Přes-kulturní diverzita v obchodních dovednostech – zkušenosti z EWORLD projektu

Cross-Cultural Diversity in Business Skills – Lessons Learned from the EWORLD Project

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Abstract:

Purpose of the article: The main goal of this paper supervised by a US partner is to present part of the results of the global research project regarding the entrepreneurial skills needed for a new business to be successful. This business modelling provides us with different descriptions of successful entrepreneurs in different cultural environments and could prepare future managers or entrepreneurs in a multinational environment for some problems which may be encountered (different meanings, different values or different behavioural patterns).

Methodology/methods: More than 140 items and qualities were prepared for the online questionnaire and had to be translated into different languages. The comparison of the behavioural results among the members' data of different countries was made by each EWORLD member; difficulties were expressed by teams in achieving equal results. Factor analysis was then used to achieve more sophisticated results.

Scientific aim: The presented study could answer basic questions about how to prepare ourselves to use cross-border research to acquire comparable data; it could also be presented as a case study of the different business qualities required by the Czech businessman in the light of Slovak, British, Estonian and Chinese prototypes from other EWORLD members.

Findings: The whole study**,** based on the implicit leadership theory, explains how culture and personal values exert influence on entrepreneurial behaviour and future success. Literature sources and current surveys confirm that business behaviour in different time frames could bring about a change in character, demonstrated by the Czech example. Practical research suggests the importance of training in managerial skills in higher education institutions to prepare students for global ventures and match the same points which each prototype shares.

Conclusions: This study also has limitations i.e. the sample size and the means of providing research to acquire comparable data. When the focus group was too small or did not represent all of the groups of entrepreneurs, the model would not be transferable to another country as an example for educational activities. The long term vision of this study is to open up discussion and develop more quantifiable and transferable indicators among countries.

Keywords: behaviour, comparison, cross-country diversity, leadership, research,

JEL Classification: M16, M53, L26

Introduction

Cross cultural diversity brings many difficulties in international research and acquiring comparable data. Accordingly this knowledge represents a wide range of research activities to help multinational or multicultural work organizations with adequate human resource management or entrepreneurial education and development. Furthermore, a nation's specific cultural attributes play an important role in determining the selection of management and style of leadership. To describe diversity in the meaning and feeling of this word, we should use one definition regarding business, "the *original Czech word for business was zivnost – making a living. Swedish people called it nåring liv, life's nourishment. The Chinese called it the meaning of life. To paraphrase Peter M. Senge, business – working together, can be and can become a deep source of a meaningful life, anything else is just a job."* (Zeleny, 1992).

As Leung (2005) noted in her study of Western managers in Chinese firms, effective leadership in one cultural setting may be ineffective in another. Organizations become more effective when they are able to identify and foster the appropriate leadership behaviour for the relevant cultural situation. Managers are expected to arrive promptly for meetings in time-focused cultures such as the United States, while deadlines may have little importance in less time-focused cultures such as Greece or Italy.

At the current stage, focus groups were used to explore the characteristics of successful entrepreneurs in participating countries in the presented study. In the process of conducting focus groups in the three countries (which completed the research), mixed quantitative and qualitative methods and procedures were applied and tested in order to develop methodology for the future large-scale cross-border research. The purpose of the study is to learn about the entrepreneurial skills needed to be successful and understand the business customs and boundaries in other cultures.

1. Implicit Leadership Theory

The theory that guides the advancement of the entrepreneurship framework used in the current study is an assimilation of the implicit leadership theory (Lord and Maher, 1991) and the value-belief theory of culture (Hofstede, 1997; Triandis, 1995). The implicit leadership theory means that individuals have implicit beliefs, convictions, and assumptions concerning attributes and behaviours that differentiate leaders from subordinates and effective leaders from non-effective leaders. The beliefs and assumptions are called the implicit leadership theory. We take this same concept and apply it to the area of entrepreneurship. In essence, we propose that individuals have implicit beliefs about entrepreneurs as well. That is, entrepreneurial qualities are attributed to individuals and, therefore, those same individuals are accepted as successful entrepreneurs. These qualities or implicit entrepreneurship theories (IET) influence the actions and effectiveness of entrepreneurs. The Hofstede (1984, p. 21) research is referred to as the beginning of cross cultural research, because of his contribution to the analytical definition of culture as "collective programming of the mind, which distinguishes the members of one group from another."

Therefore, the implicit/attribution entrepreneurship theory is used as the basis for conducting comparative entrepreneurship research. It is argued that cultural factors (Hofstede, 2001; House *et al.*, 2004) affect the perceptions and attributions made by entrepreneurs in a specific country as a contribution to cross-cultural management theories, according to the widely used definition of Mead and Andrews (2009, p. 16): "that is the development and application of knowledge about cultures in the practice of international management, when people involved have different cultural identities".

Goleman (1998) listed five components of emotional intelligence (EI) that an effective leader exhibits:

(a) **Self-awareness**. Self-awareness means having a deep understanding of one's own emotions, strengths, weaknesses, needs, and drives, as well as their affect on others. Characteristics of a self-aware individual include self-confidence, realism, self-assessment, and a self-depreciating sense of humour.

(b) **Self-regulation**. Self-regulation is the ability to control or redirect disruptive impulses and moods and the propensity to suspend judgment – to think before acting. Characteristics include trustworthiness, integrity, and being comfortable with ambiguity, plus an openness to change.

(c) **Motivation**, the third component, is defined as a passion to work for reasons that go beyond money or status, with a propensity to pursue goals with energy and persistence. Characteristics of a motivated emotionally intelligent leader are a strong desire to achieve, optimism – even in the face of failure – and organizational commitment.

(d) **Empathy**, the fourth component, is the ability to understand the emotional makeup of other pe-

ople, with skill in treating people according to their emotional reactions. Characteristics include paying attention to clients and customers, cross-cultural sensitivity, and expertise in building and retaining talent.

(e) **Social skills**, the final components of EI, are proficiency in managing relationships and building networks, with an ability to find common ground and build support. Characteristics include effectiveness in leading change, persuasiveness, and expertise in building and leading teams.

Finally, without "theoretical notions of explaining culture and predicting effects on other variables, it cannot make sense of cross-cultural comparisons." (Roberts, 1977, p.8). The purpose is to find perceptions of successful businessmen across the cultural spectrum to be used in the classroom instruction of students and managers in universities, multinational companies for managerial training and other institutions. (Lim, Firkola, 2000).

2. Background of the E-WORLD Project

The EWORLD Project (Entrepreneurship Work in Organizations Requiring Leadership Development) is an international entrepreneurship research project focusing on identifying characteristics, traits, and behaviour imperative for success in entrepreneurial endeavours across cultures around the world. Researchers from approximately 32 countries are participating in the project to facilitate data collection in their respective country to enable cross-cultural analyses regarding successful entrepreneurship.

The E-WORLD research takes both a contingency and an implicit/attribution approach to entrepreneurship. It is anticipated that a typology of the entrepreneur will be developed from the results of the research whereby entrepreneurial traits necessary for success will be identified both within and between countries. It is proposed that individuals have implicit beliefs about entrepreneurs. By given cultural factors, individuals within a society form perceptions (a prototype) regarding the characteristics and traits necessary for a person to be a successful entrepreneur. Individuals will perceive a person to be a successful entrepreneur to the extent that the person matches the prototype held by individuals in that society. That is, entrepreneurial qualities are attributed to individuals and, therefore, those same individuals are accepted as successful entrepreneurs. These implicit entrepreneurship theories (IET) influence the actions and effectiveness of entrepreneurs. The EWORLD

research examines this theoretical perspective in an international context. The objective is to develop entrepreneurial typologies from the research whereby the entrepreneurial traits necessary for success will be identified both within and between countries.

The E-WORLD Project is similar in scope to the GLOBE project (Global Leadership and Organizational Behaviour Effectiveness). The purpose of the GLOBE study was to identify key leadership differences in the global environment. The study involved 170 researchers gathering information from 17,000 managers in 62 different cultures. The effects of several cultural dimensions (performance orientation, assertiveness, future orientation, humane orientation, institutional collectivism, in-group collectivism, gender egalitarianism, power distance, and uncertainty avoidance) were studied to grasp their impact on leader expectations and organizational practices. (House *et al.*, 2004). The E-WORLD research programme is following the same approach with the focus on entrepreneurial traits and differences across cultures.

The objectives of E-WORLD are to investigate several theoretical issues. The following research questions are being explored:

1) Are different entrepreneurial characteristics needed for success in different international cultures? What does it take to be a successful entrepreneur in various countries?
2) Which characteristics of successful entrepreneurs are specific to which international cultures? Which characteristics are universal, meaning they are needed throughout all international cultures?
3) What cultural features within a country make certain entrepreneurial characteristics more important than other characteristics?
4) How can an entrepreneur possessing certain characteristics be fitted or matched with the requirements of a particular culture to increase the likelihood of entrepreneurial success?
5) How can critical entrepreneurial competencies be trained or developed in a particular culture? How can these competencies be trained and developed in expatriate managerial development programmes?

The EWORLD Project has been conducted in the following phases:
1) Establishing research relationships with collaborators.
2) Qualitative data collection to develop a research instrument/questionnaire.
3) Quantitative data collection using the questionnaire.
4) Analysis of quantitative data.

5) Application of research findings for future research training and development purposes.

EWORLD is currently in phase 4 of the project. In phase 1, relationships were established with researchers in 32 countries around the world. Phase 2 consisted of the collaborators collecting initial data on the perceptions of successful entrepreneurs in their respective country. Collaborators addressed the following issues:
1) A description of the successful entrepreneur in the culture of their country.
2) Listing the characteristics, traits and behaviour of successful entrepreneurs in the culture of their country.
3) Identifying any other items that should be included on the research questionnaire, important for gaining an accurate view of the entrepreneur in their country.

Several methods were used to collect this initial data. First, collaborators reviewed any existing literature on entrepreneurship in their country. Characteristics, traits and behaviour of successful entrepreneurs were identified and summarized from this literature. Secondly, each collaborator conducted focus groups to gather data on the perceptions of successful entrepreneurs. Focus groups generally consisted of 6–10 participants and included both entrepreneurs and employees in entrepreneurial firms. Content analysis was conducted on the focus group data to identify the reported characteristics, traits and behaviour of entrepreneurs. In phase 3, questionnaire items were developed to measure each of the characteristics, traits, and behaviour identified in the content analysis. The primary research questionnaire was translated (and back-translated) as needed and administered to as many participants as possible in each of the participating countries. Problems occurred with the translation of items, because in the US some of the data have solely a positive meaning, while in other cultures they could have either meaning or even a more negative feeling to them. For example "masculine characteristics" in US jargon relates to competitive people who want to achieve their goals, but in French it means "aggressive" people.

This quantitative data is currently being analyzed (phase 4) to identify the important characteristics and traits within each country and cluster analysis is being performed to identify countries with similar implicit entrepreneurial profiles (Ilangovan, Scroggins, Rozell, 2007).

The EWORLD Project stands to make a substantial contribution to entrepreneurship literature.

EWORLD is the largest study to date to examine the cultural differences in entrepreneurial characteristics, traits and behaviour. No other study focusing on the individual level of analysis (the entrepreneur) has included as many countries as EWORLD.

The project also makes other potential contributions to existing literature. The study creates several future research avenues that will need to be explored. First, the processes by which cultural characteristics affect the perception of the successful entrepreneur and lead to the development of an entrepreneur prototype will need to be investigated. Research will be needed to identify the content of the individual country prototype. Future research will be necessary to determine how cultural characteristics operate to produce the different prototypes.

Secondly, future research will need to investigate how the various entrepreneurial characteristics and traits affect the success of the entrepreneur as measured by more defined results criteria. The current model broadly defines success. Future research will need to examine how the characteristics, traits and behaviour relate to measures of success such as productivity, profitability, market share, and return on investment. Each of these research streams will substantially add to the literature.

The research results should also be useful for entrepreneurial training to facilitate small business success and economic development within specific cultures. The results should be especially valuable to businesses and entrepreneurs wishing to operate in cross-cultural contexts, as well as university curricula and programmes preparing students for entrepreneurship both locally and in the international context.

It is important to match business prototypes in different countries across given cultures. The final list of entrepreneurial characteristics, behaviour, motivational factors, and traits was rated on a scale of 1–7. The main goal is to create implicit cultural prototypes and cultural entrepreneurship clusters in some degree of integration between countries. The main goal of this type of research was to be etic in nature (universally applicable, finding universal roots), this approach ignores emic characteristics (findings are applicable only in the local area).

3. Entrepreneurial prototype under Czech conditions

Using the existing literature and practical surveys we examined the cultural background of Czech business people. Their traits and behaviour are mostly

limited by the economical transition of the country and then by other significant aspects.

3.1 Entrepreneurial prototype from previous studies

The research papers of Lukeš (2004) are inspiring and significant, because in these he defined not only the critical factors of success, but also managerial competencies as a means of success. Lukeš *et al.* (2004a) put the accent on these critical factors of business success:

(a) Good management (37% of examined companies), especially human resource management, managerial style and good strategy,

(b) Market specialization (25%) as good market predictions, business branch choice, CRM building, intervention and innovation,

(c) Employees (16%) – skilled, motivated and connected people with a company culture.

In contrast to these factors, the study identifies three other critical areas, bringing about a crisis for the company:

(a) Management failure (35%),

(b) Market specialization (22%),

(c) Financial resources problems (20%) – cost analysis, financial management, problems with cash flow.

After that, researchers divide the managerial competences of Czech managers into five groups with a percentage share of importance (Lukeš et al, 2004b):

(a) **Entrepreneurial competences** – 28%. The area of entrepreneurial competences covers characteristics such as self-discipline, vision, motivation and involvement, flexibility and adaptability, risk taking and networking. In other words, the Czech entrepreneur is intuitive, responsible, open-minded, independent, and self confident.

(b) **Social and managerial skills** – 27%. Managerial and social skills encompass areas such as communication, leadership, motivation, team work, presentation skills, time management and sociability.

(c) **Personality** – 26%. Personality factors include charisma, patience, diligence, intelligence, creativity, reflexivity, stress management, and working with information.

(d) **Knowledge and experience** (13%). Knowledge and experience connect areas such as special knowledge, education, law literacy, languages.

(e) **Business ethics** (6%). The ethics comprises of qualities such as honesty, probity and good fortune.

Factors of failure cover all five areas, but the author identifies qualities of a contrasting meaning (Lukeš, 2004b):

(a) Area of **entrepreneurial competences** of an unsuccessful entrepreneur covers characteristics such as: a non flexible entrepreneur, lack of vision and strategy; solely monetary motivation, in other words irresponsible persons.

(b) **Managerial and social skills** of an unsuccessful manager – identified as non-delegating and uncommunicative.

(c) **Personality factors** include a low level of diligence, laziness and naivety.

(d) **Knowledge and experience** comprises of areas such as lack of special knowledge, lack of previous experience with entrepreneurship.

(e) **Business ethics** include qualities such as dishonesty, untrustworthy persons.

Based on these points **it would be possible to compare these results with results based on standardized methodology.**

3.2 Czech EWORLD data collection and analysis

The Czech EWORLD team translated the questionnaire into Czech language and then it was sent to the US partner, who hired US-Czech citizens to translate our Czech version back into English if the meaning was the same. Then mistakes were corrected and the questionnaire was published online (each skill a had name and definition).The on-line questionnaire collected data from 608 active respondents in the Czech Republic, (during the period from July to December 2010; the pre-test phase off-line included 120 respondents from June to September 2009), who named the main competencies needed for business success (from more than 100 items). The research sample was formed from people who in the past were owners of a business (22.2%) and 77.8% who were employees (current position: employees 82.6% active business owners 17.4%); for comparison with company size see Table 1.

To achieve more sophisticated results and to identify dominant tendencies, we used PCA with a

Table 1 Research sample by company size.

Company type	Employment	Percent
Very small	Up to 9	25.8
Small	10 to 49	31.4
Medium	50 to 249	20.6
Large	250+	22.2
Total		100

Source: own work.

VARIMAX rotation (factor loading minimization); the applicability of data was examined by using Bartlett's test of sphericity with the values of the presented results being under $P<0.05$ and for all the data we used the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) with a recommended minimum value of 0.6 We used only items with a correlation coefficient value of more than 0.5 (Sharma, 1996).

3.3 Czech Business Prototype

According to the statistical criteria mentioned before, we divided items into five groups (compare Goleman, 1998; section 1 – IET theory). The final work was to compare the obtained model based on national roots (see Lukes, 2004; section 3.1). Similarities are highlighted in grey (see Table 2).

The main EWORLD quality of a successful entrepreneur is defined as Diplomacy, but Lukes (2004) in its sample identifies it as Confidence.

3.4 Prototype transfer

Finding problems in transferring values to another environment was not difficult. We used the successful Slovak businessman prototype according to Papula (1995), where he describes the ideal Slovak manager, according to interviews with business experts. Most people believe that Slovak and Czech culture is very similar, due to the historical roots and traditions but you could easily find several differences in the qualities and definitions required (similar qualities are in italics). There was 53.4% positive association, but on the other hand you could find di-

vergences and different values when using these 13 standards (compared with Table 2, in bold type):

(a) *Creativity* – ability to search and find new solutions, in the meaning of innovation
(b) *Intuition* –ability to predict future development from own experience without analysis,
(c) *Goal-oriented* –ability to set real goals and respect the goal hierarchy,
(d) Responsibility – ability to achieve set goals and objectives,
(e) Self-confidence – belief in *own strength* and ability to achieve goals,
(f) Initiative – desire to look for *new possibilities* and solutions for reaching set goals,
(g) Independence – the courage to make decisions based on own judgment,
(h) Cautiousness –ability to make decisions *under stress* and unsure conditions,
(i) Scrupulousness – supporting social values and norms,
(j) Discipline – self-control and regulation of own behaviour,
(k) Persistence – tenacity needed to overcome barriers when *achieving goals*,
(l) Optimism – orientation towards positive thinking in connection with achieving goals and having faith in success,
(m) Imagination – *creative vision* and perception of the future.

The short comparison perfectly demonstrated that the prototype transfer or process of "unifying" with other surveys (Papula, 1995; Lukeš, 2004) could

Table 2 Czech Business Prototype.

Czech EWORLD business prototype (29)				
General skills (6)	Diplomatic	**Source of motivation (5)**	Dynamic personality	
	Logical		**Creative (m)**	
	Intuitive (b)		Open minded	
	Stress resistant (h)		**Innovative (a)**	
	Dependable		Diligent	
	Improvement oriented	**Intrapersonal Skills (4)**	Strong initiative	
Interpersonal skills (9)	Anticipatory		Good judgment	
	Prepared		**Personal strength (e)**	
	Informed		Flexible	
	Resourceful	**Knowledge (5)**	**Clear goal setting (c)**	
	Opportunity awareness (f)		Understand business	
	Investigation skills		Learning	
	Team builder		Adaptable to environment	
	Effective negotiator		Opponents point of view	
	Problem solving (k)			

Source: own work, similarities with previous studies are in grey – Lukeš (2004), bold type (Papula, 1995).

Table 3 British Business Prototype.

EWORLD British business prototype (26)			
General (5)	Rebellious Intelligent Decisive Risk taker Extroverted	**Motivated from (4)**	Desire to change things, for comfortable lifestyle Passion for success "I can do it" attitude **Confident**
Interpersonal skills (9)	Ruthless and angry Supported by friends and family Charming Approachable Charismatic, amiable Articulate Loyal to customers Networking Communication	**Intrapersonal (4)**	**Willingness to learn** Ambitious Hard working Driven
		Knowledge (4)	**Set clear goals** See new opportunities **Open to new ideas** **Knowledgeable about their business**

Source: Rozell, Scroggins et al., 2009, similarities with the Czech prototype in bold type.

Table 4 Estonian Business Prototype.

EWORLD Estonian business prototype (21)			
General (4)	Sometimes greedy Risk taker Honest Autocratic	**Motivated from (5)**	Workaholic Determined Ambitious, driven Open minded
Interpersonal skills (4)	Communicative Cooperative Charismatic Able to motivate others	**Intrapersonal (5)**	Independent, strong belief in him/herself Self confident Positive view
		Knowledge(3)	Results oriented Innovative and creative Flexible

Source: Rozell, Scroggins et al., 2009, similarities with the Czech prototype are in grey.

Table 5 Chinese Business Prototype.

EWORLD Chinese business prototype (20)			
General (6)	Passionate and hardworking Exploratory and adventurous/visionary Willingness to learn Knowledgeable and competent	**Motivated from (2)**	Willingness to start from nothing Strong willed
Interpersonal skills (6)	Networked – Guanxi Informed Strong sense of social obligation Patriotic Decisive Keeps promises	**Intrapersonal (4)**	Strong moral character Forgiving Honest Grateful
		Knowledge (2)	Can judge from perspective of competitor Fits well into national culture

Source: Rozell, Scroggins et al., 2009, similarities with the Czech prototype are in grey.

not be successful because of the lack of the survey's standards or definition of items to benchmark the results and use the prototype as "cross-border".

4. Discussion about EWORLD prototypes

The short case study based on the final data from participating countries would explain the significant business skills required or valued in a national context and show us how they have influence on final "equivalency". This was the reason why we chose quite different cultures to Czech i.e. British, Estonian and Chinese. In the Czech Republic 90,983 foreign citizens registered businesses in 2010 (CSO, 2011), predominantly Slovaks, Ukrainians, Vietnamese, Russians and Poles and from other countries the largest groups are from Bulgarian and the UK – nearly 5%, but Estonians are in last place with 12 people. So it is possible, that two of the main groups may meet one to one.

By comparing the Czech and British prototypes, the research picture takes on a different shape. The typical Czech entrepreneur (compare Table 2, Table 3, similar items with the Czech are in bold type; 23.07% of similar items) would behave as a diplomat, but the British would try to be rebellious in the first meeting, which could cause a conflict situation from the start. Sometimes the language barrier would set off this negative behaviour. Czech entrepreneurs are often aware of British people because of their advantage as native English speakers. If you look carefully, you see unifying points such as the understanding of their business, setting clear goals, negotiating skills and others good points to use.

The Estonian business style is totally different to the Czech – is mostly autocratic (see Table 4, similar in 33%). But, as mentioned before we can compare similar areas; a cooperative manner as well as creative and innovative personality could be the way how to deal with this person, to be successful in entrepreneurial work. The Estonian and Czech prototypes could make a business together if first setting out rules, such as when a diplomatic and open minded approach would be useful.

British and Estonian prototypes, in many areas, seem like "cousins" and in one team could cause, without appropriate preparation and without their willingness to cooperate an atmosphere of conflict, often called the "Italian marriage situation" in your team or your multinational company. Last we see a very different Chinese prototype. "*In China, passion and vision, willingness to learn, networking based on Guanxi, reciprocal obligations towards friends that have helped the entrepreneur, keeping promises, determination and focus on collective gains, strong sense of social obligation and national culture were stressed by respondents and created the prototype.*" (Rozell, Scroggins *et al.*, 2009).

Linking traditional Chinese values with Western European, Slavonic and regional cultures and social obligations are perceived as important challenges for entrepreneurs. In the globalised world it would be expressed as the need for sustainable business success. Correct behaviour, networking and capital acquisitions across countries, selecting the right members of a team and agreement between them according to the social and cultural traditions of each country were presented as one of the keys to success in global business. The Czech business prototype could still find here important values, which are similar (compare Tables 2 and 5; similarity 35%) and could help to accommodate the new business partner or start a new business venture. The similarities are strong will, willingness to learn new things, and to be open-minded, because Chinese people appreciate their national culture.

Perfecting diversity in leadership and the transformation of managerial theories and practical resources outside of other cultures is characteristic of the Baťa Company and its expansion around the world. Baťa Co. practiced the Eight S system. (The "S" is derived from the Czech equivalent of the key dimension.) The 8S system integrated also three additional dimensions, like samostatnost (independence), spolupodilnictvi (sharing) and synergie (synergy), but these were derived and implied more than explicitly constitutive of the Baťťa System (Zeleny, 1992). So it is very important to explain "what it means", because of the many synonyms in all languages it could actually create barriers and have no additional affects on education and managerial training – or different cultural values. This is the final point of the comparison – to behave as an *independent entrepreneur* in the new environment, but *share the values of society* where you carry out your business and together you *produce a synergy effect of cross-cultural cooperation*.

Conclusion

Each country has developed different entrepreneurial prototypes based upon specific cultural factors and economical dynamics. Each prototype presents shared national values and perspectives to create a successful business. The degree to which an individual matches the cultural entrepreneurial prototype

may affect the feedback received from others and their motivation to engage in entrepreneurial behaviour. It may also affect the willingness of others to follow or fund them in their new business activity. The prototype shows us that being "unified for multicultural business" is not similar to working with foreign people. It means that entrepreneurs understand the connections between the values and beliefs of a specific business group's chosen country. But this sample of prototypes has shown that some behaviour and values are typical for a given culture such as Guanxi for the Chinese or the always charming British and raise questions about the second stage of the research as to why some values from the questionnaire are not important for one group but another cultural group never starts without them? It should help to find an answer to the question of the "equivalency" of this research.

Acknowledgment

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