



## INTERNATIONAL ENTREPRENEURSHIP

A comparative analysis of interviews on “Intercultural Intelligence (II) in international business” in Europe.

July 2008



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Education and Culture DG

**Lifelong Learning Programme**

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## Colophon

### INTERNATIONAL ENTREPRENEURSHIP

A comparative analysis of interviews on “Intercultural Intelligence (II) in international business” in Europe.

*The comparative analysis is carried out by:*

*Berufsbildungswerk Gemeinnützige Bildungseinrichtung des Deutschen Gewerkschaftsbundes GmbH (bfw), Competence Center EUROPE.*

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P. van den Bosch, EVTA (BE)

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K. Abelein, BFW (DE)

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P. Mare, KC Handel (NL)

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## Foreword

In many existing VET-programmes in the different partner countries, even the ones for international trade, the relative proportion of international experience is extremely little. To gain international trade experience, it is often considered to be sufficient to work in an 'international' enterprise, that is an international trade company, based in the trainee's own country and/or an international company of which the head office is based in another country.

Of course, this type of experience will be sufficient for the jobs in such companies, but it is questioned by this project if it is sufficient to develop the competences of international flexibility, creativity and mobility, which the economic globalization and European integration call for.

INTENT intends to formalize the acquisition of these competences, by defining the needs of international companies, resulting in a certifiable unit covering them, plus an accompanying training programme and assessment and certification procedures and criteria.

This is why per country small and large sized companies are interviewed on their experiences and expectations of international entrepreneurial competences. Which mistakes do they make and what do they learn from working with others? What do they miss in current training courses, what are the expectations towards new trainees and employees etc.

The results of this research will be the starting point for the definition of a competence profile of an international entrepreneur.

P. Mare

Kenniscentrum Handel

Project manager INTENT



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## Executive summary

This report describes the results of a survey on Intercultural Intelligence in International Business which was part of the second work package of the Leonardo da Vinci-Project INTENT. The goal of the research was to gather data to obtain more insight about different aspects related to the Intercultural Intelligence situation and requirements in businesses in the partner countries.

The survey was focussed on the detection of challenges and qualification needs in the companies to perform international business tasks better and gain knowledge about the related topics.

The study was carried out by means of a questionnaire. Participants were recruited by using contacts from partners in the INTENT project. The questionnaire for the interviews used open questions for face to face meetings. People participating in the research were from the management level, the size of companies varied from under 10 employees up to 25.000. The sample consisted of 55 companies.

The aim of the study was to identify key issues and tendencies in order to have a sound basis for further implementation of the project objectives.

Overall, the results confirm to a large extent the presumption that II is considered as a key competence for dealing with foreign partners, suppliers and clients. It was also recognized by the participants, that II is becoming more and more relevant in culturally mixed work teams, for the recruitment of new staff members and when dealing with nationals who have a different cultural background. The open questions led to a wider perspective as this is often the case when cultural dimension of differences are applied. This refers e.g. to the expressed need of knowledge about administration and legal systems in the other country and the need of knowledge about profession related (technical) standards and procedures. Another mentioned requirement was the need to know about the social-political environment in the country. The answers allow describing a tendency that II is important in all activities with suppliers, business partners and clients but seem to be of particular relevance for negotiation and for developing trust for successful cooperation. It is also a relevant result that interviewed see the close link to other competences, like general communication and presentation skills as well as skills for conflict solving. Some statements about felt challenges were not specific enough for categorising. But from those statements we can derive another very important conclusion: Language knowledge is a key factor, as well as knowing dos and don'ts. But it becomes quite clear from the statements, that most interviewed know very well that this is not sufficient in order to find orientation in always new challenging ambiguous and uncertain situations.

Therefore, it was sorted out to be in most companies a selection criterion in job interviews and a range of good practice initiatives could be identified in order to meet the challenge. Nevertheless, there is a huge identified need for developing II in SMEs and large companies in the future. In this sense, the outcomes are confirmatory for the course the project has taken until now.

The results confirm the assumption that there is a need to develop II based on the detailed objectives of the INTENT project and can provide the basis for designing adequate tools in the process of the further implementation of the project.

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## Introduction

### Context

The research is part of the Leonardo da Vinci project INTENT, Work package 2. Project partners from the eight partner countries (Netherlands, France, Belgium, Portugal, Germany, Italy, Romania and Slovenia) have done the analysis in order to create a sound basis of original data for developing

- a set of shared 'international entrepreneurial competences' and learning outcomes for EU-citizens, focused on Intercultural Intelligence in international trade, to be implemented in national qualification structure;
- an internationally transparent, competence based unit profile for an 'international entrepreneur';
- a competence based training package based on the unit profile, directed at the allusion of the 'international entrepreneurial competences' with the focus on Intercultural Intelligence;
- a set of guidelines for international and national sector validation and certification.

The focus of the analysis was on learning needs derived from the interview statements.

### Target groups

Addressed were companies in sales/commerce sector and SME's as well as large companies were possible addressees. Important criteria for selection was that the interviewed companies as well as the interviewed persons have international business experience.

The interviews were held with either:

- the head of company;
- the head of international department;
- the sales/ marketing/ negotiation/ PR-manager, given that they have international business contacts.

### Implementation guide for the analysis

In order to guarantee quality standards and common procedure for the analysis, the following steps were taken:

1. Selection of companies which are part of the target group;
2. Contact the potential interviewee and provide information on the background of the project:
  - Present the partner's company or institution, the project and its aims.
  - Explain the importance of the research: only the knowledge of the situation and the needs of companies engaged in international business enable development of demand oriented further training measures.
  - Comment on the benefits for the interviewee.
3. Make an appointment for an interview.

- 
4. Confirm the interview in a written form (email, fax, letter). Attach the questionnaire, so that the interviewee can prepare his/herself for the meeting.
  5. Make sure that the answers given during the interview were noted down completely.

Concerning the benefits for the participants, the following notes were mentioned:

- The staff of the interviewed company can participate in the pilot training.
- The participating companies can use the products which are developed in the project free of charge.
- The interviewed companies will – if they want - be mentioned as partners on the website of the project and in the newsletter (positive publicity).

Six to ten interviews were planned in each partner country. The results had to be translated into English and be sent to the workpackage responsible (bfw) by 15 April 2008.

The survey used a questionnaire with open questions for face-to-face interviews. Clustering results is easier if closed ticbox-questions are used. On the other hand, open questions allow detection of aspects which had possibly not been considered when preparing the questionnaire. Particularly the results concerning challenges show this positive effect.



## 1 Structure of the companies involved

The survey was not intended to be limited to either SMEs or large companies. Due to structure and economical activities abroad, large companies are expected to have a wider range of challenges but also experiences concerning Intercultural Intelligence. Those structures also create favourable conditions for planned organisation of human resources development, educational activities and knowledge management. Small companies are not expected to have such a wide range of structured and planned activities for staff development and structural conditions for systematic internal education and knowledge management. Nevertheless, these companies are successfully active in international business. The involvement of small companies and even companies with less than ten employees allows comparison up to a certain degree and search for differences as well as for common challenges and needs.

The following table shows the structure of the involved companies.

Country	<10	<50	<250	>250
Belgium			BE3, BE4	BE1, BE2, BE5, BE6
France	F1, F3	F2		F4
Germany		DE4	DE2, DE3, DE5	DE1, DE6
Italy			IT3	IT1, IT2, IT4
Netherlands	NL2	NL4, NL5		NL1; NL3, NL6
Portugal	PT8	PT2, PT3, PT4; PT5, PT6, PT7, PT10, PT11, PT12, PT13, PT14	PT1, PT9	
Romania		RO3, RO4;	RO2, RO5, RO6, RO7	RO1
Slovenia		SL2, SL3	SL4, SL5; SL6, SL7	SL1, SL8
TOTAL	4	19	16	16

*Table 1 Type of companies involved in the survey*

The structuring criterion is only the number of staff, leaving out other criteria in order to define a company as SME or not. Considering the number of employees as definition criterion, there were involved 39 companies with less than 250 employees and 16 large companies.

The companies involved in the survey do not only represent a wide range in size but also concerning their business. The range of companies in trade varied from a small exporter of cheese with 11 employees up to multinationals in airplane construction or chemical industries. Companies from the service sectors involved into the study represent mainly trade (import and export activities) consultancy, finance, technical service and education. For a detailed overview please see annex A, table 1.

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## 2 Need for Intercultural Intelligence (II) and best practice approaches

### 2.1 Functions in which II is required

The majority of the interviewed companies confirmed II to be required for successful international business for all 4 staff categories from top management to administration.

Relevance was given to the fact that contact with other cultures is not limited to staff travelling abroad or meeting foreign clients. The number of culturally mixed work teams is growing:

*Not only the staff dealing with clients or suppliers from foreign countries need cultural intelligence because nowadays there is people from different nationalities and cultures living and working in Portugal (PT3).*

*Knowing the background of the foreign worker next to you on the work floor, especially Islam (BE3, BE6).*

The companies also pointed out, that request for II should not be seen only referring to people from other nationalities.

*Cultural intelligence is not only needed in international contexts, but also in national contexts. At national level, there can be a big difference between sectors. For example: industry and government. (NL3)*

Also staff not daily and primarily dealing with foreign customers should have II:

*All functions dealing with the client need cultural intelligence, including back office staff (PT13).*

These statements show very well that II is much more than knowing about do's and don'ts in another country but a key competence for dealing with complex culturally based challenges, also in daily communication with nationals.

II was mentioned to be of particularly relevance for the following professional levels<sup>1</sup>:

- staff in purchase/sales;
- staff in export/import department;
- staff in marketing;
- senior management/HR.

As stated above, the majority of the interviewed companies reclaimed the necessity of II for all staff categories. Therefore, it is of interest, that 17 SME and 1 company >250 employees indicated no need for II in the following staff categories, namely:

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<sup>1</sup> For details please see Annex A: Original list of survey results of all interviewed companies, table 2, column 2.1.

	<10 employees	<50 employees	<250 employees	>250 employees	total
No II needed in staff category 1 (Head of Company)	+	+	+++		5
No II needed in staff category 2 (e.g. Marketing Manager)	+	+			2
No II needed in staff category 3 (e.g. Product Manager)	++	++++	++		8
No II needed in staff category 4 (e.g. Product Manager Assistant)	++	+++++ ++++	+++++	+	17

Table 2 Overview of interviewed companies which declare no need for II in all staff categories

It seems that there is a tendency that in SMEs the staff category 4 is considered less crucial to the requirements of Intercultural Intelligence in the mentioned number of interviewed companies. This seems to refer, to a lower extent, also to staff category 3.

*As we are a very small company (eight employees) only Hierarchy level 1 (head of company, manager) needs the so called cultural intelligence (PT8).*

## 2.2 Situations in which II is required

The open questions led to a wider perspective as this is often the case when cultural dimension of differences are applied. This refers e.g. to the expressed need in situations where knowledge about administration and legal systems in the other country or the need of knowledge about profession related (technical) standards and procedures are crucial for successful acting. There were also mentioned ambiguous situations in which exist an urgent need for competence for a sound decision where “normal” and acceptable business gifts for the partner become the character of half-legal or illegal action as the following statement shows:

*Divergent negotiation and business practices (in certain regions at present influence on buying decision by half-legal or illegal concepts of acting and thinking, corruption, bribery. (DE6)*

The answers allow describing a tendency that II is important in all situations when dealing with external suppliers, business partners and clients as well as with employees who have a different cultural background.

According to the given answers, II seems to be of particular relevance for the following situations:

- negotiating commercial and logistic conditions, contract conclusion, payments;
- dealing with clients requests;
- dealing with marketing (plans);
- when setting up local offices and dealing with staff recruitment abroad;
- in meetings and situations which require coordination skills;
- presenting and communicating at fairs and exhibitions.

It is also a relevant result that interviewed saw a close link to other competences, like general communication and presentation skills as well as skills for conflict solving in order to master relevant situations. (Please see also 2.3 for details)

The following table presents selected statements. For detailed information please see annex A, column 2.2

<b>BE1</b>	Maintaining a long term relationship with every customer. Gaining trust
<b>BE3, PT5</b>	Dealing with customers, suppliers and colleagues on the work floor Distributors
<b>BE4</b>	Sales, Purchase, Production
<b>BE6, BE3</b>	Knowing the background of the foreign worker next to you on the work floor Especially Islam
<b>DE1, SL7</b>	Counselling for foreign clients, phone calls with foreign clients and employees, Writing and reading of business letters and emails, Meeting foreign visitors and clients, Dealing with foreign authorities, When auditing and counselling – knowledge of standards in foreign companies and when visiting another country
<b>DE2, DE3, DE3, F2, RO6, RO7 BE2,SL5, PT6</b>	Negotiations, clients requests, commercial and logistic conditions, marketing plans, setting up local offices, meetings, coordination, staff recruitment, payments, contract conclusion
<b>DE4</b>	Acquisition in Import/Export, Arrangements of the vehicles, contact with consignors and unloading staff, driving in international traffic situations, phone calls.
<b>DE5</b>	Implementation of workshops, events home and foreign country
<b>DE6</b>	INTERN: organization purchase, production, packaging, and preparation for shipping. EXTERN: market research and acting on the market (e.g. advertising, presentation at conferences, analysis of competitors). Technical Service
<b>F1</b>	Presentation and greetings.
<b>F4</b>	The other challenge correspond to the come back of the people in their own country and therefore with the re-adaptation with their own country.

<b>NL1</b>	For implementing new products, you need involvement of the users of your products. You need cultural intelligence to get their involvement, so the users give you information. This information is crucial to design solutions.
<b>NL2</b>	Selling products to persons with another culture: they have to trust you before they buy your products. With cultural intelligence you know how clients will trust you.
<b>NL3</b>	In first contact/acquisition For discovering each other's expectations and aims in a project For cooperating with local partners or authorities
<b>PT1</b>	The lack of knowledge about uses and habits of other countries has already created very difficult situations.
<b>PT7</b>	Whenever the staff is in contact (either personally or by phone, e-mail or fax) with the foreign suppliers
<b>PT12</b>	Import of equipments; price quotations; times of delivery for the equipments & components; payments; claims; etc. etc
<b>RO1</b>	Multinational internships and vocational trainings (Isfrada, Leonardo), foreign exchange programs, and relocations of employees inside the Group.
<b>SL1</b>	Exchange of professional opinions. Searching for business opportunities
<b>SL2</b>	reception- welcoming the quests, kitchen- adjusting the food offer, attendance - adjusting the service
<b>SL3</b>	Searching for business opportunities, assisting in education policy development, advising on education financing, networking and partnership development, helping people to learn new skills
<b>SL4</b>	In contact with business partners, when visiting a fair, when presenting on different fairs...
<b>SL8</b>	formal and informal communication

Table 3 *Situations for II requirements<sup>2</sup>*

### 2.3 Categories of challenges mentioned in the interviews

A challenge is felt as requirement of competence(s). Therefore, in the statements from the interviews, interviewed persons describe mainly skills they need in challenging situations. Situations, where foreign language skills and/or knowledge about cultural differences are required, were described as the most common challenging events in business.

Adequate foreign language skills are the most relevant challenge that could be derived from the interview statements. Language barriers and cultural based differences in the communication style were mentioned in all participating countries and independent on the size of the company.

<sup>2</sup> Selected statements. For full table of statements see annex A , column 2.2

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The description of challenges remains fairly general with only a few further detailed differentiations in the categories. This is mainly due to the open questions. Interviewed might not have all aspects in mind when answering the question.

We grouped the most common comments on the challenges into the following categories:

- language;
- time;
- food;
- relationship with co-workers;
- communication style;
- work style;
- attitudes to authority.

Many characteristics related to individual personality were mentioned in open questions:

- openness;
- trust;
- empathy;
- patience;
- respect;
- tolerance;
- curiosity;
- motivation to learn;
- humour.

Furthermore, there are also other challenges for more general skills mentioned. These could be seen as not directly related to culture (depending on the definition of culture), but are also essential in order to master international business situations. Therefore, they require attention in order to develop them individually and as part of the companies' culture:

- proficiency and knowledge about (legal and professional) Standards;
- knowledge about political-social environment;
- negotiation competences;
- presentation competences;
- conflict solving competences;
- capacity for cooperation and networking.

For reasons of readability, we have condensed the original table of statements. For a more detailed but still condensed overview please see Annex B.

In Annex A, you will find all statements in the original list of survey results of all interviewed companies, table 2, results of question 2.2.

<b>language</b>	Foreign Language Barriers, cultural and language differences are frequently an obstacle to businesses agreements (PT2) BE2, BE3, DE1, DE4, DE5, DE6, NL1, PT2, PT4, PT5, PT 7, PT11, PT12, RO3, SL1, SL3, SL6, IT1
<b>time</b>	Differences in interpretation of time/ in agreed appointments/Respecting punctuality <i>BE1, DE1, DE 4, PT 9, RO4</i>
<b>food</b>	DE1 Tolerance of different food and nutrition cultures
<b>relationships with co-workers</b>	BE1- Realise a relationship based on mutual trust and respect BE1- Not thinking in terms such as 'WE' and 'THEY' but US BE2 -Create a support by an added value instead of authority NL3 Space - Physical contact is valued differently from country to country
<b>communication style</b>	BE3 Habits of the country and region (ex. argue about the purchase price) DE 1 Differences in communication DE6 Adequate consideration of national, ethnic and cultural characteristics and traditions both in communication with clients and internally when optimizing processes NL1 The challenge is to understand the other person PT2 Communication problems due to cultural differences and language barriers. These cultural and language differences are frequently an obstacle to businesses agreements
<b>work styles</b>	BE1 Differences of feeling of responsibility BE1 Not thinking in terms such as 'WE' and 'THEY' but US F3 Mainly the difficulty for French managers is to have a good adaptation when they are confronted with foreign mode of operation and managers NL2 Differences in agreed appointments. There is a big difference between the ways of doing the administration. In the Netherlands there are straight forward rules of doing the administration: in other countries they have other measures for doing the administration RO7 Communication problems due to the cultural and language barriers
<b>attitudes to authority</b>	BE2 -Create a support by an added value instead of authority NL1 he perception of/view of making a decision, to make a deal and to get involvement differs in each country.

other	
general awareness and competence, general II	BE4, DE3, DE4, F4, NL1, NL3, PT1, IT1, PT7, PT8, PT10, PT11, RO5, RO7, SL1, RO1, RO6
openness, trust	BE2, PT9
empathy, patience, respect	BE5, NL4
proficiency and knowledge about (legal and professional) standards	DE1, DE 5, DE6, F1, F4, SL6
knowledge about political-social environment	DE1, DE2, DE6,
tolerance, curiosity, motivation to learn	DE5
negotiation and presentation competences	PT3, PT13,
conflict solving competences	RO2, RO4
capacity for networking	NL4

Table 4 Challenges mentioned in the interviews<sup>3</sup>

## 2.4 Good practice approaches with regard to Intercultural Intelligence

The results regarding good practise approaches for II-development are presented in a summarizing table in Annex C. We tried to cluster good practise approaches for a first overview:

### Agreement on clear rules for cooperation

*Establish, since the very beginning of our relations, very explicit, clear rules and routines in order to avoid future misunderstandings or ambiguous interpretations. We esteem this procedure essential to create a clear atmosphere of understanding allowing us to interact successfully with our international business partners (PT10)*

### Recruitment

- *Recruitment of new employees there's a selection based on personality. relate certain projects on certain personalities. A selection office takes some tests and does a role play concerning culture (BE1)*
- *Targeted recruitment of matching foreign employees (DE6)*
- *Recruiting our sales agents among nationals of countries where our most relevant clients are installed (PT13)*
- *Recruiting staff that has competences to work with customers and business partners – national and international. Company invests a lot in personal development of our employees (SL1, SL3)*

<sup>3</sup> For full details please see Annex A: Original list of survey results of all interviewed companies, table 2, results of question 2.2. For more condensed overview please see Annex B



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## Culturally mixed teams

*Building up flexible and strong international teams for sales (DE6)*

## Professional Training

- *Regular exchange programmes for trainees within EU-framework to further develop foreign language and intercultural competence (DE1)*
- *Language courses for foreigners who relocate, country presentations, manuals and other educational materials for the newcomers enrolled in exchange projects and internships (RO1)*

## Informal Intercultural activities focussing on competency development

- *Meetings with experts/co-workers. Bilateral and multilateral meetings of counsellors from more than 35 countries where they also discuss cultural particularities in the countries of origin (DE1)*
- *Meetings and exchange of experience also to overcome cultural differences and building trust within and between the teams (DE6)*
- *Ask assistance of an advisor in the country, who knows the society. He/she can give you hints and can assist you with building your network (NL4)*
- *Insert entertainment breaks in-between the technical work so that the two teams (contractor and client) have the possibility of getting to know each other better and gain confidence (PT9)*
- *We are using a kind of procedure guidelines for different countries that we are working with, presenting the best ways for approaching the partners, with the cultural differences and the main things that should be avoid contacting them. (RO6, RO7)*
- *Intercultural evenings where a manager speaks about the habits and practices of the country (BE2)*
- *An international newsletter for Deceuninck NV employees (BE2)*
- *Social activities (ex. Football match, BBQ...)(BE2)*
- *During our sales meetings (every three months) we study and discuss the barriers and obstacles met by the staff during that period (PT2)*
- *Seminars conducted by SISCOG project leaders to present their real experiences with different clients seminar (PT9)*

## Participation in international events

- *Send employees, whenever possible, to international fairs and events (PT6)*
- *Attending the fairs, always updating with technical and cultural literature and updating with technical and technology progress (SL4)*

## Staff rotation

*Rotation of staff between regionally acting teams (DE6)*

---

#### Formal Intercultural Training sessions

- *Internal programmes for Intercultural competences development (DE3)*
- *One day intercultural training for our customers to « polish » them so that they have training about the techniques to approach foreign partners (present one, behaviour, taboos, etc.). Next we have developed a guide book about the negotiation in order to give them the usages and the secrets for a right negotiation in the target countries (F3)*
- *Courses for managerial and professional intercultural involving all the resources that have contacts not only with customers but also with suppliers and colleagues from different culture. (IT1)*
- *employees who are in contacts with our business partners (and are thus faced with cultural intelligence challenges), regularly participate in educational programmes for sales people, where they get further education and knowledge how to manage contacts with our business partners. All our employees are encouraged to and have to participate in different external educational and training programmes, in order to get better and wider skills for communication with business partners (SL7)*
- *Language Training (DE1 and others).*

---

## 3 Intercultural Intelligence: skills and training requirements

### 3.1 Intercultural Intelligence as decision criterion for staffing

The results clearly show, that in about half of the interviewed companies II is a decision criterion for staffing. We could not find significant differences between small and large companies regarding II in recruitment policies. Due to the low number of participants this can only be interpreted as a potentially existing tendency.

For the small companies we found both – justification that it could not be or that it must be criterion due to the companies' structure:

*“No, the company is too small for using ‘cultural intelligence’ as a selection criterion” (NL2). “Yes, for all our jobs because everyone can have the opportunity to work with people who have different cultural background” (SL3)*

For a large company it was pointed out, that it is *“core attribute and a key selection criterion for all jobs, but especially for the Human Resources Department and for managers” (RO1)*

There were several answers stating that it was not explicit decision criterion but desirable:

*“Not compulsory, but it constitutes an advantage in the selection process for the positions at hierarchy level 2” (RO3)*

or selection was focussed on foreign language knowledge:

*“So far, the only decision criterion (regarding cultural intelligence) that we take into account in the selection process for new staff is the speaking, understanding and writing of a foreign language (English)” PT7*

Please find a condensed overview of the study results in the following table. For more detailed information please see results in 3.1 in Annex A.

Country	<10	<50	<250	>250	
Belgium			BE3, BE4	<b>BE1,</b> BE2, BE5, <i>BE6</i>	
France	<b>F1, F3</b>			<b>F4</b>	
Germany		DE4	<b>DE2,</b> DE3, <i>DE5</i>	<b>DE1, DE6</b>	
Italy			<b>IT3</b>	<b>IT1, IT2,</b> IT4	
Netherlands	NL2	NL4, NL5		NL1; NL3, NL6	
Portugal	<i>PT8</i>	<b>PT2, PT3, PT4;</b> <b>PT6, PT12, PT13</b> PT5, PT10, PT11, PT14, <i>PT7</i>	<b>PT1,</b> PT9		
Romenia		<b>RO3,</b> <b>RO4;</b>	<b>RO5, RO6, RO7</b> <i>RO2,</i>	<b>RO1</b>	
Slovenia		<b>SL3</b> SL2,	<b>SL6</b> SL4, SL5; <i>SL7</i>	<b>SL1,</b> SL8	
<b>TOTAL</b>					
Recruitment criteria	<b>2</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>25</b>
No recruitment criteria	1	8	6	7	22
No clear statement	<i>1</i>	<i>1</i>	<i>3</i>	<i>1</i>	<i>6</i>

Table 5 II as Recruitment Criteria

<b>Bold</b>	<b>recruitment criteria</b>
Normal	no recruitment criteria
<i>Italic</i>	<i>no clear statement</i>

### 3.2 Training offers

Survey results show that in less than half of the interviewed companies training offers exist. We could not find significant differences between small and large companies regarding training offers. But two small companies (NL2, NL4) declared that there was no training need.

*NL2: "No, there is no need for training", and focuses on trust and good relationship but including necessity of II:*

*Selling products to persons with another culture: they have to trust you before they buy your products. With cultural intelligence you know how clients will trust you. The amount of clients will be growing the*

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*next years, but not in cultures. It is important to invest in a good relationship with our clients (by using cultural intelligence), so they do the marketing for us!*

NL4 also refers to the need of II: *“The staff needs cultural intelligence in cooperation with the commission, in cooperation with the employees of the joint venture and in contact with potential new clients”. On the other hand, they do not see need for training without explaining why: “No, there is no need for training”.*

An influencing factor was also the fact, that it has obviously not always been clear what had been meant by “training offer”. This can be concluded from the statements given for good practise (see 2.4). The possibilities for staff rotation, meetings with colleagues who present their expert knowledge and experiences from cooperation with other culture, are not necessarily considered as “training offers”.

On the other hand, it cannot be guaranteed that the term “good practise” had been understood in the same way by all interviewed. In order to give an example: PT1 stated in 2.4 concerning good practise: *“No, not in a systematic and regular way”* but in 3.2 : *We inform our staff about the most important differences concerning the people with whom they must contact on a regular basis. Usually is just an informal meeting during which we inform our staff about those differences. We list the number of embarrassing situations that occur”.*

When clear and justified, we shifted statements between categories in this report.

Therefore, when dealing with the assessment of needs and existing offers we suggest also considering the statements from 2.3 challenges and 2.4 good practise.

Country	<10	<50	<250	>250	
Belgium			<b>BE3, BE4</b>	<b>BE1, BE5, BE6</b> <i>BE2,</i>	
France	F3 <i>F1,</i>			<i>F4</i>	
Germany		<b>DE4</b>	<b>DE5,</b> <i>DE2, DE3,</i>	DE1, DE6	
Italy			IT3	IT1, IT2, IT4	
Netherlands	<b>NL2</b>	<b>NL4, NL5</b>		<b>NL3, NL6</b> NL1;	
Portugal	<b>PT8</b>	<b>PT3, PT4, PT11,</b> <b>PT12,</b> PT6, PT10 <i>PT5, PT2, PT7,</i> <i>PT13, PT14</i>	PT9 <i>PT1</i>		
Romenia		RO3, RO4;	RO2, RO5, RO6, RO7	RO1	
Slovenia		<b>SL2, SL3</b>	<b>SL4, SL5; SL7</b> <i>SL6</i>	<i>SL1, SL8</i>	
<b>TOTAL</b>					
No training offer:	<b>2</b>	<b>9</b>	<b>6</b>	<b>5</b>	<b>22</b>
There is a training offer:	1	4	6	6	17
No clear statement:	<i>1</i>	<i>5</i>	<i>4</i>	<i>4</i>	<i>14</i>

Table 6: Training offers

<b>Bold</b>	<b>There is no training offer</b>
Normal	There is a training offer
<i>Italic</i>	<i>No clear statement</i>

### 3.2.1 Contents, Methods and Evaluation

Regarding the contents of already existing trainings most of the interviewed companies offer either training on the “Entrepreneurial mindset” like:

- negotiation techniques;
- sales management;
- communication skills;
- management of change;
- team-building;
- presentation skills;

- 
- problem-solving skills;
  - courses on inter-personal relations;
  - intensive language courses.

And/or training sessions regarding cultural differences.

Mostly, no further explanation has been given on the contents of these trainings. In one example, the learning outcomes of an in-company training of two days was described as follows:

*“How to become culturally aware? How to adapt your own behaviour to cultural differences? Awareness about the fact that your acting/attitude is cultural given. This awareness can help you to be more effective in cooperation with other cultures.”(NL1)*

Two of the interviewed companies offered courses on “International Business”:

- course for international employees: “International Management” (BE2);
- training dedicated to each individual requirement:
  - Director: “Master in International Business Administration”;
  - Manager: “International management training”;
  - Staff: university (virtual) on-line training (IT4).

Trainings methods were rarely explicitly outlined. Methods mentioned were:

- workshops;
- team building;
- role-plays;
- self-reflection.

The interviewed companies seldom gave details about their evaluation methods. Some stated that in general they monitor the employee’s professional success. Sometimes the evaluation of specific is mentioned to be done via questionnaires.

### **3.3 Training Needs for Intercultural Intelligence**

Concerning training needs mentioned explicitly in the 3.2 section, we could identify and cluster mainly the following areas:

#### Awareness raising intercultural training offers/Training for Cultural Intelligence

(DE1, DE6, F3, IT1, NL1, RO1, RO2, SL2,3...):

- Analysis of country specific particularities;
  - policy, culture, religion, geography etc. (DE2, BE5, BE6, DE6, PT2, PT9, RO1, RO2);
  - traditions / habits/ Etiquette (BE3, BE5, PT2, PT9, RO1);
  - cultural differences (DE4).
- Social competences training (Rhetoric, project and time management, leadership styles) DE3, RO1, SL8;
- Negotiating in other countries (BE3, SL5);

- 
- Dealing with co-workers (BE3, SL8).

It has been an important result from our point of view, that interviewed staff focussed on personal characteristics and attitudes that have to be considered as valuable and necessary elements of II:

- openness;
- trust;
- empathy;
- patience;
- respect;
- tolerance;
- curiosity;
- motivation to learn;
- humour.

*In our relation with different type of clients it has been not easy to overcome cultural gaps and various ways of behaving (flexibility, strictness, punctuality, the way of talking, writing and behaving) and succeed in establishing a trustful, understanding atmosphere contractor/client (PT9)*

Intercultural Intelligence is regarded essential for management, marketing and sales but cannot be limited to these groups for the reasons mentioned above. There exists a developed awareness for this fact in the companies as statements from the survey shows:

*Manager, Director Import/Export, managing clerks, drivers, employees in accountancy (DE4).*

*Not only the staff dealing with clients or suppliers from foreign countries need cultural intelligence because nowadays there is people from different nationalities and cultures living and working in Portugal (PT3).*

*All functions dealing with the client need cultural intelligence, including back office staff (PT13).*

Companies offer intercultural preparation to their employees because they know that this is important for business success. There was only one statement in the survey about training for employees coming from other countries or coming back after a longer period abroad:

*The other challenge correspond to the come back of the people in their own country and therefore with the re-adaptation with their own country (F4)*

Finally it has become clear, that business success often depends more on Intercultural Intelligence, on understanding and on an appropriate reaction to the cultural idiosyncrasies of the business partner than it does on professional product presentation.

*Communication problems due to cultural differences and language barriers. These cultural and language differences are frequently an obstacle to businesses agreements (PT2)*



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### 3.3.1 Communication and Language

Adequate foreign language skills are the most relevant challenge derived from the interview statements. Language barriers and cultural based differences in the communication style were mentioned in all participating countries and independent on the size of the company (BE1, BE6, DE3, DE4, IT1, PT4, SL6.....).

Communication is an indispensable element of marketing. We might have the best product or service, but how can we be successful when we are not able to communicate its innovative characteristics to potential clients while at the same time respecting the cultural norms and habits of their country:

*Our staff feels difficulties in establishing approaches to sell our products to foreign markets (PT6)*  
*We have difficulties in approaching new foreign markets, also due to the insufficient skills of our staff in dealing with new potential partners (RO6).*

Communication does not only mean verbal communication. In some cultures it is normal to search for eye contact when speaking to others. A lack of eye contact can be interpreted as distrust, that the other is hiding something or lacks self confidence. In other cultures direct and strong eye contact can be seen as a lacking respect or aggression. There is a high potential for misinterpretation. This shows that competence for communication with other cultures links both the ability to find a common tool for communication and Intercultural Intelligence.

*Physical contact is valued differently from country to country (NL3):*

Foreign language competence is a key competence for successful communication with people who have a different cultural background. The required competence in another language depends on the context in which the language is going to be used: having small talk in a restaurant with a business partner and a detailed product presentation to a large audience require different levels of foreign language competence.

*Counselling for foreign clients, phone calls with foreign clients and employees,*  
*Writing and reading of business letters and emails, Meeting foreign visitors and clients, Dealing with foreign authorities, when auditing and counselling – knowledge of standards in foreign companies (DE1)*

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### 3.3.2 Conclusion

We have selected the following three statements because they summarize key points of the statements about training needs from the interviews:

A practical training in combination with individual coaching would be useful. The content of the training and coaching has to be referred to knowledge about your own values (NL3)

It would be useful to attend a training programme allowing us to master a methodology to foresee what our partners expect from us and what should be changed in our attitude and behaviour in order to establish a trustful atmosphere with our international partners (PT10)

We consider that issues regarding the development of some personal attributes and horizontal skills like creativity, sense of initiative, risk acceptance, autonomy, self-confidence, leadership, capacity to work in a team, are very important and there is a need for this kind of skills in our company (RO3)

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## 4 Perspectives for further development

*Globalization is making us all neighbours and inside our Group the international dimension is vital for developing successful business relations. We appreciate that this trend will continue and grow in significance in the years to come (RO1)*

Interviewed companies expect a development of International entrepreneurship (BE1) with higher needs of cultural knowledge and mobility (BE2). They expect particularly increase of business contacts with partners from the East and from Asia (BE2, DE3). It was pointed out that salaries and costs will also rise in the East; Production will be only for standard products in East or Asia, German high-tech will further develop (DE3). Recruitment of foreign staff will become common issue (BE4). There will be tests on II during recruitment (BE2).

Interviewed companies expect a raising international composition of teams, resulting from this raising importance of intercultural communication. This requires as a condition cultural intelligence, based on knowledge and education (DE6). The proper integration of staff members who come from the target countries will be a key task in future (F3). Recruitment of foreign staff was seen also at the management level (BE6). It was seen as challenge to make the management level more familiar with II and have as conclusion correspondent seminars for management and employees having in mind the successful performance of the company (DE4).

Language skills will be a key requirement, it is expected that English will be the dominating communication tool (BE5) and that there will be a continuous need for improvement of communication skills for contacting foreign offices and clients, better use of synergies between offices and linking globalized entrepreneurship with intercultural competence (DE1). Despite of networking and gigabit-speed personal contact will continue to be essential (DE3).

It is expected that basics for intercultural competences will be learnt from the environment, in school and studies. Children will acquire basic skills of multilingual behaviour in kindergartens and continuation in school, exchange programmes in schools and universities will continue to be important (DE3). This implies to accept other cultures but to keep and respect our values and culture as well (SL1) and to make visible for the employees the positive aspects of globalization (F4).

For concluding the report, we would like to present four statements, one personal one and three others which summarize well the results of the study and focus on the challenge and responsibility from practise for the INTENT project development team:

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When I see my professional experiences abroad, I can only say: they are always positive for me and for my job. In a foreign country (for me, Canada) and in opposition to France we have all of the possibilities to speak and to apply your knowledge. This is like an additional and new contribution for the success of the company. I want to continue this way for me, for my employees and for my company (F1)

The work processes of the organization will be more and more spread among different countries. Result of this kind of organization is that not only the clients, but also your colleagues have different cultures. For cooperation with your colleagues it is more important to understand each other.

The success of the organization depends more and more on the 'cultural intelligence' of the staff members. Cultural intelligence becomes core business. (NL1)

As far as we understand now, cultural intelligence will be increasingly relevant as we will be obliged to contact more and more with other people and cultures. Therefore, language training will not be enough in the near future. However it is difficult for us to define what kind of training would be useful/suitable to develop such competences (PT7)

We have to focus on high quality of our products, services and technical assistance to our customers. We would like to know every customer in details, in order to be able to provide him the best possible service from our side. A trustworthy relationship with our partners is one of our highest priorities, and to achieve that, the cultural intelligence is certainly one of areas where we have to be as confident as possible. This is a challenge for us, because most of our sales is done in other countries worldwide (export represents 84% of our sales), and we believe that the share of export will even grow in the next years. To be able to achieve our goals, we will need the widest possible range of commercial, technical, and communication skills, and the cultural intelligence will also play a significant role (SL7 - SME)



## Annexes

### Annex A: List of all answers of the interviewed companies

Table A.1: Information about the company:

	1.1 Employees	1.2 Business	1.3 International partners	1.4 Products and services
BE1	580 employees (operative and office), 3 employees abroad (South-America & Spain)	Sale and design of rollformed steel sections 80% export products	36 countries including Europe, Turkey, Asia and US; Company is part of the international group 'Voestalpine'	Customer- oriented solutions for every problem Their slogan: 'If you can dream it... we can make it'
BE2	Belgium: 700 employees Worldwide: 2200 employees	Production of PVC profiles for building applications; 10 production companies in United States, Turkey and Europe (except Asia). The general manager is always a foreigner, in every establishment there is Belgian staff.	35 countries (Europe, US, Turkey and Asia)	Profiles for building applications such as windows, doors, interior decoration, façade covering, swimming pools...
BE3	CMS: 200 employees	Injection mould of synthetic fibres: department in Hungary; purchases in the far East; co-operating company in Mexico; customers all over the world.	Australia – Mexico – United States – Europe (except Africa)	Products in automobile sector (ventilation – clicking system in safety belts – airbags - ...) Food and beverage; Housing of electronic equipment; Medical industry
BE4	165 employees (40 engineers) / In subdivision 200 employees	State-of-the-art solutions for the storage and handling of bulk. Specialised in air and flue gas treatment installations; Tank and pressure vessels manufacturer Especially designed, heavy metal structures and constructions	Geldof – Europe G&G (sister company) - worldwide	Pressure tanks Turnkey projects Storage Equipment: Silos, Bunkers, Tanks Transport systems Air and flue gas treatment installations
BE5	2115 employees worldwide (1200 employees in Belgium)	Sale of forklifts, parts of forklifts and handling equipment	Clients worldwide (160 countries) and a subsidiary company for the US market	Sale of forklifts, parts of forklifts and handling equipment
BE6	360 employees (operative and office); Abroad only Sales & Technique	Purchase and sale of deepfrozen vegetables. Only 5% of the production stays in Belgium	Particular in Europe, but also worldwide	Deep frozen vegetables Deep frozen herbs Ready-to-cook dishes

<b>DE1</b>	1300	Business counseling	Europe, Asia, America	Accountancy, Tax advising, legal counselling business counselling, Auditing
<b>DE2</b>	60	Production and selling of ultra light-airplanes	Mostly US, but also South America, Europe, Australia/ New Zealand, Middle East	Ultra light airplanes and spar parts for ultra light airplanes
<b>DE3</b>	135	Aeronautics and Astronautics	All over the world, mainly Europe, more and more from Asia	Airbus constructions Electronical equipment EADS Space transportation Galileo etc.
<b>DE4</b>	40	Transport	Scandinavia, Netherlands, Austria, Eastern Europe	Transport services
<b>DE5</b>	80	International project work in lifelong learning education	Sweden, Greece, GB, Denmark, Finland, Spain, Slovenia, Poland, Romania, Hungary.	Joint development of innovation for SMEs and in educational sector.
<b>DE6</b>	About 5000 worldwide	Selling of chemical special products and appropriate technical service	All continents	Adsorbents (dry substances), catalysts for various applications, Adding substances (Additives) for paper, ceramics, glass and food industry as well as for foundries and water cleaning
<b>F1</b>	6	Import/Export and Sourcing of loss leaders	Canada	Pockets, cosmetic packages, gifts, equipments for inside and outside like barbecue
<b>F2</b>	20	Organisation of Events for specialists of data- centres (IT).	Each event can take place in a different country; therefore the customers are always different too. About the trade partners, the most important of them are from the entire world and therefore they sponsor us regularly. The other partners change with the country.	Events for one or two days in the year and in many countries in the world
<b>F3</b>	5	Consulting	Morocco – China- Brazil	Mainly we offer services and guidance for international development projects.
<b>F4</b>	5000 in France 120.000 worldwide	Audit, consulting in management, specialist for the mastery of risks, legal consulting	From all over the world	For example, the company offers market, marketing, communication studies
<b>IT1</b>	8000	Sales of health and baby care products	From 100 countries representing all continents	Products branded Chicco,Prenatal,Pic,Lycia

<b>IT2</b>	About 2000	Multinational Company, based in almost all Countries. Our main businesses are Credit Card and Travels	Almost all countries	Our main businesses are Credit Card and Travels
<b>IT3</b>	220	import and sale of machine tools with numerical control	Japan, Korea, Taiwan, China	Transportation, installation, putting into service, during and after warranty, CNC education courses, courses conduction machine
<b>IT4</b>	55.000	TDK does product development, manufacturing and sales in the electronic field	worldwide	electronic components and materials, recording media and systems.
<b>NL1</b>	>1000	Healthcare	worldwide	Medical equipments (X-ray, MRI, CT scan) & Healthcare consultancy
<b>NL2</b>	4	Wholesales	The clients/business partners come from Turkey and North-African countries	Hardware (ironware) and tools
<b>NL3</b>	>4000	Architecture	wordwide	Consultancy in buildings, infrastructure, industry/energy and water/environment
<b>NL4</b>	20	Website designing	Suriname	Website designs, mostly interactive
<b>NL5</b>	11	export Gouda cheese to Germany.	Germany	Gouda cheese
<b>NL6</b>	8000	Research and development projects	Mostly Europe and the United States	Research projects, development of new technologies, development of training progr.
<b>PT1</b>	62	Import/Export	Spain, Italy, Germany, NL, Denmark, France, Israel, China, Angola, Mozambique, Cabo Verde	Equipments for: sanitary installations, climatization and energy management
<b>PT2</b>	13	Import/Export	Import: Czech Republic, Italy, Bulgaria, Taiwan Export: Spain, France, Austria, Italy, Germany, Romania, Bulgaria Greece and Turkey	Equipments and products for angling and diving
<b>PT3</b>	27	Most of the products that we sell are imported. On the other hand, we are at the time being exporting to European countries such as Spain and Greece. Now and then we also export to African and other European countries when requested upon	Import: Italy, United Kingdom, France, Belgium, Germany, Sweden, Netherlands, Switzerland, Austria, India and U.S.A Export: Spain and Greece	Woven fabrics, carpets, wallpaper and technical textile
<b>PT4</b>	14	Mainly import	Italy	Equipments and furniture for kitchens
<b>PT5</b>	37: 7 employees (Vans tennis shoes) + 30 employees (Quiksilver sportswear) = 37	Import and distribution of tennis shoes (Vans) as well as sportswear and surf equipment (Quiksilver	Import: U.S.A., England, France, Switzerland, Italy and Spain Export: Angola and Mozambique	Sportswear and surf equipment as well as tennis shoes

<b>PT6</b>	25	TECMIC has commercial relations with Brazil through a company belonging to the AITEC Group; strong international relations with several international partners and perspectives of growing to other markets through distributors network	Brazil, Latin America, Europe and Portuguese speaking African countries (the so called PALOP's	Software programmes and equipments for the management of vehicles fleet, transport of goods as well as emergency, safety, passenger transport and waste collect
<b>PT7</b>	21	Only import	Italy, France, England, Scotland, Spain, U.S.A., Germany	Equipments, products and chemicals for clinical analysis
<b>PT8</b>	8	Import of technical equipments and components	Germany, Netherlands, Denmark and United Kingdom	Equipments and components for climatization (both cooling & heating) as well as ventilation and environment
<b>PT9</b>	70	SISCOG has strong commercial relations with the manufacturers/suppliers of software and hardware that we represent namely: FRANZ INC. and ORACLE (database	clients in Finland, Norway, Netherlands, Denmark and England	Software programmes, equipments and packages to support decision making regarding planning and management of crews and vehicles in the transport field (subways, railways, trucks) as well as aviation. SISCOG
<b>PT10</b>	21	PALISSY GALVANI – Electricidade SA is a small company created more than 100 years ago (1895) for the import and distribution in Portugal of electrical equipments & components, products and raw materials for the electrical industry as well as for the energy and telecom. sectors	Palissy Galvani imports electrical equipments & components, products and raw materials from the following countries: U.S.A. (United States of America), France, England, Finland, Germany, Italy and Switzerland	Electrical equipments & components, products and raw materials mainly for the electrical industry and the energy & telecommunications sectors
<b>PT11</b>	27	Import/Export of lighting devices, equipments and applications	Export (Clients): Spain, France and Angola Import (Suppliers): China, Italy and Spain	Lighting devices, equipments and applications
<b>PT12</b>	18	We import and distribute in Portugal equipments, components and a wide variety of electrical & mechanical products for telecommunications, audio and video	Our suppliers/manufacturers are located in Spain, Germany, Switzerland and China	Equipments, components and products for telecommunications, audio and video, such as: semi-conductor and switchgear components and cabling; standardised racks, cases and cabinet systems; electronic cabinets & components; standard enclosure systems; mechanical and electrical components for telecommunications operative systems; cabling; electronic connections and plugs



<b>PT13</b>	180	Established in 1981, our company is one of the leading exporters of Portuguese modern furniture & furnishings, with its factory located in the village of Tomar (centre of Portugal) and head office in Lisbon. Approximately 90% of our production is exported to 38 (thirty eight) different countries throughout Europe, U.S.A, Middle East and Angola. We have a subsidiary company in the U.S.A	As already told, our clients come from Europe, U.S.A., Middle East and Angola, the most important clients being located in Switzerland, Germany, Spain, Denmark and the United States of America	We design, manufacture and distribute not only furniture but all kind of furnishings which are essential to any home – contemporary and multifunctional components designed to offer versatility. We therefore provide complete solutions for the home across a variety of product sectors
<b>PT14</b>	94	Established more than twenty years ago in Caldas da Rainha, MOLDE FAIANÇAS manufactures and exports semi vitreous table & kitchenware	Our clients come mainly from Europe, United States of America, Canada, Japan, Korea and Mexico	We design, manufacture and export semi vitreous table & kitchenware
<b>RO1</b>	6987	Our domain is that of Commerce (Cash & Carry).	Our international business partners come from 29 countries, for METRO Cash & Carry International	For our international clients we provide services of commerce and imports.
<b>RO2</b>	65	Import/export – support services	Italy, Germany, Netherlands, France, China, Brazil, western African countries, South East Asia	For our international clients we provide services of non-fooding, marketing for import and export of industrial products
<b>RO3</b>	23	Import/Export	Belgium, France, Poland, Egypt, India	Forestry products
<b>RO4</b>	38	Import	France, Germany	Pharmaceutical products
<b>RO5</b>	74	Import/Export	Netherlands, Germany, Italy, Denmark, Asia	import of chemical and petrochemical raw materials; export of chemical and petrochemical products
<b>RO6</b>	240	Import/Export	Africa, Moldova, former Yugoslavian countries	Export of industrial milling and bakery products Import of non-food products (cosmetics and cleaning products)
<b>RO7</b>	180	Export	Russia, Middle East	Export of varnish and paint products
<b>SL1</b>	340	Finances/Bank	Mostly EU countries and Balkan countries: Austria, Germany, Italy, Bosnia and Herzegovina, Croatia, Serbia, Monte Negro	Financial services
<b>SL2</b>	45	Hospitality	England, Germany, Italy, Slovenia, Croatia, Hungary...	Accommodations, hall rental, technical equipments, entertainment programs

<b>SL3</b>	42	Consultancy services, technical assistance in the field of education and training. Cooperation in international projects	Mostly Balkan countries: Bosnia and Herzegovina, Croatia, Serbia, Monte Negro, Former Yugoslavia Republic of Macedonia and all EU countries	Services that we provide are: capacity building, consultancy services to different international institutions, teacher training courses, arrange study tours
<b>SL4</b>	106	Truck mixers with nominal capacity 2 – 16 m <sup>3</sup> , semi-trailers, tank vehicles and silo for scrap material	Germany, then from Croatia, Romania, and Hungary. Clients come from the same countries and from Slovenia, Dubai, India, Egypt and America.	Upper quoted products with reserve parts and following services: cutting, remodelling, handling and anticorrosion handling of material, services with lift truck (up to 8 ton) and quality insurance of our own products
<b>SL5</b>	189	Nautical industry – manufacturing sailing boats and motorboats, development and design	Slovenia, Italy, Germany, UK, USA, Poland, Norway, Slovakia, Finland, Sweden and Croatia	Sailing boats and motorboats, development and design
<b>SL6</b>	160	We do production of thermoformed elements for different applications. A basic of our business is business between companies; only small percentage is based on relationship company-consumer. Our sales basis on home market, but the share of our sales in foreign markets is rising. Our basic suppliers come from foreign countries	Netherlands, Belgium, Germany, Italy, Sweden, UK, Iceland, Australia and Belarus	Parts for caravan trailers made from thermoplastics, plastic elements for car and machinery industry
<b>SL7</b>	208	Sales of our products (different types of chemicals for industrial use) worldwide. We also buy/import raw materials from other countries	Majority of them is located in EU, but we sell our products also to Asia, USA, South America, South Africa, Middle East	Products for industrial use in the fields of: paper industry, civil engineering (construction industry), wood industry, paint & lacquer industry, tyre & rubber industry. Beside products we provide to our customers also different services, like: logistics (organization of packaging, transport, documents...), technical assistance, technical and commercial visits to our customers
<b>SL8</b>	1960	We produce products for car industry and car-related industries	We do our business worldwide-we are present in Europe, Asia and both Americas	We provide alternators, starters, motors and other related/similar products

**Table A.2: Need for intercultural intelligence:**

	2.1 Functions	2.2 Situations	2.3 Challenges	2.4 Good practice
BE1	2,3,4	Maintaining a long term relationship with every customer; Gaining trust of every customer	Making clear to the customer there are some technical limitations; Differences in interpretation of time and feeling of responsibility; Realise a relationship based on mutual trust and respect; Not thinking in terms such as 'WE' and 'THEY' → but US	During recruitment of new employees there's a selection based on personality. They relate certain projects on certain personalities. A selection office takes some tests and does a role play concerning culture
BE2	1,2,3,4	Negotiating in meetings; Project management and co-ordinating; Collaboration	Understanding languages (contextual) Create a support by an added value instead of authority (not- invented-here syndrome) -> Best practices: be open for other cultures	No
BE3	1,2,3,4	When they are dealing with customers, suppliers and colleagues on the work floor	Language Habits of the country and region (ex. Argue about the purchase price)	No, only general language courses
BE4	1,2,3,4	Sales Purchase Production (on the yard or in the atelier)	Putting Geldof on the international business map; Dealing with customers; Recruiting foreign employees because of the lack of it in Belgium	no
BE5	1,2,3 Most important in Sales Division	They need CQ in all international situations. The employee adapts to the client. In our sales division there are 33 nationalities, 33 native speakers with their own language	Cultural differences and habits: being empathic for another culture Integration of expatriates (Australia, South Africa...); Different cultures in 1 division (ex. Sales department)	no
BE6	1,2,3,4	Knowing the background of the foreign worker next to you on the work floor, especially Islam	Sales; Purchase	no
DE1	1,2,3,4	Counselling for foreign clients, phone calls with foreign clients and employees, Writing and reading of business letters and emails, Meeting foreign visitors and clients,	Language Professional challenges (legislation and rules in the client's country, accountancy and annual accounts in correspondence with	Regular exchange programmes for trainees within EU-framework to further develop foreign language and intercultural competence. Bilateral and multilateral meetings of counsellors

		Dealing with foreign authorities, When auditing and counselling – knowledge of standards in foreign companies, Knowing cultural standards when visiting another country	international standards), Cultural challenges (differences in communication and respect of agreed appointments, tolerance for different standards, habits, behaviour and political concepts, Tolerance of different food and nutrition cultures)	from more than 35 countries where they also discuss cultural particularities in the countries of origin. Foreign language trainings for employees.
DE2	1,2,3,4	Negotiations, clients requests	Knowing about/adapting to regional characteristics, political developments, restrictions in negotiations due to regional particularities (e.g. Middle East)	Awareness of religious particularities, especially in the Middle East (times for praying, different public holidays and Sundays)
DE3	1,2,3,4	Negotiations, contract conclusion – management level; Practical services for client – engineers	Language – English but Asian partners tend to expect knowledge (Chinese) Habits, Customs, mentality well visible and existent between European partners, (DE, FR, GB); Differences also DE-US colleagues and DE-South-America; Time difference Problem with telephone conferences, e.g. DE-US 6-9 hours difference	Be open for the other, try at least to know words/sentences in the other language Searching for common solutions – accept different approach but also to present/transfer the own point of view and opinion Internal programmes for intercultural competences development
DE4	Manager, Director Import/ Export, managing clerks, drivers, employees in accountancy	Acquisition in Import/Export, Arrangements of the vehicles, contact with consignors and unloading staff, driving in international traffic situations, phone calls.	Differences in contact of international partners with people, time, materials, rules and media; foreign language knowledge	Rather not, only partly some employees have good basic approach based on own competencies.
DE5	1,2	Conversation with the partners; Implementation of workshops in foreign partner countries; Implementation of events, seminars and workshops in the home country.	Language barriers, more intensive communication higher degree of proficiency (expert and market knowledge) Elimination of technological barriers Dealing with cultural differences; Gathering cultural background information; Reciprocal curiosity, learning motivation, tolerance	„Must have“ for optimal implementation of international projects: Employees and reliable partners able take into consideration, to understand and to act in line with the challenges, presented under 2.3.
DE6	1,2,3,4	INTERN: organization purchase, production, packaging, and preparation for shipping. EXTERN: market research and acting on the	Divergent negotiation and business practices (in certain regions at present influence on buying decision by half-legal or illegal	Rotation of staff between regionally acting teams Targeted recruitment of matching foreign employees Both leads to building up flexible and strong

		<p>market (e.g. advertising, presentation at conferences, analysis of competitors)</p> <p>Acquisition of and service for clients,</p> <p>Delivery and use of products (e.g Loading of reactor, Start-up, Troubleshooting, Operation assistance etc.), generally, when carrying out the correspondent Technical Service</p>	<p>concepts of acting and thinking, corruption, bribery;</p> <p>Adequate consideration of national, ethnic and cultural characteristics and traditions both in communication with clients and internally when optimizing processes;</p> <p>Political, economical and social instability leading to security problems (at present particularly in some Arab countries, many African and some East European and South American countries)</p> <p>Overcoming language barriers</p>	<p>international teams for sales.</p> <p>Implementation of small company representatives at focal points of the business.</p> <p>Annual global strategic meetings and exchange of experience also to overcome cultural differences and building trust within and between the teams.</p>
<b>F1</b>	<p>In the marketing department: we need tools for an effective research of potential customers like Internet-site, E-mailing, management of the contacts and the data from potential customers.</p>	<p>With the contact with Canada, the staff members take care of the following situations:</p> <p>Presentation and greetings; The way to begin the contractual contact; Foremost a contract is a contract with trust; The follow up of the business; An after sales service with quality.</p>	<p>In Canada we have a challenge concerning a specific knowledge, for my case about custom system, because in Montreal, 80% of small businesses call upon the services of a custom broker.</p>	<p>For our company, it's essential that an employee have good cultural competences by any kind of trade relationships. This cultural knowledge is obligatorily related with a good level of the language and a good level of knowledge about the trade habits in the country.</p>
<b>F2</b>	<p>Our international team has by the majority a trade profile. We have senior officers in the company. They come by the majority from England, because our company was created in this country. And if we work in a country, we have always a native team in order to facilitate the exchanges (language and culture).</p>	<p>Our staff needs cultural intelligence competences when you have to take contact with the person concerning with the event, to do the promotion of an event, for the negotiation (i.e. about problems with payment and delivery).</p>		
<b>F3</b>	2,3	<p>To approach foreign companies and to help our French customers with the negotiation – Transfer of competences for our customers.</p>	<p>Mainly the difficulty for French managers is to have a good adaptation when they are confronted with foreign mode of operation and managers</p>	<p>Yes. First we have developed a one day intercultural training for our customers to « polish » them so that they have training about the techniques to approach foreign partners (present one, behaviour, taboos,</p>

				etc.). Next we have developed a guide book about the negotiation in order to give them the usages and the secrets for a right negotiation in the target countries.
<b>F4</b>	all of the consultants which have contact with foreign customers	When the employees of the parent company have to work with local teams and also when those have the status of expatriate and they have to stay in the foreign country for a more and less long period.	All of the challenges connected with the expatriation and the adaptation with the local life at the professional, private and even legal and fiscal levels. The other challenge correspond to the come back of the people in their own country and therefore with the re-adaptation with their own country.	The company created a package of things to know ant to use. This package was made custom tailor in accordance with the country where the employees will live. This package allows the employees to structure their period of mobility. This package is available too for the customers of the company.
<b>IT1</b>	1,2,3,4	Every time a customer must approach but also a colleague who works in global areas (eg China, Romania,)	Understanding their needs, get in dialogue to respond to their needs. It's important to understand this culture, language of others.	Our company for about three years has made courses for managerial and professional intercultural involving all the resources that have contacts not only with customers but also with suppliers and colleagues from different culture.
<b>IT2</b>	Above all for managerial/leadership positions that held responsibilities and manage people across Europe/Globe, it is absolutely key to have a culture of Diversity and Inclusion	See point 2.1	They should face new demographic trends, such as: increasing aging people, gender differences, increasing flexible working needs (above all for women at work), work life balance	The diversity and inclusion strategy is a common practice within the Company in any Country where we operate and it is based on: ad hoc organization within the Company, creation of a specific curriculum based on a deep and wide training program
<b>IT3</b>	sales agent, customer officer, product manager assistant, area manager assistant, customer service	technical assistance	Knowing the English language, know the partners, understand their needs and their cultural intelligence. particularly their cultural intelligence, and it's fundamental for building a relationship of trust, understanding how they work, understand their tasks, understand if they can answer your questions or must apply for authorization to higher	for commercial figures, less for technicians continuous contacts and visits daily guided by them

IT4	Head of company, Sales manager, Sales administrative officer, Area manager assistant, Administrative sales support assistant, Marketing manager, Product manager, Product manager assistant, Others: customer service, staff (MIS, CP, logistic)	In every situation they have to communicate / deal on international basis, with customers, with internal partners, with external partners	1) Understand local habits and culture 2) Establish efficient communication manner (language, procedure, time setting) 3) Acquire company system knowledge	Yes. Company hires employees with particular regard on language knowledge. Organize international meeting (ex: Sales meeting, staff meeting, conference call) and stimulate direct contact within the multicultural environment being driven by international and interracial (MMS) Matrix Management System.
NL1	1,2,3,4: See the list "Jobs and positions in International Trade – Examples" The organisation is divided in 'key markets', which means that countries are assigned to a section of the organisation.	Projects and products have to be implemented in different organisations all over the world. For implementing new products, you need involvement of the users of your products. You need cultural intelligence to get their involvement, so the users give you information. This information is crucial to design solutions.	The challenge is to understand the other person: the perception of/view of making a decision, to make a deal and to get involvement differs in each country. You have to know the difference between your own view/perception and the view/perception of the other.	There is attention for the cultural differences between countries. You have to know what the do's and don'ts in a country are. Specifically, with regard to the way of making decisions.
NL2	1,2,4 See the list "Jobs and positions in International Trade – Examples"	Selling products to persons with another culture: they have to trust you before they buy your products. With cultural intelligence you know how clients will trust you.	There is a big difference between the way of doing the administration. In the Netherlands there are straight forward rules of doing the administration: in other countries they have other measures for doing the administration	When the clients trust you, they are very faithful to you
NL3	1,2,3,4 See the list "Jobs and positions in International Trade – Examples".	In first contact/acquisition; For discovering each other's expectations and aims in a project; For negotiating about the contract or agreements; For cooperating with local partners or authorities	'Cultural intelligence' is not only needed in international contexts, but also in national contexts. At national level, there can be a big difference between sectors. For example: industry and government; Staying true to yourself, but somewhat adapted to the other culture; Preventing to adapt to different norms (with respect to quality), because our speciality concerns a higher standard; Not trying to directly translate our knowledge and strategies from the Netherlands to the	If you invest in a relationship an understanding for different cultures develops more quickly Humour is usually universal. In China they too can laugh about a good joke A first visible adaptation is for example eating habits (with hands or with chop sticks) and eating local dishes

			foreign country, but trying to come up with acceptable solutions for both parties; Physical contact is valued differently from country to country	
<b>NL4</b>	1,3,4 See the list	The staff needs cultural intelligence in cooperation with the commission, in cooperation with the employees of the joint venture and in contact with potential new clients	Be patience in doing business; Investigate the ability of clients by contacting other business relations; Invest in a network Respect authorities and older people	Yes, ask assistance of an advisor in the country, who knows the society. He/she can give you hints and can assist you with building your network
<b>NL5</b>	Sales manager and export manager	We supply cheese for small retailers. Our sales and export managers contact these retailers to see if they are interested in our products. They need to be able to not only communicate with our clients, but also understand their habits, their differences, and their way of working and thinking	To be able to deal with people from other countries, you have to understand why they think and behave as they do. This can be very different from what you are used to. Sometimes employees think foreign people are 'not normal' or 'silly' because they have different ways of thinking, reasoning, and behaving. It is a challenge to overcome this idea because it prevents you from interacting effectively with foreign clients	No
<b>NL6</b>	The employees from level 3 and higher need cultural intelligence, as they will come in contact with foreign customers or business partners.	Mostly during negotiations and meetings with foreign business partners. During these meetings it is important to be aware of cultural differences	They have to first be aware of cultural differences that can exist between our culture and the partner's culture. For example, what is considered polite in our country may be impolite in another country. When they are aware of these differences and what the impact of these differences may be, they need to be able to deal with these issues during meetings with foreign business partners. For this they need special knowledge and skills	No
<b>PT1</b>	1,2,3,4 Hierarchy level 1 (manager); level 2 (sales & marketing manager,	Whenever our staff needs to contact people from the countries mentioned in 1.3. The lack of knowledge about uses and habits of other	Several cultural differences not easy to understand and overcome	No, not in a systematic and regular way



	export & purchase manager); level 3 (sales agent, export salesman, product manager) as well as level 4 (export salesman assistant)	countries has already created very difficult situations which were not easy to overcome by the company's management		
<b>PT2</b>	2,3 Hierarchy level 2 (sales & marketing manager, export & purchase manager); Hierarchy level 3 (sales agent	Whenever our staff needs to contact people from the countries mentioned in 1.3	Communication problems due to cultural differences and language barriers. These cultural and language differences are frequently an obstacle to businesses agreements	no
<b>PT3</b>	1,2,3,4 Not only the staff dealing with clients or suppliers from foreign countries need cultural intelligence because nowadays there is people from different nationalities and cultures living and working in Portugal.	Whenever our staff needs to contact clients or suppliers from the other countries as mentioned in 1.3	During negotiations; in the definition of the kind of products more suitable to present to each foreigner market; in the presentation of our products to the different markets as well as in the follow up of commercial negotiations	Not formally settled
<b>PT4</b>	1,2; Hierarchy level 1 (head of company, manager, director) and Hierarchy level 2 (sales & marketing manager, purchase manager	Whenever our staff needs to contact the Italian manufacturer/supplier	The key challenge/obstacle is the language barrier whenever our staff needs to contact (and this happens quite often) with the Italian manufacturer/supplier of kitchens (SCIC)	No, not at all
<b>PT5</b>	1,2,3	Whenever our staff needs to contact the suppliers and partners in other countries (distributors) as mentioned in 1.3	Our staff feels communication problems due to language barriers and differences in behaviours	no
<b>PT6</b>	1,2,3 commercial, marketing, development of solutions and administration	In all the situations dealing with: negotiation, preparation of commercial conditions for the sale of our products; preparation of marketing plans as well in the establishment of approaches to foreign markets	Our staff feels difficulties in establishing approaches to sell our products to foreign markets	Not yet, but we are doing our best to achieve that aim; Language training courses for our staff; we also send them, whenever possible, to international fairs and events
<b>PT7</b>	1,2,3 because this staff contact and visit	Whenever the above mentioned staff is in contact (either personally or by phone, e-mail or fax) with	On the one hand, our staff has to overcome the language barrier. On the other hand, our	No, not in a systematic and regular way

	foreign suppliers on a regular basis	the foreign suppliers of equipments, products or chemicals for clinical analysis	staff is confronted quite often with several cultural differences which are not easy to understand and overcome	
<b>PT8</b>	1 As we are a very small company (eight employees) only Hierarchy level 1 (head of company, manager) needs the so called cultural intelligence	We do need cultural intelligence whenever we are in contact with our foreign suppliers of equipments and components	We feel difficulties in explaining to our foreign suppliers of equipments (from Germany, Netherlands, Denmark and United Kingdom) the specific approach of projects in Portugal due to the different way of thinking, working and behaving in Portugal. However these “cultural differences” are relevant for the success of the technical projects we are involved in	Yes, but not in a formal way. It’s very difficult, if not impossible, to describe them in a written form because they are more in our mind and not formally written as a routine procedure
<b>PT9</b>	1,2,3	In all situations dealing with clients, not only during the initial, commercial approach, but also during the subsequent phases of project development and maintenance. We consider cultural intelligence of great importance to SISCOG because the nature of our activities demand full understanding of various cultures and approaches	In our relation with different type of clients it has been not easy to overcome cultural gaps and various ways of behaving (flexibility, strictness, punctuality, the way of talking, writing and behaving) and succeed in establishing a trustful, understanding atmosphere contractor/client	Yes, of course. Quite recently, during the accomplishment of a difficult project with the public railways of Finland, the Finnish “project owner” recognized that the key factor for the success of the project was that “the Finnish team leader had become more Portuguese than Finnish and the Portuguese team leader had become more Finnish than Portuguese”. This only happens when the contractor obtains the full confidence of the client by making the best use of cultural intelligence. Our experience taught us that it is also important to insert entertainment breaks in-between the technical work so that the two teams (contractor and client) have the possibility of getting to know each other better and gain confidence. We do that quite often on a regular basis with our clients
<b>PT10</b>	1,2,3,4	Our staff needs cultural intelligence in all situations dealing with the foreign manufacturers/ suppliers of electrical equipments & components, products and raw materials as above mentioned	Different attitudes regarding certain behavioural features (punctuality, strictness, flexibility, the way of presenting proposals, discussing and behaving) which sometimes	Although we consider our international suppliers as partners and always treat them with cordiality we are careful enough to establish, since the very beginning of our relations, very explicit, clear rules

		(see 1.3	affect the development of negotiations with the manufacturers/suppliers	and routines in order to avoid future misunderstandings or ambiguous interpretations. We esteem this procedure essential to create a clear atmosphere of understanding allowing us to interact successfully with our international business partners
<b>PT11</b>	1,2	Whenever the above mentioned staff needs to negotiate or to deal with our suppliers/ manufacturers or with our international clients	The most important challenges our staff members have to face are: the language barrier as well as several cultural differences, particularly when we deal with the Chinese manufacturers/suppliers of equipments	No, not yet
<b>PT12</b>	All functions in ARESTEL need Cultural Intelligence because almost everyone is obliged to contact quite often with our manufacturers/ suppliers in Spain, Germany, Switzerland and China. Cultural Intelligence is particularly important at the following levels: 1,2,4	Whenever the staff mentioned in 2.1 needs to negotiate or to deal with our suppliers/ /manufacturers in a wide variety of subjects: import of equipments; price quotations; times of delivery for the equipments & components; payments; claims; etc. etc	The most important challenge is the language barrier	No, we did not feel so far the need to establish best practice approaches in a formal way because our staff has a good, sound experience in dealing with our suppliers
<b>PT13</b>	All functions dealing with the client need cultural intelligence, including back office staff. We have recruited our sales agents among nationals of countries where our most relevant clients are installed, whenever possible descendants of Portuguese families. Cultural intelligence is particularly important at the following levels: 2,3	In all situations involving contacts with clients or commercial approaches to the markets in which we are involved or interested in	The most important challenges with regard to cultural intelligence are as follows: negotiation skills, displaying the right attitude and behaviour, as well ability to develop relationships and to adapt to interlocutors of different levels, personalities and cultures	No, we did not feel so far the need to establish best practice approaches due to the policy of recruiting our sales agents among nationals of countries where our most relevant clients are installed

<b>PT14</b>	2,3	In all situations involving contacts with clients or commercial approaches to the markets in which we are involved or interested in	As far as I feel it the most important challenges we have to face the time being at MOLDE FAIANÇAS are not related with cultural intelligence but with the high value of European currency (Euro) in comparison with the U.S. Dollar, on one hand, and with the very low prices of ceramics manufactured in China, on the other hand	no
<b>RO1</b>	All employees, especially for the Human Resources Department and for our managerial positions.	There are multiple such situations, most frequently concerning multinational internships and vocational trainings (Isfrada, Leonardo), foreign exchange programs, and relocations of employees inside the Group.	It is essential for our staff members to remain communicative, open-minded, adaptable, tactful and tolerant towards other people's values, upbringing, conceptions, learning style and aspirations. These challenges involve dealing with unfamiliar or ambiguous situations, respect for different social norms, avoiding possible cultural clashes or conflicts	Several best practice approaches regarding cultural intelligence have been implemented, such as: language courses for foreigners who relocate, country presentations, manuals and other educational materials for the newcomers enrolled in exchange projects and internships.
<b>RO2</b>	1,2,3,4	There are multiple such situations, most frequently in contacting people from the mentioned countries at point 1.3.	The main challenges are represented by the cultural differences. Others are related to the communication skills, tolerance, skills needed to overcome unfamiliar or ambiguous situations, or to solve conflict situations appeared	No
<b>RO3</b>	1,2	In contacting people from the mentioned countries at point 1.3, in preparing and organizing prospection mission, in negotiating the contracts	Cultural and language barriers in some cases	No
<b>RO4</b>	1,2,3	In contacting the foreigner suppliers and in preparing the contract negotiations	Mainly the issues related to the attitudes (flexibility, punctuality, respecting the deadlines, solving difficult situations)	No
<b>RO5</b>	1,2,3,4	In contacting the foreigner suppliers and in preparing the contract negotiations	Mainly the issues related to the cultural and language barriers	No

<b>RO6</b>	1,2,3,4	In preparing the contract negotiations, negotiation of the commercial and logistic conditions, preparing the marketing plans for foreign markets, in setting up local offices on foreign markets	We have difficulties in approaching new foreign markets, also due to the insufficient skills of our staff in dealing with new potential partners	Yes. We are using a kind of procedure guidelines for different countries that we are working with, presenting the best ways for approaching the partners, with the cultural differences and the main things that should be avoid contacting them.
<b>RO7</b>	1,2,3,4	In preparing the contract negotiations, negotiation of the commercial and logistic conditions for export, preparing the marketing plans for foreign markets.	Communication problems due to the cultural and language barriers	Yes, language courses, country presentations brochures, manuals and guidelines for the staff involved in international relations
<b>SL1</b>	Head of company (president of the management board), members of management board, sales manager, international buyer 1,2,3	Exchange of professional opinions international business, marketing of financial services; searching for business opportunities	language barriers, understanding different personal opinions and experiences, open mindless for multicultural and global trends, being familiar with partner's local circumstances, being familiar with local customs, tradition and business in order to avoid conflict situations	Recruiting the staff that has competences to work with customers and business partners – national and international. Company invests a lot in personal development of our employees
<b>SL2</b>	1,2,3,4 in all functions	reception- welcoming the quests, kitchen- adjusting the food offer, attendance - adjusting the service, selling service- adjusting the whole offer.	Different customer habits, different customer wishes.	No
<b>SL3</b>	Head of company, Area manager, Area manager Assistant, International manager, project's coordinators	Searching for business opportunities, assisting in education policy development, advising on education financing, networking and partnership development, helping people to learn new skills	language barriers, awareness of different attitudes, tradition, background, open mind for multicultural and global trends in order to avoid conflicts	Recruiting the staff that have competences to work with individuals from different cultural background and understand their behaviour, attitudes (not only in the global market but also within the company). A lot of efforts have been made for personal development of our employees.
<b>SL4</b>	Director, technical director, purchase and construction manager and commercialist	In contact with business partners, when visiting a fair, when presenting on different fairs...	Knowing the suitable foreign language, transferring the technology and knowledge about	Attending the fairs, always updating with technical and cultural literature and updating with technical and technology progress
<b>SL5</b>	Sales manager, purchase manager and human resource department	The way how to sell boats, when negotiating with suppliers, when employing foreigners.	Differences in the way of thinking	We didn't develop any practise.

<b>SL6</b>	2	When dealing with customers	Knowing the suitable foreign language, culture considering business gifts (gift or bribery)	No
<b>SL7</b>	1,2,3,4	By contacts with our business partners, visits, phone conversations, etc.	We need to be aware of cultural differences, accept and respect them	We don't have any special training for that purpose, but our employees who are in contacts with our business partners (and are thus faced with cultural intelligence challenges), regularly participate in educational programmes for sales people, where they get further education and knowledge how to manage contacts with our business partners. All our employees are encouraged to and have to participate in different external educational and training programmes, in order to get better and wider skills for communication with business partners
<b>SL8</b>	In management, marketing and sales	Strategies and accessions handling the market/customer, communication with representatives of business partners, formal and informal communication	Long-term contact with customers from different cultures. That is why elderly introduce/lead younger into their new positions in our firm and we have regular contact with our subsidiaries in foreign countries, where local people are employed	No, because it was not necessary. We think that general education gives us enough knowledge about different cultures

**Table A.3: Cultural intelligence: skills and training requirements:**

	3.1 Recruitment criteria?	3.2 Training offers?	3.3 Perspectives
BE1	Yes, for sales people with external duty	No. Language training; Intercultural co-operation and personality; Some history and religion of other regions; Training in maintenance of long term relationships	International entrepreneurship; Tests on CQ during recruitment
BE2	There's a selection on international experience, but not specifically on CQ. There are some competences that employees have to comply with such as empathy, stop thinking in terms as 'us' and 'them', but 'we'...	At the end of 2008 there will be a course for international employees: 'Intercultural Management' There are intercultural evenings where a manager speaks about the habits and practices of the country (ex. China, Russia...) An international newsletter for Deceuninck NV employees Social activities (ex. Football match, BBQ...)	A strong rise in East and Central Europe (cultural knowledge) A strong rise in the Middle East, Australia and Asia (cultural knowledge); International mobility
BE3	No	No Traditions / habits; Etiquette / Negotiating in other countries; Dealing with co-workers	Cooperate with other cultures (to give and to take) Respect for other cultures. The company is willing to offer training sessions for employees with a lot of international business contacts. The company thinks it's important to have knowledge of Islamism
BE4	No, only selection on experience	No The cooperation with Eastern Europe and India (culture and habits)	Cooperation with foreign companies (outside Europe) Recruiting foreign employees. International relationships
BE5	No, but in the Sales department they prefer native speakers	No Very specified trainings per region or country (ex. China) Content: habits of a culture, Do's and Don'ts	The sky is the limit (The world becomes a village) Full expansion. Language of communication will be English in a couple of years; Dealing with other cultures and diversity
BE6	Language requirements; Some questions in the selection procedure (language – race – religion)	No Working with other languages Similarities and differences Magreb countries – Belgium Similarities and differences North France – Belgium	Consolidation Start up international groups; Diversity of workers (Recruitment in the North of France); Also on the level of managers: non-native speakers
DE1	Yes, counsellors, team and office managers, accountants, audit assistances for international clients	Intercultural training for trainees, language training and work shops for counsellors and auditors as well as for other selected employees Group work with foreign participants, workshops about selected intercultural topics. Evaluation only for EU-projects	Further development of the initiated measures, promotion of CI in all foreign offices of the company, improvement of communication skills for contacting foreign offices and clients, better use of synergies between offices and linking globalized entrepreneurship with intercultural competence.

DE2	Foreign country experience , foreign language and country knowledge for 2 <sup>nd</sup> management level	Closer contact to clients Analysis of country specific particularities such as policy, culture, religion, geography etc.	Better understanding of local particularities, country specific demands concerning clients
DE3	Principally no	Language training DE-Engl/French Social competences training: Rhetoric, project and time management, leadership styles Feedback on certificates for company	Growing international business, more partners from East and from Asia. Despite of networking and gigabit-speed personal contact will continue to be essential. Salaries and costs will also rise in the East; Production will be only for standard products in East or Asia. German high-tech will further develop. Basics for intercultural competences by the environment, school and studies. Multilingual behaviour in kindergardens and continuation in school, exchange programmes in schools and universities will continue to be important, good practice from skandinavian and englishspeaking environment e.g. Programs such as „Alumni & Friends“
DE4	No, not yet.	No Perhaps important for management clerks and drivers to learn more about other cultures re different concepts of time and differences of people but also goods. There are often problems. Foreign language knowledge would also an advantage.	Challenges: to make more familiar the management level with this theory and have as a conclusion correspondent seminars for management and employees having in mind the successful performance of the company.
DE5	CI as a „Soft Skill“ should be considered as a decision criteria for all employees for employing new staff	No, specific offers rather not exist Seminars to strengthen expert competence, language training, rhetoric and communication seminars	No changes expected
DE6	Yes, 1,2,3	Various intercultural training offers	Raising international composition of teams, resulting from this raising importance of intercultural communication. This requires as a condition cultural intelligence, based on knowledge and education. Increasing fusion and interaction of company sections.



F1	Yes, it is a decision criterion for new staff members for the trade and purchase departments	The measures were not enough yet and we want to find a way to improve the intercultural competences of the staff members.	When I see my professional experiences abroad, I can only say: they are always positive for me and for my job. In a foreign country (for me, Canada) and in opposition to France we have all of the possibilities to speak and to apply your knowledge. This is like an additional and new contribution for the success of the company. I want to continue this way for me, for my employees and for my company
F2	No data	No data	No data
F3	Yes, for the recruitment the applicant have to show his competence to accept other cultures and reasoning. Furthermore we have an internal training so that the new staff members can complete their competences.	Intercultural Trainings Method: We engage expert trainer. The assessment will be always done by the trainer	The integration of staff members who come from the target countries and who have a good integration in France.
F4	Yes, this became an obligatory criterion with the time and for all of types of jobs, and also for the persons who stay in France. In fact the notion of “diversity” takes more and more place in the work team and in France too.	We cannot directly speak about training but rather about a preparation for the staff before a confrontation with the other cultures. Given that the company is very international, the profile of the employees and especially of the young employees is axed on the mobility and the open-mindedness towards the others exists with a natural way by the greatest number of the employees.	Generally it's very important that the people understand the signification of the entrepreneurship and of the open-mindedness towards the others in a world which is more and more global. In the company we try that our employees see the positive aspects of the globalization.  PS: the interrogated person works on the promotion of the entrepreneurship in her company and generally by all types of public. For this he animates two actions: The election of the best entrepreneur at a national level like at a international level; The days of the entrepreneurs. Moreover he participated at a study with different professional bodies in Europe about the ambition of growing up for German, English and French companies.
IT1	For all managers and professional roles to play international	Yes, Courses interculturality, incentive to the study of foreign languages, recruitment of personnel of various origins. Methodology: Team Work, team building. Evaluation: questionnaires	Knowing how to collect the needs of different cultures and turn them into global products-services becoming multicultural company

IT2	Above all for managerial/leadership positions that held responsibilities and manage people across Europe/Globe, it is absolutely key to have a culture of Diversity and Inclusion	Yes, through specific activities like training, forums, conferences, etc. Usage of internal and external climate survey	Not filled in
IT3	all places, even the storekeeper	Yes. specific courses for knowledge of English, continue contacts especially at their companies, to live with them and 'fundamental to understand their problems and their position in the hierarchy Method: for language teachers in the sector Needs: courses for knowledge of English, courses related to specific skills	Not filled in
IT4	It' s preferred but not mandatory, company select people more on their "open mind" characteristic and approach style, then provide necessary training to integrate and growth the employee. Priorities: Director; Manager Sales; Product; Administration; Outside sales Inside sales	Yes. Individual Ability Evaluation System by several area parameters What training/coaching methods were/are used? Training coaching dedicated to each individual requirement. For example: Director: Master in International Business Administration Manager: International Management training Staff: University (virtual) on-line training Did/Do you measure the outcomes/success in any way? After every training, and on annual basis	Future is expected to be more dynamic and to introduce lot of changes in working process. China / India and other emerging areas show very competitive not only in manufacturing but also in development. Key will be how industry will drive and adapt in this scenario. Employee development points will be toward everything which supports the materialization of company objectives. Not only good communication but also secure connection and achieve completion of the actions will be mandatory. International movement of employees will be more open to cope with strategy
NL1	no	Yes: In-company training of two days: How to become culturally aware? How to adapt your own behaviour to cultural differences? Training methods: Assessment about types of cultures; Theory about archetypes; A deeper understanding of frequent 'clashes of cultures' Role-playing, self-reflection and assessment methods Effect of the training: Awareness about the fact that your acting/attitude is cultural given. This awareness can help you to be more effective in cooperation with other cultures.	The work processes of the organization will be more and more spread among different countries. Result of this kind of organization is that not only the clients, but also your colleagues have different cultures. For cooperation with your colleagues it is more important to understand each other. The success of the organization depends more and more on the 'cultural intelligence' of the staff members. Cultural intelligence becomes core business.

<b>NL2</b>	No, the company is too small for using 'cultural intelligence' as a selection criterion	No, there is no need for training	The amount of clients will be growing the next years, but not in cultures. It is important to invest in a good relationship with our clients (by using cultural intelligence), so they do the marketing for us!
<b>NL3</b>	Not specifically, but it is a benefit for the candidate, when he/she has 'international experience'	No. A practical training in combination with individual coaching would be useful. The content of the training and coaching has to be referred to knowledge about your own values	We are going to work more and more internationally, therefore more people will encounter situations that demand cultural intelligence
<b>NL4</b>	No	No, there is no need for training.	We want to expand, so we are going to do business with more countries. Then, we need more knowledge of languages
<b>NL5</b>	No it is at this moment not a decision criterion, as it is very hard to assess whether someone possesses cultural intelligence. However, in the future it will become an important criterion I think	No, we do not. A training which raises employee's awareness of how their own culture influences their behaviour can be very helpful. If you see how your own culture determines how you behave in your work, it is more easy to understand why people from other cultures behave differently	I think that cultural intelligence will become more and more important. The companies and employees that are able to deal with cultural differences most effectively will be the most successful ones
<b>NL6</b>	Cultural intelligence as such is not a decision criterion. Our selection process focuses more on the ability to communicate in foreign languages such as English, French, and Spanish	No we do not provide training in the area of cultural intelligence. A training that raise awareness about the impact of cultural differences and that provides employees with skills to deal with these differences would be useful however	We have seen that our company has become more and more international. We expect this trend to continue in the next 5 years. We will increasingly do business with international clients and will increasingly co-operate with international partners. This means more employees will need to possess cultural intelligence
<b>PT1</b>	Yes, for the positions mentioned in 2.1	We inform our staff about the most important differences concerning the people with whom they must contact on a regular basis Usually is just an informal meeting during which we inform our staff about those differences. We list the number of embarrassing situations that occur	We think that we shall be obliged to contact more and more with other cultures. But, on the other hand, other cultures will also need to contact us. Therefore we think that in the near future cultural differences will be overcome more easily than we can foresee today
<b>PT2</b>	Yes, for the positions mentioned in 2.1	During our sales meetings (every three months) we study and discuss the barriers and obstacles met by the staff during that period	We think that, as time goes by, our experience in dealing with different cultures and behaviours will increase and therefore it will be easier for us, as a company, to deal with the challenges
<b>PT3</b>	Yes, in the selection process for staff who must communicate with clients or suppliers (positions mentioned in 2.1) we take into account cultural intelligence	No, Working procedures for the prospecting and negotiating with new markets	We shall need more and more cultural intelligence in order to obtain a consolidated position in the foreign markets where we already are or where we intend to be

<b>PT4</b>	Yes, for the positions mentioned in 2.1	No, An effective training in languages (Italian, English) would be of great use and importance for our staff	Due to our old, excellent relation with the Italian manufacturer/supplier of kitchens and the great acceptance of these products in the Portuguese market, we do not foreseen changes in the near future
<b>PT5</b>	No, not yet		We feel that in the next five years to come cultural intelligence will be a very important, decisive requirement in our field of activity. For instance, whenever I need to contact with U.S.A. suppliers I feel that our competitors in Spain take advantage of their country notoriety and cultural approach.
<b>PT6</b>	Yes, for all the jobs within the commercial & marketing departments	Yes, Language training courses. Conventional methods normally used in language courses. Yes, we do measure the outcomes	Our target is to be a strong player at least in the Iberian market (Portugal and Spain) if not in the European market
<b>PT7</b>	So far, the only decision criterion (regarding cultural intelligence) that we take into account in the selection process for new staff is the speaking, understanding and writing of a foreign language (English)		As far as we understand now, cultural intelligence will be increasingly relevant as we will be obliged to contact more and more with other people and cultures. Therefore, language training will not be enough in the near future. However it is difficult for us to define what kind of training would be useful/suitable to develop such competences
<b>PT8</b>	We have not enrolled new employees in the last years	So far, we only provide computer training for our employees	We esteem quite difficult to foresee what is really going to happen in the next 05 (five) years due to the very quick, unforeseen changes occurring nowadays in international business
<b>PT9</b>	No, not yet	Yes; Seminars conducted by SISCOG project leaders to present their real experiences with different clients seminar. Yes, we do measure on the field	Within five years SISCOG shall be obliged to master a good level of cultural intelligence due to our methodology of carrying out a project by making the best use of the interaction contractor/client, as explained above in detail
<b>PT10</b>	No, not in an explicit way	Yes: Now and then we carry out initiatives with our international partners. No: It would be useful to attend a training programme allowing us to master a methodology to foresee what our partners expect from us and what should be changed in our attitude and behaviour in order to establish a trustful atmosphere with our international partners.	As we see it, in the future and due to globalization, all partnership relations, rules and procedures will become more homogeneous. This will allow a better interaction among international business partners and facilitate cultural intelligence

<b>PT11</b>	No, not yet	No. Intensive language training and courses on inter-personal relations & cultural differences	We think that international business will play an important role in the life and development of companies like ours. Therefore cultural intelligence will be increasingly relevant as we will be obliged to contact successfully with other people and cultures. Not only language training will be needed but also a course on personal relations and on methodologies to approach different cultures and behaviours.
<b>PT12</b>	As we are a commercial company, cultural intelligence is a decision criterion in the selection process for new staff members for all branches except the warehouse	No. Intensive language training, particularly in Spanish language	We are now beginning to think about the possibility of getting ARESTEL involved in export as we have more and more being asked for. Within this framework, cultural intelligence will be increasingly important
<b>PT13</b>	Yes, it is indeed, particularly in the selection of sales agents and some back-office personnel who must deal on a daily basis with our international clients		In the near future we shall be involved in exporting furniture and furnishings to Eastern Europe (Hungary, Poland, Czech Republic, Slovakia, Estonia, Lithuania and Ukraine). Therefore cultural intelligence will be increasingly important
<b>PT14</b>	Not, it is not		During the next 5 (five) years we must reinforce our capacity to balance innovation and flexibility in order to adapt to the market so that we could meet our clients needs, always having in mind that ceramics is not a product that population needs in first place
<b>RO1</b>	Core attribute and a key selection criterion for all jobs, but especially for the Human Resources Department and for managers.	programme for the development of the intercultural competence (in terms of communication, understanding, acceptance), designed and delivered by German trainers in METRO Group for expatriates who relocate. Proactive entrepreneurship is an important component of the Management and Leadership trainings which our managers attend, for the headquarters and stores. The follow-up consists of several forms of evaluation.	Globalization is making us all neighbours and inside our Group the international dimension is vital for developing successful business relations. We appreciate that this trend will continue and grow in significance in the years to come.
<b>RO2</b>	Not compulsory, but it constitutes an advantage in the selection process	Yes, Some of our staff was trained in issues concerning the cultural differences as part of a management course. We inform our staff about the most important differences concerning the countries that we are working with.	We appreciate that in the future the cultural intelligence will become more important

RO3	<p>Yes, compulsory for the positions at hierarchy level 1</p> <p>Not compulsory, but it constitutes an advantage in the selection process for the positions at hierarchy level 2</p>	<p>Some of our staff was trained in issues concerning the cultural differences as part of different courses organized by other training providers. We do not offer an in-house training, only some information exchanges regarding the cultural differences about the countries that we are working with. We consider that issues regarding the development of some personal attributes and horizontal skills like creativity, sense of initiative, risk acceptance, autonomy, self-confidence, leadership, capacity to work in a team, are very important and there is a need for this kind of skills in our company.</p>	<p>We appreciate that in the future our company will become an important one on the Romanian market and our contacts with other countries will increase. Therefore, the cultural intelligence will become an essential issue for our staff</p>
RO4	<p>Yes, compulsory for the positions at hierarchy levels 1 and 2.</p> <p>Not compulsory, but it constitutes an advantage in the selection process for the positions at hierarchy level 3</p>	<p>Some of our staff was trained in issues concerning the cultural differences as part of different in-house training sessions regarding the cultural differences about the countries that we are working with and solving the difficult situations</p>	<p>We appreciate that in the future the partnership and the business relations will become much easier due to the market globalization and the international regulations and procedures that must be followed. This will emphasize an increased role of the cultural intelligence for our company</p>
RO5	<p>Yes, compulsory for the positions at hierarchy levels 1 and 2.</p> <p>Not compulsory, but it constitutes an advantage in the selection process for the positions at hierarchy level 3</p>	<p>Yes, Some of our staff was trained in issues concerning the cultural differences as part of different in-house training sessions regarding the cultural differences about the countries that we are working with and solving the difficult situations/ Short training sessions, team building or workshops on specific topics. Was measured</p>	<p>Our main target in the future is to offer good products and services in order to satisfy our clients by high quality, promptness and varying payment facilities, and to become one of the Romania's top companies in our field. Due to these goals and taking into account the globalization we think that all international relations will become more homogeneous, facilitating the cultural intelligence</p>
RO6	<p>Yes, for all the positions within the commercial and marketing departments</p>	<p>Yes, We have an internal training department with the main task to raise the performance level of our import/export staff. Some of the training programmes are organized in cooperation with training and consultancy companies. The main topics for training are: negotiation techniques, sales management, communication, management of change, team-building</p> <p>In-house training sessions, workshops for case studies regarding the approached used in different situations, both successful and unsuccessful. Is measured</p>	<p>Our goal is to be among the leading brands - in volume and image - in all markets we serve, and to become a major diversified FMCG group of companies. Therefore, the cultural intelligence and the development of our staff skills like communication, leadership, problem solving, critical thinking will become the main challenge for us in the future</p>

<b>RO7</b>	Yes, for all the positions within the commercial and marketing departments at hierarchy levels 1-3.	Yes; We organize internal training sessions for our export staff. The main topics for training are: negotiation techniques, sales management, communication, team working, presentation skills, problem solving. In-house training sessions, workshops on different topics; Is measured	We try to fulfil as much as possible the needs of our customers. Our main target is to reach a high level of satisfaction and loyalty from our customers relying on the high quality of our products and services. We wish to extend our international relations on new markets, therefore the main challenges that we foreseen for the future are related to the development of our staff' skills in order to be able to overcome the difficult situations that may occur. We refer here to the modern management skills and techniques, critical thinking, decision making and shearing responsibilities
<b>SL1</b>	Yes, for all our jobs because everyone can have the opportunity to work with people who have different opinions and habits.	Partly Twice a year within annual interviews where we monitor employees' personal development, their values and attitudes. Discussions, team building ... We monitor employees professional success, which is one of the measures	Although the intercultural intelligence is strongly highlighted in the international business, we have to cope with our business challenges and have to accept other culture but we have keep and respect our values and culture as well.
<b>SL2</b>	For now we don't have it formally	No Getting to know different cultures, role play.	Expanding the market, getting to know different cultures around the world
<b>SL3</b>	Yes, for all our jobs because everyone can have the opportunity to work with people who have different cultural background	No need for this kind of training because we have to be aware of the diversity around us. Acknowledge the diversity means that we have to overcome different obstacles such as: language an communication skills  Once a year there are annual interviews where we monitor employees personal development, values and attitudes, team meetings with discussion, build teams and promote team work, project management skills in general. We monitor employee's professional success and their personal development	Due to the fact that we operate in cross-culture business environment we have to be able to navigate through the wide range of habits, □ehaviour□, attitudes. Cultural differences are everywhere not only in other countries abut also in our own regions and companies. Therefore we have to equip our people with capability to cope with individuals from different cultural background and □ehaviour for the effective business.
<b>SL4</b>	No	As said earlier is enough to be updated with technical and cultural literature. We don't consider about training our staff now, after all knowing the cultures is one part of general education	Expanding of different markets, transferring the production in less developed countries and consecutively learning about their culture.

SL5	No	<p>No; In sales department: new ways of selling</p> <p>In purchase management: new negotiation techniques</p> <p>In human resource department: the way of discussion and interviewing of potential employees</p>	In every field that I mentioned in answer to the question 3.2
SL6	<p>Yes, but only for jobs where you are in direct contact with clients/customers. These positions are sales manager, export manager, purchase manager, technology manager and some more</p>	<p>Classes where employees would learn how to deal with different cultures and language courses (English).</p>	<p>Learning about different business cultures and respecting them when doing business there</p>
SL7	<p>It is not explicitly defined as a decision criterion, but it is certainly one of factors that are important especially for jobs/functions that included relations with business partners and require communicating skills</p>	<p>We believe that it is the most convenient and useful way to provide for our staff such kind of training that covers the whole area of our relationships with our business partners. At the moment we believe it is enough for our needs, but in the (near?) future we may be faced with an increased need for a more intensive training also for the field of cultural intelligence</p>	<p>We have to focus on high quality of our products, services and technical assistance to our customers. We would like to know every customer in details, in order to be able to provide him them best possible service from our side. A trustworthy relationship with our partners is one of our highest priorities, and to achieve that, the cultural intelligence is certainly one of areas where we have to be as confident as possible. This is a challenge for us, because most of our sales is done in other countries worldwide (export represents 84% of our sales), and we believe that the share of export will even grow in the next years. To be able to achieve our goals, we will need the widest possible range of commercial, technical, and communication skills, and the cultural intelligence will play a significant role.</p>
SL8	<p>No it is not. We don't use it in a way you described it but we more know it as "emotional intelligence" (EQ) and social intelligence (SQ) as a part of EQ. Our definition comes from human. When we want to employ someone we look at his personality and not culture from which he/she comes from. Knowledge about different cultures is integrated in general knowledge which candidate gains in his/hers long-term process of education and strengthens with direct contacts</p>	<p>Most of knowledge transfer is between co-workers inside global firm for that part of cultural intelligence which talks about knowledge about cultural differences.</p> <p>Training for individual transfer of knowledge for that part of cultural intelligence that talks about knowledge of cultural differences</p>	<p>We intend to continue placing stress on qualifying employees in EQ, SQ and individual transfer of knowledge about cultural differences. We will also continue strengthening this knowledge through direct contact with local people who are employed in our subsidiaries in foreign countries</p>



## Annex B: Summarizing table of challenges mentioned in the interviews

	Frequency of mentioning and identification of interviewee	
Language	BE2, BE3: DE1, DE4, DE5, DE6 DE3 IT1 IT3, IT4 NL1 PT2 PT4 PT5 PT 7, PT11, PT12 RO3 SL1, SL3, SL6	Understanding languages (contextual) Foreign Language Barriers; Language – English but Asian partners tend to expect knowledge (Chinese) language of others Knowing the English language The challenge is to understand the other person Communication problems due to cultural differences and <b>language barriers</b> . These cultural and language differences are frequently an obstacle to businesses agreements The key challenge/obstacle is the <b>language barrier</b> whenever our staff needs to contact (and this happens quite often) with the Italian manufacturer/supplier of kitchens (SCIC) Our staff feels communication problems due to <b>language barriers</b> and differences in behaviours Overcome language barriers Language barriers Language barriers
Time	BE1 DE1 DE4, IT4 PT9 RO4	Differences in interpretation of time Differences in agreed appointments Time Punctuality punctuality, respecting
Food	DE1	Tolerance of different food and nutrition cultures
Relationships with co-workers	BE1 BE1 BE2	Realise a relationship based on mutual trust and respect Not thinking in terms such as 'WE' and 'THEY' but US Create a support by an added value instead of authority
Communication style	BE3 DE 1 DE6 NL1 PT2	Habits of the country and region (ex. argue about the purchase price) Differences in communication Adequate consideration of national, ethnic and cultural characteristics and traditions both in communication with clients and internally when optimizing processes The challenge is to understand the other person Communication problems due to cultural differences and language barriers. These cultural and language differences are frequently an obstacle to businesses agreements
Work styles	BE1 BE1 F3 NL2 RO7	Differences of feeling of responsibility Not thinking in terms such as 'WE' and 'THEY' but US Mainly the difficulty for French managers is to have a good adaptation when they are confronted with foreign mode of operation and managers Differences in agreed appointments. There is a big difference between the ways of doing the administration. In the Netherlands there are straight forward rules of doing the administration: in other countries they have other measures for doing the administration Communication problems due to the cultural and language barriers

Attitudes to authority	BE2	Create a support by an added value instead of authority
	IT3	understand if they can answer your questions or must apply for authorization to higher
	NL1	The perception of/view of making a decision, to make a deal and to get involvement differs in each country.

Other:		
Openness	BE2	(not-invented-here syndrome) -> Best practices: be open for other cultures
Awareness and competence	BE4	Dealing with customers
Awareness and competence	BE4	Recruiting foreign employees
Empathy	BE5	Cultural differences and habits- being empathic for another culture Integration of expatriates (Australia, South Africa...) Different cultures in 1 division (ex. Sales department)
Proficiency and knowledge about (legal and professional) Standards	DE1 DE 5 F1 F4	Professional challenges (legislation and rules in the client's country, accountancy and annual accounts in correspondence with international standards), higher degree of proficiency (expert and market knowledge), Elimination of technological barriers specific knowledge, for my case about custom system All of the challenges connected with the expatriation and the adaptation with the local life at the professional, private and even legal and fiscal levels.
Political-social environment	DE1 DE2 DE6 DE6 IT2	tolerance for different standards, habits, behaviour and political concepts Knowing about/adapting to regional characteristics, political developments, restrictions in negotiations due to regional particularities (e.g. Middle East) Political, economical and social instability leading to security problems (at present particularly in some Arab countries, many African and some East European and South American countries) Divergent negotiation and business practices (in certain regions at present influence on buying decision by half-legal or illegal concepts of acting and thinking, corruption, bribery; face new demographic trends, such as: increasing aging people, work life balance
Awareness and competence Including European countries	DE 3	Habits, Customs, mentality well visible and existent between European partners, (DE, FR, GB), Differences also DE-US colleagues and DE-South-America Time difference Problem with telephone conferences, e.g. DE-US 6-9 hours difference
Awareness and competence	DE4	Differences in contact of international partners with people, time, materials, rules and media
Tolerance Curiosity Motivation to learn	DE5	Gathering cultural background information Reciprocal curiosity, learning motivation, tolerance

Standards/legal and ethic rules half-legal or illegal concepts of acting and thinking	DE6  SL6	Divergent negotiation and business practices (in certain regions at present influence on buying decision by half-legal or illegal concepts of acting and thinking, corruption, bribery; culture considering business gifts (gift or bribery)
Sensibility for differences	NL1	You have to know the difference between your own view/perception and the view/perception of the other
General awareness and IC  national differences  Prevent simple adaptation	NL3	'Cultural intelligence' is not only needed in international contexts, but also in national contexts. At national level, there can be a big difference between sectors. For example: industry and government Staying true to yourself, but somewhat adapted to the other culture Preventing to adapt to different norms (with respect to quality), because our speciality concerns a higher standard Not trying to directly translate our knowledge and strategies from the Netherlands to the foreign country, but trying to come up with acceptable solutions for both parties
General awareness and IC Adaptation when coming back from a longer work period abroad	F4	All of the challenges connected with the expatriation and the adaptation with the local life at the professional, private and even legal and fiscal levels. The other challenge correspond to the come back of the people in their own country and therefore with the re-adaptation with their own country.
Patience Networking Respect	NL4	Be patience in doing business Investigate the ability of clients by contacting other business relations Invest in a network Respect authorities and older people
General awareness and IC	PT1, IT1, NL5, NL6 PT 6 PT7 PT 8 PT10 PT11 RO5, RO7 SL1	Several cultural differences not easy to understand and overcome Our staff feels difficulties in establishing approaches to sell our products to foreign markets On the one hand, our staff has to overcome the language barrier. On the other hand, our staff is confronted quite often with several cultural differences which are not easy to understand and overcome We feel difficulties in explaining to our foreign suppliers due to different way of thinking, working and behaving Different attitudes regarding certain behavioural features (punctuality, strictness, flexibility, the way of presenting proposals, discussing and behaving) which sometimes affect the development of negotiations with the manufacturers/suppliers The most important challenges our staff members have to face are: the language barrier as well as several cultural differences, particularly when we deal with the Chinese manufacturers/suppliers of equipments Mainly the issues related to the cultural and language barriers understanding different personal opinions and experiences, open mindless for multicultural and global trends, being familiar with partner's local circumstances, being familiar with local customs, tradition and business in order to avoid conflict situations
Negotiation and Presentation competences	PT3  PT13	During negotiations; in the definition of the kind of products more suitable to present to each foreigner market; in the presentation of our products to the different markets as well as in the follow up of commercial negotiations The most important challenges with regard to cultural intelligence are as follows: negotiation skills, displaying the right attitude and behaviour, as well ability to develop relationships and to adapt to interlocutors of different levels, personalities and cultures

Trust	<p>PT9 Cultural gaps and various ways of behaving (flexibility, strictness, punctuality, the way of talking, writing and behaving) and succeed in establishing a trustful, understanding atmosphere contractor/client</p> <p>IT3 building a relationship of trust</p>
Competence for dealing with unfamiliar and ambiguous situations	<p>RO1 It is essential for our staff members to remain communicative, open-minded, adaptable, tactful and tolerant towards other people's values, upbringing, conceptions, learning style and aspirations. These challenges involve dealing with unfamiliar or ambiguous situations, respect for different social norms, avoiding possible cultural clashes or conflicts</p> <p>RO6 insufficient skills of our staff in dealing with new potential partners</p>
Conflict solving competences	<p>RO2 The main challenges are represented by the cultural differences. Others are related to the communication skills, tolerance, skills needed to overcome unfamiliar or ambiguous situations, or to solve conflict situations appeared</p> <p>RO4 Mainly the issues related to the attitudes (flexibility, punctuality, respecting the deadlines, solving difficult situations)</p>

## Annex C: Summarizing table of Good Practice examples

<b>BE1</b>	During recruitment of new employees there's a selection based on personality. They relate certain projects on certain personalities. A selection office takes some tests and does a role play concerning culture
<b>DE1</b>	Regular exchange programmes for trainees within EU-framework to further develop foreign language and intercultural competence. Bilateral and multilateral meetings of counsellors from more than 35 countries where they also discuss cultural particularities in the countries of origin. Foreign language trainings for employees.
<b>DE3</b>	Internal programmes for intercultural competences development
<b>DE5</b>	Must have" for optimal implementation of international projects: Employees and reliable partners able take into consideration, to understand and to act in line with the challenges, presented under 2.3.
<b>DE6</b>	Rotation of staff between regionally acting teams Targeted recruitment of matching foreign employees Both leads to building up flexible and strong international teams for sales. Implementation of small company representatives at focal points of the business. Annual global strategic meetings and exchange of experience also to overcome cultural differences and building trust within and between the teams.
<b>F1</b>	Cultural knowledge is obligatorily related with a good level of the language and a good level of knowledge about the trade habits in the country.
<b>F3</b>	Yes. First we have developed a one day intercultural training for our customers to « polish » them so that they have training about the techniques to approach foreign partners (present one, behaviour, taboos, etc.). Next we have developed a guide book about the negotiation in order to give them the usages and the secrets for a right negotiation in the target countries.
<b>F4</b>	The company created a package of things to know ant to use. This package was made custom tailor in accordance with the country where the employees will live. This package allows the employees to structure their period of mobility. This package is available too for the customers of the company.
<b>IT1</b>	Our company for about three years has made courses for managerial and professional intercultural involving all the resources that have contacts not only with customers but also with suppliers and colleagues from different culture.
<b>NL1</b>	You have to know what the do's and don'ts in a country are. Specifically, with regard to the way of making decisions.
<b>NL3</b>	Humour is usually universal. In China they too can laugh about a good joke A first visible adaptation is for example eating habits (with hands or with chop sticks) and eating local dishes
<b>NL4</b>	Yes, ask assistance of an advisor in the country, who knows the society. He/she can give you hints and can assist you with building your network
<b>PT6</b>	Language training courses for our staff; we also send them, whenever possible, to international fairs and events
<b>SL4</b>	Attending the fairs, always updating with technical and cultural literature and updating with technical and technology progress
<b>PT9</b>	Full confidence of the client by making the best use of cultural intelligence. Insert entertainment breaks in-between the technical work so that the two teams (contractor and client) have the possibility of getting to know each other better and gain confidence.
<b>PT10</b>	Although we consider our international suppliers as partners and always treat them with cordiality we are careful enough to establish, since the very beginning of our relations, very explicit, clear rules and routines in order to avoid future misunderstandings or ambiguous interpretations. We esteem this procedure essential to create a clear atmosphere of understanding allowing us to interact successfully with our international business partners
<b>PT13</b>	recruiting our sales agents among nationals of countries where our most relevant clients are installed

<b>RO1</b>	language courses for foreigners who relocate, country presentations, manuals and other educational materials for the newcomers enrolled in exchange projects and internships
<b>RO6</b>	We are using a kind of procedure guidelines for different countries that we are working with, presenting the best ways for approaching the partners, with the cultural differences and the main things that should be avoid contacting them.
<b>RO7</b>	Yes, language courses, country presentations brochures, manuals and guidelines for the staff involved in international relations
<b>SL1</b> <b>SL3</b>	Recruiting the staff that has competences to work with customers and business partners – national and international. Company invests a lot in personal development of our employees
<b>SL7</b>	We don't have any special training for that purpose, but our employees who are in contacts with our business partners (and are thus faced with cultural intelligence challenges), regularly participate in educational programmes for sales people, where they get further education and knowledge how to manage contacts with our business partners. All our employees are encouraged to and have to participate in different external educational and training programmes, in order to get better and wider skills for communication with business partners
<b>SL8</b>	No, because it was not necessary. We think that general education gives us enough knowledge about different cultures

## Annex D: Intent Questionnaire



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### Questionnaire on Cultural Intelligence in International Business

#### 1. Information about your company

- 1.1 How many employees do you have?
- 1.2 What kind of international business do you do?
- 1.3 Where do your international clients/business partners come from?
- 1.4 Which products/services do you provide for international clients/business partners?

#### 2. Need for cultural intelligence/ best practice approaches within your company

- 2.1 In which functions do your employees need cultural intelligence?  
*(Please use the list “Jobs and positions in International Trade – Examples”, which is attached to the questionnaire as annex)*
- 2.2. In which situations does your staff need cultural intelligence?
- 2.3 What challenges do your staff members have to face with regard to cultural intelligence in order to interact successfully with international business partners?
- 2.4 Has your company/staff developed any best practice approaches with regard to cultural intelligence in order to interact successfully with international business partners? If yes, please describe them.

#### 3. Cultural intelligence: skills and training requirements

- 3.1 Is cultural intelligence a decision criterion in the selection process for new staff members? If yes, for what kind of jobs?
- 3.2 Do you already provide training for your staff in the area of “cultural intelligence” or “proactive entrepreneurial mindset”?  
**If yes**                   What kind of measures did/do you provide?  
                                  What training/coaching methods were/are used?  
                                  Did/Do you measure the outcomes/success in any way?  
**If no**                        What kind of training would be useful/needed for your staff in order to develop competences in these areas?
- 3.3 When you think about the next 5 years: Where do you see the developments and challenges in the field of international business and cultural intelligence for your company?

### Annex Q3.1: Jobs and positions in International Trade - Examples

Hierarchy level 1	Hierarchy level 2	Hierarchy level 3	Hierarchy level 4
Head of company	Sales manager	Area manager Sales administrative officer Sales agent Customer officer <i>Other:</i>	Area manager assistant Administrative sales support assistant <i>Other:</i>
	Export manager	Export salesman International officer Freight agent <i>Other:</i>	Export salesman assistant Forwarder assistant <i>Other:</i>
	Marketing manager	Product manager <i>Other:</i>	Product manager assistant <i>Other:</i>
	Purchase manager	Import purchaser International buyer <i>Other:</i>	Import purchaser assistant International purchaser assistant <i>Other:</i>



## Annex E: Intent Interview Guidelines



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### Guidelines for all partners, on how to use the Questionnaire on “Cultural Intelligence\* in International Business”

\*Cultural Intelligence (CQ) defines the ability of an individual to perform well in situations of cultural diversity. Cultural Intelligence is based on a certain form of mindset:

- knowledge about own and other cultures;
- awareness/Mindfulness;
- specific skills concerning own behaviour.

*The research on ‘international entrepreneurial competences’ has to be done by 6-10 face-to-face interviews in each country. In each country one partner is responsible for the coordination of this task as agreed during the project meeting in Ede.*

#### Aims of the research

To shed light on national and European situations of

- entrepreneurial requirements to perform successfully in international business;
- on barriers towards it;
- on necessary skills of staff members with regard to Cultural Intelligence and;
- on training requirements in the sector of CI.

#### Context

The research is part of the European project INTENT which is supported by the European lifelong learning programme LEONARDO. Project partners from 8 European countries (Netherlands, France, Belgium, Portugal, Germany, Italy, Romania and Slovenia) work together to develop

- A set of shared ‘international entrepreneurial competences’ and learning outcomes for EU-citizens, focused on Cultural Intelligence in international trade, to be implemented in national qualification structure;
- An internationally transparent, competence based unit profile for the ‘international entrepreneur’;
- A competence based training package based on the unit profile, directed at the acquisition of the ‘international entrepreneurial competences’ with the focus on Cultural Intelligence;
- A set of guidelines for international and national sector validation and certification;

### **Target group**

- Addressed are companies in sales/commerce sector;
- SME's as well as large companies are possible addressees;
- It is important that the interviewed companies as well as the interviewed persons have international business experience!;
- The interview can be held with either:
  - the head of company;
  - the head of international department;
  - the sales / marketing / negotiation / PR-manager - if they have international business contacts.

It can differ from company to company!

### **Course of action**

- Select companies which are part of the target group;
- Make contact with the potential interviewee and give information about the background of the project;
  - Present your own company or institution, the project and its aims;
  - Explain the importance of the research: only the knowledge of the situation and the needs of companies engaged in international business enable development of demand oriented further training measures;
  - Comment on the benefits for the interviewee.
- Make an appointment for an interview;
- Confirm the interview in a written form (email, fax, letter). Attach the questionnaire, so that the interviewee can prepare the meeting;
- Make sure that the answers are noted down completely.

### **Benefits for the interviewee**

- Staff of the interviewed company can participate in the pilot training;
- Participating companies can use the products which are developed in the project free of charge;
- Interviewed companies will – if they want - be mentioned as partners on the website of the project and in the newsletter (positive publicity).

### **Organisation and time frame**

- Translate the questionnaire into your own language;
- It is expected that each interviewee answers each question;
- Write down their key points in short sentences or half-sentences;

- Make sure the key points are understandable for an outsider without further explanation. If necessary, elaborate the key points after the interview is over (otherwise bfw has to ask what is meant – with up to 80 questionnaires that would be very difficult!!!);
- If it helps you can use a dictating machine and keep the results as audio files - perhaps we can use them in a later stage as "original voices". If you wish to do so, ask the interviewees beforehand if they agree;