching successfully the objective aimed.

## **LANGUAGE FUNCTION AND DIMENSION**

Language reflects the culture and can be used as a vehicle to penetrate the meaning of a cultural setting. In international business, knowledge of the language is a part and a step in the understanding of specific cultural context and market situations. The access and the gathering of an accurate business intelligence and their evaluations, the screening of a given market segment, the communication with its different components, the formulation of a risk management analysis and the definition of an appropriate strategy have all to relay on the knowledge of the language. In this move, language played a central role in harmonizing diverse cultural aspects in a strategy of success.

International companies and business people perform in an environment where uncertainty can lead to decisions, actions and strategies based on incomplete information. Global operations seeking an optimization of opportunities and profits are executed in a differentiated political, socioeconomic and cultural climate. These global challenges include also the preservation of market share, stimulation of research and development for product innovation, realization of technological edge, and definition of strategic alliances and ventures as well as management of local and regional human and natural resources. Firms seeking to expand cross-border operations must harmonize product design, production system, and marketing plans to "multifaceted" changes and multicultural imperatives in global markets.

For more informations on how to operate skillfully in different cultural business climates, please contact GLOCENTRA at 1+510-382-9040, E-mail: [glocentra@glocentra.com](mailto:glocentra@glocentra.com) or visit our website at <http://www.glocentra.com>