



FOREWORD BY
BOB WAISFISZ OF THE
HOFSTEDE CENTRE

ACCESS *to*
ASIA

YOUR MULTICULTURAL GUIDE TO
BUILDING TRUST, INSPIRING RESPECT,
AND CREATING LONG-LASTING
BUSINESS RELATIONSHIPS

SHARON SCHWEITZER, J.D.
WITH LIZ ALEXANDER, PH.D.

WILEY



ACCESS to ASIA

YOUR MULTICULTURAL GUIDE TO
BUILDING TRUST, INSPIRING RESPECT,
AND CREATING LONG-LASTING
BUSINESS RELATIONSHIPS

SHARON SCHWEITZER, J.D.
LIZ ALEXANDER, Ph.D.

Accession no.	M 0150549
Date received	18 MAR 2017
Call no.	395 52095 5A3A 2015

WILEY

Cover Design: Wiley

Cover Photograph: World Map © iStock.com/vorendis

Copyright © 2015 by Protocol & Etiquette Worldwide, LLC. All rights reserved.

Published by John Wiley & Sons, Inc., Hoboken, New Jersey

Published simultaneously in Canada

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, 222 Rosewood Drive, Danvers, MA 01923, (978) 750-8400, fax (978) 646-8600, or on the web at www.copyright.com. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, (201) 748-6011, fax (201) 748-6008, or online at www.wiley.com/go/permissions.

Limit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this book, they make no representations or warranties with respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation. You should consult with a professional where appropriate. Neither the publisher nor the author shall be liable for damages arising herefrom.

For general information about our other products and services, please contact our Customer Care Department within the United States at (800) 762-2974, outside the United States at (317) 572-3993 or fax (317) 572-4002.

Wiley publishes in a variety of print and electronic formats and by print-on-demand. Some material included with standard print versions of this book may not be included in e-books or in print-on-demand. If this book refers to media such as a CD or DVD that is not included in the version you purchased, you may download this material at <http://booksupport.wiley.com>. For more information about Wiley products, visit www.wiley.com.

Library of Congress Cataloging-in-Publication Data

Schweitzer, Sharon

Access to Asia : your multicultural guide to building trust, inspiring respect, and creating long-lasting business relationships / Sharon Schweitzer, Liz Alexander.
pages cm

Includes bibliographical references and index.

ISBN 978-1-118-91901-9 (cloth); 978-1-118-91902-6 (epub); 978-1-118-91904-0 (epub)

1. Business etiquette—Asia. 2. Corporate culture—Asia. 3. Management—Asia. 4. Management—Cross-cultural studies. 5. Intercultural communication. I. Alexander, Liz. II. Title.

HF5389.3.A78539 2015

308.5/2065—dc23

2014039933

Printed in the United States of America

10 9 8 7 6 5 4 3 2

Contents

<i>Foreword</i>	xiii
<i>About the Authors</i>	xv
<i>Acknowledgments</i>	xvii
<i>Introduction</i>	xix
A Journey of Passion	xx
From Etiquette to Intercultural Exchange	xx
A Questioning Framework	xxi
Why <i>These</i> Asian Countries?	xxi
How This Book Is Structured	xxii
Self-Awareness Profiles	xxii
Business <i>Is</i> Relationships	xxiii
From Theory to Practice	xxiii
Chapter 1 A Question of Culture	1
Why This? Why Now?	6
Who Are "Americans"?	7
Chapter 2 Exploring Country Cultures	9
Thinking Is Not Universal	11
Relationships Are Dynamic	12
Chapter 3 United States of America	27
Introduction	28
Quiz	28
Country Basics	29

	Business Culture, Etiquette, and Customs	34
	Eight-Question Framework	43
	Cultural Summary	52
	Self-Awareness Profile	52
	The Journey Continues . . .	53
Chapter 4	Overview of Concepts and Terms	55
Chapter 5	China	67
	Introduction	68
	Quiz	69
	Country Basics	69
	Business Culture, Etiquette, and Customs	75
	Eight-Question Framework	84
	Cultural Summary	93
	Self-Awareness Profile	93
Chapter 6	Hong Kong	97
	Introduction	98
	Quiz	99
	Country Basics	99
	Business Culture, Etiquette, and Customs	104
	Eight-Question Framework	113
	Cultural Summary	120
	Self-Awareness Profile	121
Chapter 7	India	123
	Introduction	124
	Quiz	125
	Country Basics	125
	Business Culture, Etiquette, and Customs	131
	Eight-Question Framework	139
	Cultural Summary	147
	Self-Awareness Profile	147
Chapter 8	Japan	151
	Introduction	152
	Quiz	153

	Country Basics	153
	Business Culture, Etiquette, and Customs	159
	Eight-Question Framework	167
	Cultural Summary	177
	Self-Awareness Profile	177
Chapter 9	Malaysia	181
	Introduction	182
	Quiz	182
	Country Basics	183
	Business Culture, Etiquette, and Customs	188
	Eight-Question Framework	198
	Cultural Summary	205
	Self-Awareness Profile	206
Chapter 10	Myanmar	209
	Introduction	210
	Quiz	211
	Country Basics	211
	Business Culture, Etiquette, and Customs	217
	Eight-Question Framework	225
	Cultural Summary	233
	Self-Awareness Profile	233
Chapter 11	The Philippines	237
	Introduction	238
	Quiz	239
	Country Basics	239
	Business Culture, Etiquette, and Customs	245
	Eight-Question Framework	252
	Cultural Summary	258
	Self-Awareness Profile	259
Chapter 12	Singapore	261
	Introduction	262
	Quiz	262
	Country Basics	263

Business Culture, Etiquette, and Customs	269
Eight-Question Framework	276
Cultural Summary	282
Self-Awareness Profile	283
Chapter 13 South Korea	285
Introduction	286
Quiz	287
Country Basics	287
Business Culture, Etiquette, and Customs	293
Eight-Question Framework	303
Cultural Summary	309
Self-Awareness Profile	310
Chapter 14 Taiwan	313
Introduction	314
Quiz	315
Country Basics	315
Business Culture, Etiquette, and Customs	321
Eight-Question Framework	329
Cultural Summary	336
Self-Awareness Profile	336
Chapter 15 Summary	339
<i>Bibliography</i>	343
Books	343
Online Resources	348
<i>Contributors</i>	351
<i>Index</i>	359

Foreword

As the founder of itim International, which has been associated with the work of Professor Geert Hofstede for the past 30 years, we have long emphasized that when it comes to national cultural differences, culture only exists by comparison. We human beings have much in common, but we are also all unique. Culture, in this regard, describes the differences that exist between groups—be they nations, regions, or organizations.

When visiting the 10 Asian countries showcased in this book, as a potential business partner, or business colleague, or because you've been seconded abroad for a longer period of time, Sharon Schweitzer's *Access to Asia* will be of considerable benefit. Adopt the advice offered within these pages and it will empower you as a global professional by helping you understand the breadth and depth of successful intercultural relationships.

We are all busy people, often feeling that we have little time to focus on strategy when tactical matters are pressing. Sharon Schweitzer demonstrates that she understands this. Not only is *Access to Asia* packed full of information you may not have come across elsewhere, those nuggets are presented in a readily accessible way. Ms. Schweitzer comprehensively covers the building blocks needed in order to get a true sense of each of these 10 important Asian markets through the Country Basics sections. She has gone even further, however, by amassing considerable on-the-ground insights related to eight important questions.

In many books covering the differences between values patterns of different cultures, many of the most important dos and don'ts are overlooked. This is not the case with *Access to Asia*, which is why I highly recommend this book to everybody who truly desires to build trust, inspire respect, and create long-lasting business relationships in this important region of the world.

Bob Waisfisz
Managing Partner of The Hofstede
Helsinki, Finland

About the Authors

Sharon Schweitzer, J.D., is an international business consultant focusing on intercultural communication and global etiquette for future and current international leaders within Global 2000 companies. Her practice, during earlier years as an employment attorney, involved cultural dynamics and communication within groups and between individuals. Sharon is a popular radio and TV guest, conference speaker, and columnist. She consults throughout the U.S., as well as in Asia, Europe, and the U.K. Sharon's website is www.sharonschweitzer.com.

Liz Alexander, PhD, is the multiple award-winning author of 14 books, and co-founder of boutique consulting firm Leading Thought. She directs her gifts and passion to helping aspiring thought leaders harness strategically valuable, actionable insights to grow their businesses and boost revenue. Liz also acts as book strategist and consulting co-author to business leaders, entrepreneurs, and consultants worldwide. Please connect with her at info@leadingthought.us.com.

Introduction

In the world of high-speed motor brands dominate—Formula One and NASCAR. Both require skill, strategy, and intense focus. In all other respects, they couldn't be more different.

Formula One is the racing equivalent of a Louis Vuitton store: high class, with European roots and international appeal. Formula One races, known as Grand Prix, showcase technologically sophisticated, single-seat, purpose-built cars driven by men like Prost, Villeneuve, and Schumacher with engines designed by world-class talent at Alfa Romeo, Ferrari, Maserati, Lotus, and Mercedes-Benz. The only two U.S. Americans who have won in Formula One's 62-year history are Phil Hill in 1961 and Mario Andretti in 1978.

NASCAR (the National Association for Stock Car Auto Racing), on the other hand, is an all-American phenomenon whose heroes have first names such as Denny, JJ, and Kyle. Stock cars are almost indistinguishable from those you'd find in a Chevrolet, Ford, or Dodge showroom. In contrast to Formula One, almost all NASCAR Sprint Cup Series winners have been U.S. Americans. Whereas attendees at Formula One races can enjoy four-star hotels, expensive restaurants, suites and grandstand seats, NASCAR fans tend to prefer an RV, eat BBQ, and drink beer.

When Formula One announced that it would race again in the U.S. at the purpose-built track named Circuit of the Americas in Austin, Texas, many were surprised. Other U.S. venues were under consideration to host the race. However, misperceptions of Texas as a state with cactus, men in cowboy hats, and armadillo were shown to be wrong. Austin's reputation as the Live Music Capital of the World is just one indication of the city's culture of inclusiveness, sophistication, and willingness to embrace new experiences. Formula One held its inaugural race in Austin in 2012 and given its ten-year contract with Texas, racing is expected through 2022 and beyond.

The awareness, flexibility, understanding, and a willingness to adapt are similarly essential when conducting business across different world cultures. If you have ever traveled to China, India, Japan, or any of the other Asian