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CANADA, SPAIN, AND THE USA: ETHICS & CULTURAL DIFFERENCES IN CUSTOMER SERVICE

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ABSTRACT

When it comes to Ethics both countries Canada and Australia have a very high standard of ethics.hierarchy is established for convenience, superiors are always accessible and managers rely on individual employees and teams for their expertise. The Power Distance in both countries is very low,both managers and employees expect to be consulted and information is shared frequently. At the same time, communication is informal, direct and participative. In regards to Customer service once again both countries are highly Individualist culture. This translates into a loosely-knit society in which the expectation is that people look after themselves and their immediate families. In the business world, employees are expected to be self-reliant and display initiative. While this may be viewed as employees are not compassionate towards customers needs. It actually allows for employees to have less stress and anxiety at work. This model ultimately translates into great customer service, because employees can devote the appropriate time and energy into one thing at a time. The only are of concern between the two countries is that they both have a low long-term orientation score. This scores a countries concern with establishing the absolute Truth. Both of these countries exhibit great respect for traditions, a relatively small likelihood to save for the future, and a focus on achieving quick results. Therefore, this may hinder entrepreneurship and innovation in both of these countries.

Ethics and strategic customer service are connected to Hofstede's 6D model. The model is composed of six dimensions: power distance, individualism, masculinity, uncertainty avoidance, long-term orientation, and indulgence. Comparatively between Spain and Canada, the six dimension scores differ. In Spain, there is a hierarchical system in society where subordinates follow their superiors and bosses hold the decision-making power, maintaining a high power distance score of 57. The business structure in Spain follows a laid-back, family-orientated lifestyle because leisure is important to Spaniards. On the individualism scale, their score is at a low of 51 due to a collective mindset where teamwork is natural characteristic in the Spaniard business world. In this society, the traditional view of women being the home-care provider is progressively changing over time as women are taking on higher positions, yet that mindset is still present. The masculinity score is about 42, which is an indicator of the progression within their society. As for uncertainty avoidance, Spain has a high score of 86, which indicates a high tolerance for ambiguity and uncertainty. Based on the long-term orientation scale, the Spanish have a score of 48, meaning that they like to live in the moment and not worry about the future. On the indulgence dimension, Spain has a low score 44, reflecting that the society does not take a strong side with indulgence. Customer service in Spain

correlates back to these ethics and dimensions. Meetings are more social and meant to establish personal relationships. While conducting business, it is common to be interrupted. In Canada, the low power distance score of 39 indicates that there is an accessible relationship between superiors and staff members. With the high individualistic score of 80, there is a strong division between work and home life. As for masculinity scale of 52, there are high standards of success and performance. Based on the uncertainty avoidance (42) and long term orientation (36), Canadians are more open to new ideas and not highly concerned for long-term goals. On the indulgence scale (68), Canada holds their desires as an importance. Customer service in Canada is more down to business, focusing more on deadlines, and showing initiative in business. Since there is more individualistic society, customer service is highly important since they are business-friendly and have low levels of corruption, always wanting to do the right thing.

In the United States, there is a great divide between people who abide by the principles of ethics/morality and people who are determined to make the world burn. Ethics and morals are a great hindrance to the power brokers in the government. In the corporate world, whose sole objective is the accumulation of money and power, American's greed is prevalent. Although Canada is tamer, their corporate world has downfalls of their own. More than four in 10 Canadians have witnessed wrongdoing at work. This includes bribery, fraud of financial results, and nearly half didn't report it according to a poll on workplace ethics. Power Distance between America and Canada are about at the same levels, with America at 40 and Canada at 39. Individualism is leading in America with a score of 91 while Canada lags behind at 80. Americans are also more masculine with a rating of 62 compared to Canada's 52. With uncertainty avoidance however, Canada wins at 48, a sheer 2 points higher than America's 46. Canadians are more likely to think about long term as well, having a score of 36 and America with only 26. Last but not lease, Americans and Canadians are equally indulgent, matching scores at 68. Customer Service in America has had increasingly high expectations. Americans feel entitled to having what they want and having it done right. The Accenture Customer Service Strategy and Transformation gives customer service executives the power to achieve true customer-centricity. They work on improving customer satisfaction at the transactional and relationship levels, get right answers to customers through the right channel at the right time, and develop cost-efficient service delivery that balances value to the customer with enterprise value. In Canada however, they are known for being much more friendly, both in business and in general. Canadian Business ranked the most influential brands in the country by the only metric that really matters, which was the respect of average Canadians. This shows a stronger relationship between Canadian citizens and their perception of large corporations than their counterparts in America.

Ethics in the United States and Canada is a big deal because it is what really narrows it down to what companies and people in each country do. Take the United States for example when we had the Edward Snowden incident. He went ahead and let the American people know that our own government was spying on us. It was an ethical dilemma that Edward Snowden had to decide what he would do and while some people think it was the right thing to do, others think he should not have done that. In my opinion, Canada has a strong ethical code and the people abide by it because you never really hear of there being ethical problems in Canada. Hofstede's six dimensional model really breaks it down into exactly what people are. Look at masculinity, masculinity is something that was much more dominant back in the day which has slowly been disappearing. In Canada, it seems to be the same, Hofstede's six dimensional model really *breaks down how the Canadian people are. I think that in my opinion, Canada is much more dedicated to long term situations as opposed to the United States, who are very in the moment. Look at some of the government policies out there, Canada has some set knowing the benefit will come in the long run, where the United States wants the benefit now.*

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CULTURAL DIFFERENCES & CUSTOMER SERVICE

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ABSTRACT

During hearings with the State Department, the U.S. Congress was hesitant to continue their deployments to defend South Korea and Japan regarding the South China Sea dispute. Given the tension between the U.S. and China, we might be seeing China pull more influence regarding South Korea and Japan, two close U.S. allies. This is an opportune moment to apply Hofstede's Cultural Dimensions Theory to the attitudes between China, South Korea, and Japan. Beginning with Power Distance, we see that all three countries are above average on the Power Distance scale. However, South Korea has a lower Power Distance than China, and Japan is below average compared to most other Asian countries. Given how China is the dominant sphere in the relationship and how Japan is more Western by Asian standards, this might not sit too well. The same issue presents itself with Individualism. Japan may seem collectivist at first glance, but this schema is by individual choice. In China, however, there is a rigid class system in place putting both Collectivist and high Power Distance scales together. Skipping to Long Term Orientation tells us how prudent all three societies are. It is the reason we might see Japan and South Korea pulled into China's sphere of influence if the U.S. backs out of military protection: In the long-term, Japan and South Korea benefit from this arrangement. The high Uncertainty Avoidance scales of Japan and South Korea reinforce this assumption, while China's low Uncertainty Avoidance allows for adaptability within the dispute settlement. All three countries have a below average Indulgence scale. Both China and Japan have a high Masculinity scale, reflecting the need for high achievement in education and the workforce. This is not to say there is none in South Korea, but there are different values at play that reflect high achievement in South Korea, such as high Collectivism and Long Term Orientation. In theory, the cultures should meld well, but this is politics and history aside. China has a lot to gain from international power plays, while the U.S. relatively does not, and this is what can make other countries wary of any relations with China.

There are many similarities between the Netherlands and Germany. They have the same currency, similar languages and even share a border. While these countries are similar, there are still a few differences in ethics in the workplace. Both the Netherlands and Germany play a strong role in corporate social responsibility. The Netherlands, being one of the most environmentally conscious countries in the world, is committed to keeping their water clean, harvesting wind power and keeping a high standard on their horticulture. Germany is similar to the Netherlands in the fact that they harvest a lot of wind energy. They also strive to be eco-conscious, but have a problem with acid rain caused from emissions from their coal burning plants. In the workforce, citizens from both countries are proud of their punctuality. It is often considered offensive to be late and are often early for any events. Both countries have strict laws on bribery. The Dutch pride themselves on their reputation for honesty. The Germans do not tolerate bribery of any kind towards government officials and strongly encourage whistleblowers to come forward. Both countries have a strong set of ethics that they adhere to. On Hofstede's

6D model, the comparison shows quite a difference between the Netherlands and Germany. The most astonishing difference is in masculinity. The Germans scored a 66 on this scale, which is quite high, indicating that they are more competitive, flashy and have a need to achieve success. The Dutch scored a 14 on this scale, showing that they are more compassionate and care about the quality of life. The second largest gap is in indulgence. The Germans are much more rigid and strict. They do not spend as much time on leisure or desires. The Dutch on the other hand put a strong emphasis on letting go and having fun. They have a positive outlook on life, as compared to the more pessimistic Germans. The Dutch and Germans both have a high degree of individualism, stressing that people take care of only themselves and their immediate families. The other 3 dimensions of Hoftede's scale power distance, uncertainty avoidance and long term orientation, are fairly close between the two countries. Customer service is sub-par in both Germany and the Netherlands. Most waiters have no incentive to deliver service, because they are making much more than minimum wage. The customer is not always right in these countries.

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A PANEL DATA ANALYSIS OF THE DEMAND FOR INTERNATIONAL RESERVES AND THE LAW OF PROPORTIONATE EFFECT

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ABSTRACT

Recently, as the trend towards accumulation of excess reserves have continued, economists have been led to investigate if the new realities of the global economy have rendered current benchmarks and motivations insufficient. Accordingly, this paper adds to the ongoing investigation with the application of two interdisciplinary laws – the Law of Proportionate Effect (Business) and the Law of Least Effort (Linguistics) as we seek to find additional patterns in reserve holdings and new methods to predict the level of a country's foreign currency reserves. According to the Law of Proportionate Effect (also know as Gibrat's Law), the initial size of a variable should be independent of its growth rate (Nassar, et al, 2014). Specifically, we ask if the initial size of reserves influence the growth rates in reserve accumulation. Our expectation is that, since reserve accumulation and holding patterns are guided by economic fundamentals, then we should observe an inverse correlation between the initial size of reserves (relative to its optimal level) and the growth rate in reserves (Sumlinski 2008 working paper). That is, countries with smaller holdings of reserves will have an expected growth rate higher than countries with larger holdings of reserves and the countries with larger stocks of reserves would grow less and ultimately reduce their reserve excess. With regard to the Law of Least Effort, the proposition is that a country's reserves size is inversely proportional to its reserve rank and if so we take it a step further and test its forecast capabilities with the expectation that the identification of a pattern will provide additional tools to predict the policy decisions surrounding foreign currency reserves levels.

Our initial model specifies international reserves as a function of the standard buffer stock variables: economic size, balance of payments, and the opportunity cost of holding reserves (Heller 1966). To this, we add a couple of financial factors: Price stability and a dummy variable for financial crisis (Obstfeld et al. 2010) and extend with Gibrat's Law, a scaling factor (population size) and another dummy variable to capture advance country effects. Using the two stage least square regression technique with instrumental variables on a sample of 160 countries for the period 2000 to 2014 we find the coefficients on population size, economic size, balance of payments, Price stability and Gibrat's Law positive and significant, while the opportunity cost of holding reserves is negative and also significant. We draw from the results of our buffer stock variables that reserves are still being held for trade and exchange rate support purposes. On the financial side, we find that although reserves run down during a crisis, its motivating influence is minimal as the crisis dummy is negative and insignificant. Contrary to existing studies, we find the advance country dummy positive and insignificant. With regard to our variable of interest, Gibrat's Law does not hold in the accumulation of foreign currency reserves, implying that the size of the reserve in the prior period is not independent of the growth rate. Our results suggest that the size of the country's prior stock of reserves does matter and it is a determinant in the accumulation of reserves.

The preliminary findings of this study suggests that size does matter in the accumulation of reserves, i.e. the size of the population matters (increases the number of transactions), economic size matters (richer countries trade more) and the size of the country's prior stock of reserves matters (the smaller the initial reserve stock, the larger the expected reserve growth rate while countries with larger

holdings of reserves are expected to grow less and ultimately reduce their reserve excess).With regard to Zipf's Law, we find that the law holds as there is an inverse relationship between the size of reserves of the largest amount of currencies and subsequently ranked countries, from the advanced, and developing country views

Based on these results, we further test the predictive capabilities of Zipf's Law to forecast foreign currency reserves holdings for the top ranked 15 countries, but find it weak. Interestingly, we also find the forecasting capabilities of IMF adequacy measures insufficient. By and large, the findings of this paper that Gibrat's Law does not hold and Zipf's law holds, contributes to the literature with additional supports to the notion that the determinants of the demand for foreign currency reserves are dynamic and includes a myriad of quantifiable and unquantifiable factors which no single model (benchmark) can completely capture. Therefore, future research needs to move from motivation to finding alternative efficient capital access channels and ways of managing the global trade and financial system such that the need for excess reserve hoarding dissipates.

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MARKETING IN MEXICO, TAIWAN, & THE USA

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ABSTRACT

Taiwan has high power distance where a vision of inequality. The country is in an anarchy outline. Although, Taiwan has a sense of community unity in which people care not only about their family but of their neighbors. They are a we nation. The Feminine society where a high class or good quality seems as success and achievement. Also, Taiwan portrays the anxiety of the unknown with a high uncertainty avoidance. Taiwan's vision is long-term orientation, *investing in the future rather than the present. Taiwan will be considered a restrained country based on they have control on their priorities. Taiwan people have a strong emphasis on education and hard work. The tendency to acquire material good and recognition is essential to them. They treat each other with respect. They tend to go out in public for dinner, but if they invite you to their home it is an honor and probably have a good relationship with you. Handshakes are common, but not so firm. In business meetings they do not have a direct communication, they try to avoid conflict and loss of the face. Customer service in Taiwan is important because they have to deliver quality customer service. It is essential to listen to the customer.*

Mexico's power distance is high in which is believe inequality between individuals. *It is expected to be inequality of power. People with less power expect to be told what to do and follow orders. Mexico is a collectivist society they are a we nation. They help other people who are not specifically their family. Relationships are strong bonds and powerful. In Mexico, they portray a masculine society due to the competition and hard work they apply in order to live and survive. They also have a high uncertainty avoidance in which they have strict rules to avoid the unknown. The majority lay on religion and it is an important part of the country culture. Mexico has a short-term orientation since they focus on the present and are bold about the culture unity. Traditions are essential and do not invest for the future. Mexico people value the bond of the family; they emphasize the importance of unity and respect. There is a high respect for the father. It is typical to arrive late at events, and parties. Also, during business meetings agendas are not common and associates tend to be late. Mexico customer service is not as good as other countries, the services in some locations can be lenient.*

In the United States, power distance is low, so people of less power expect to be treated equally. Although, the United States tends to be individualistic and represent an I society; the individuals are divided; they are not community-based. People do not really care about people besides their family. Also, it is known as a Masculine culture since people focus on the best for them and to live a quality life. Uncertainty Avoidance is low where it is okay to not know what the future holds. The country is open to new ideas, and innovation. They also hold a low long-term orientation where they hold to traditions and want quick results. They have a high score in Indulgence which displays their control over impulses. Although, they can have a mixed combination such as to work hard and play hard; it can be contradictory.

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ECOTOURISM AS A SEASONAL PHENOMENON: SOME POLICY IMPLICATIONS

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ABSTRACT

Ecotourism has grown rapidly worldwide in recent decades, and businesses and local governments have successfully promoted increased travel to ecologically special or unique parts of the world. Several benefits accrue from ecotourism, including biological education, local economic development and the raising of global awareness of the vulnerability of these areas. The very success of this movement can and has created difficulties for the areas that are thus celebrated, such as heavy traffic and overuse. In addition, the authors find that the overwhelming majority of ecotourism destinations are narrowly seasonal, intensifying use in a short time span annually, and perhaps leading to something like a boom/bust annual employment cycle with times of employment inadequate for optimal benefit to local labor. The paper closes with recommendations for a balanced and sustainable use policy both by businesses and governments. It is recommended that traditional seasons be either expanded or eliminated.

Recent years have witnessed a dramatic increase in ecological tourism, (alternatively, ecotourism or environmental tourism) in the hospitality industry(ies). Tourists, primarily from wealthy countries, have turned to new destinations for the sake of coming into close quarters with or observing such attractions as coral reefs, rare or endangered species of plants or animals, glaciers, volcanoes, mating seasons, migratory routes, primitive and/or sustainable human/ecosystem communities, climatological phenomena, etc. Such travel has, if not partly supplanted, at least greatly augmented more traditional routes and destinations of the burgeoning global tourism market.

The phenomenon of ecotourism has no doubt been aided in recent decades by diminishing perceived danger of many such areas, the greater ease and lesser expense of travel, the growth in the customer base itself, diffusion of knowledge of these attractions, and certainly the growth in numbers and size of businesses catering to this demand. Alongside this movement, policymakers in local governments have seized the opportunity to develop their regional hospitality industries. They have also invested in the marketing of their respective attractions throughout the world using various media, including digital internet methods.

Ecotourism may be seen as beneficial in manifold ways. First-person experience of the various scenes or phenomena on tap will naturally tend toward greater awareness, in much the same way that museums are held to potentially "enlighten" their visitors. Greater awareness can in turn bring about global attention toward endangered species, fragile ecosystems, non-sustainable agriculture or husbandry, etc. Doubtless ecotourism also serves an educational role, as visitors learn both prior to and during their travels, as they research and plan their itineraries and learn from their observances.

Given that much of ecotourism destinations are in developing countries, it also serves a sometimes vital role in local economic growth and development. Countries such as Honduras and Ghana have put priority in planned rapid growth in visits. Accordingly, governments set *aside precious public funding for promotion and development of their most promising areas. In addition to the benefits accruing from the influxes of hard currencies to these special places, ecotourism provides much-needed jobs to the indigenous peoples nearby, and does the sometimes critical job of shifting their methods of making a living from careers that are less lucrative and that may also be less sustainable in the long term.*

A new type of problem previously unseen may assert itself here, however. A great deal of ecotourism as the phenomenon has thus far developed is necessarily seasonal in its character. A certain degree of seasonality is obviously the case with much traditional tourism the world over. Music festivals, optimal local weather, religious pilgrimages, calendrical events like the Chinese New Year, Spring Breaks, academic calendars, etc., will of course frequently compress peak local tourist "seasons" to limited times of the year. This compressed, limiting effect seems particularly to be the case with a great deal of prevalent contemporary ecotourism. Whale watching off the coast of South America, Andean kayaking during spring rains, the spotting of Arctic Terns, etc., are among the scores of examples of attractions that perforce are only viable tourism destinations during certain parts of the year. While ecotourism has in recent years been a growth success and a boon both to local communities and the tourists who visit them, these limitations bring with them real potential for harm. Thus, this work takes something of a revisionist view, and is concerned with the possible harm inherent from the time-delimited nature of ecotourism.

While ecotourism has undoubtedly benefitted local communities through job creation, the seasons are often not only limited, but sharply limited to very brief periods. This obviously may lead not to unemployment as such but to underemployment. Ironically, the brief but intense bursts of activity in a locale characterized by ecotourism can actually serve as a magnet to bring more people in from surrounding areas as they seek jobs. If the local attraction only lasts, for example, three to five weeks of the year, the income may be a significant increase for the indigenous people, but the character of the work can carry the disadvantages of underemployment, disadvantages which have been investigated frequently in developed countries by economists and sociologists for many years. Familial and social effects within the local community from many months of idleness and inactivity every year can place social and sometimes economic burdens on the local populace. Family instability, a rise in crime and other pathologies can result when a large portion of a local community switches from a more steady type of previous employment to one that is thoroughly dependent on the boom-bust annual cycles from the tourism.

The very successes of ecotourism can lead to pressures on the infrastructure and the habitat of a given region. While policymakers and environmental groups may laud the increased global visibility and attention given to these special, often unique places, the increased traffic can pressure the area. A location may have opted half a generation ago to seek development from ecotourism precisely because alternative forms of economic development may have put the local phenomena at risk. Even so, the pressures from increased traffic, however carefully managed, can put the attraction at risk of being "loved to death." Initial development of ecotourism may be – and in most cases has been – done with the specific aim of conservation. With the lapse of time and the growth of visitation, the actual conservation effort can be undermined.

New implications for governmental policymakers, for businesses, and for environmental advocates can arise from just such a scenario. Overuse, heavy traffic and underemployment may *be alleviated by a new approach to a site's ecotourism. Seasons may be expanded. These special places of the earth may currently have but one "branding" each, one phenomenon that brings visitors. But surely there are other phenomena, other species, other attractions within the area. After all, these areas tend to be relatively "unmarred" by other forms of economic development. The grassland, the beach, the rainforest now set aside and protected to some degree from human dangers will have additional potential attractions than the ones that the area is already noted for. The key for promoters is to raise awareness of these additional attractions, and to sell to tourists the appeal of them. Already ecotourism promotion tends to appeal on the basis of novelty and of discovery. Many ecotourists may also be appealed to as responsible global citizens to try new and different times of year in which to visit, and thereby both help conservation efforts by timing and monetary support, and also to experience something new and different in these areas.*