

# Global Variations In Work Culture

## Executive Summary

Toronto Consulting Group (TCG) is a boutique-consulting firm that specializes in public policy analytics for the Canadian Government. Company X is currently a domestic company based in the United States of America that has hired TCG to help with its expansion into the international market. Company X identified four countries that seem profitable to the organization: The United States of America (USA), Sweden, Japan, and India. However, it wants to take precautions and look at other social factors before deciding into which country they should expand. TCG conducted research on the unique organizational cultures in order to highlight and compare differences between the four countries to determine how these factors will contribute to the overall success of the organization.

The team focused on five factors that influence organizational success that vary between the countries: individualism versus collectivism, power and wealth dynamics, uncertainty avoidance, masculinity versus femininity, and regulations and ethics. Using Hofstede's dimensions and ratings of each country against the categories, the team analyzed how each country differed within each category and provided recommendations on how best Company X can prepare prior to entering the respective market. The scope of this investigation did not include determining which country or category produces the most profit or success. Furthermore, the design considerations suggested do not include implementation plans for Company X.

Based on the analysis completed, TCG came to the conclusion that each culture responds differently in the business world and this can affect the way foreign companies do business with them. Company X needs to understand the difference between their culture and the culture of the country into which they plan to enter, but there is no perfect formula that fits all situations. Keeping the findings of this analysis in mind, Company X will have to learn how to adapt in order to achieve the optimal organizational design in each country.