

# Original Study

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- Target firms including: Cisco, Hewlett-Packard, IBM, Intel, Microsoft, Nortel Networks, Seibel, Sun Microsystems, VeriSign and Veritas
- Narrowed down to 3 firms that provided partner satisfaction data (PSAT)
- Found no significant correlations between CD and PSAT



# Customer Satisfaction Ratings

CSAT DATA							
COUNTRY	FY04			FY03			Average Combined
	Mean	SD	n	Mean	S.D.	n	
ARGNTNA	4.271613	0.435447	31	4.155714	0.468284	35	4.213664
AUSTRALIA	4.175079	0.705602	63	4.206207	0.665814	58	4.190643
AUSTRIA	4.547083	0.342249	24	4.456957	0.467988	23	4.50202
BRAZIL	4.251111	0.616851	45	4.144	0.628362	45	4.197556
CANADA	4.354237	0.743422	59	4.355965	0.598557	57	4.355101
CHINA	4.300043	0.666066	234	4.218246	0.818618	228	4.259144
CZECH AND SLOVAK	4.316944	0.822164	36	4.371667	0.379492	30	4.344306
DENMARK	3.97	1.32675	13	4.297692	0.511227	13	4.133846
FINLAND AND BALTICS	4.071765	1.118181	17	4.134375	0.457748	16	4.10307
FRANCE	4.049592	1.064294	49	4.230606	0.829228	33	4.140099
GERMANY	4.422262	0.821512	84	4.564667	0.422388	75	4.493464
GREECE	4.4685	0.528377	20	4.160909	1.047077	22	4.314705
HONG KONG	4.371667	0.466218	30	4.025484	0.723947	31	4.198575
HUNGARY	4.15	0.907101	26	4.434545	0.368236	22	4.292273
INDIA SUB-CONTINENT	4.031351	0.870974	37	3.950333	0.92381	30	3.990842
INDONESIA	4.218667	0.502079	15	4.152353	0.458619	17	4.18551
IRELAND	4.594	0.29281	10	4.7075	0.183751	8	4.65075
ISRAEL	4.335	0.401753	10	4.456	0.424531	10	4.3955
ITALY	4.28375	0.677141	72	4.232037	0.769813	54	4.257894
JAPAN	3.991045	0.755335	67	3.913973	0.668385	73	3.952509
KOREA (SOUTH, REPUBLIC OF)	4.33	0.392567	47	4.3175	0.724178	44	4.32375
MALAYSIA	4.052759	0.455905	29	3.862083	0.571147	24	3.957421
MEXICO	4.135526	1.075907	38	4.434444	0.495583	27	4.284985
NETHERLANDS	4.177105	0.838592	38	4.629375	0.356009	48	4.40324
NEW ZEALAND	4.331579	0.508191	19	4.14	0.937152	16	4.235789
PHILIPPINES	3.924615	1.21707	13	4.0875	0.491752	12	4.006058
POLAND	3.894412	1.3315	34	4.277742	0.456543	31	4.086077
PORTUGAL	4.342	0.662146	20	4.323043	0.58348	23	4.332522
SINGAPORE	3.966207	0.884079	29	4.118889	0.595421	27	4.042548
SOUTH AFRICA	3.982609	0.944454	23	4.090417	0.71272	24	4.036513
SPAIN	4.255952	0.570323	42	4.384722	0.323618	36	4.320337
SWEDEN	4.296	0.616872	20	4.1095	0.421644	20	4.20275
SWITZERLAND	4.518611	0.393171	36	4.5025	0.360688	40	4.510556
TAIWAN	4.3525	0.591841	40	4.345946	0.467395	37	4.349223
THAILAND	4.420909	0.279623	11	3.791538	1.244427	13	4.106224
TURKEY	4.282381	0.526345	21	4.129286	0.814366	14	4.205833
UK	4.308316	0.63464	95	4.313636	0.551912	110	4.310976
USA	4.313017	1.003208	885	4.426396	0.830527	752	4.369707

- Customer's satisfaction of the hi-tech firm
- One degree of separation
- Data from 38 Countries
- FY03 and FY04 Data
- Average Used for Statistical Analysis
- Used as dependent variable



# GLOBE Data

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- **Studied 62 Societies**
- **Quantifies cultural values and practices along 9 dimensions**
- **Network of 170 Investigators within their respective countries**



# Cultural Distance

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- **Based upon the formula:**

$$CD_{jp} = \sum_{i=1, 2, 3, 4} [(I_{ij} - I_{ip})^2 / V_i] / 4 \quad (\text{Kogut \& Singh})$$

- **Quantify the degree of similarity/difference between two cultures**
- **Used as the Independent Variable**



# Statistical Analysis (Regression)

Model Summary(c)				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.469(b)	0.22	0.175	0.14700367
b Predictors: (Constant), COL2SA, ASSSA				
c Dependent Variable: Average				

$$CSAT = -0.341(COL2A) - 0.158(ASSSA) + 4.347$$

ANOVA(c)						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.213	2	0.107	4.934	.013(b)
	Residual	0.756	35	0.022		
	Total	0.97	37			
b Predictors: (Constant), COL2SA, ASSSA						
c Dependent Variable: Average						

Coefficients(a)						
Model		Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.347	0.041		107.074	0
	COL2SA	-0.341	0.14	-0.363	-2.43	0.02
	ASSSA	-0.158	0.084	-0.281	-1.877	0.069
a Dependent Variable: Average						

- 22% can be explained through cultural distance



# In-Group Collectivism

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- The more collectivist, the worse satisfaction rating
  
- “the degree to which individuals express pride, loyalty, and interdependence in their families.”
  
- Confirms findings by GLOBE study
  - ▶ Collectivism vs. Success in Science & Technology
  - ▶ Insignificant after controlling for GNP



# Assertiveness

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- The more assertive, the worse satisfaction rating
- “the degree to which individuals in organizations or societies are assertive, tough, dominant, and aggressive in social relationships.”
- “Doing” vs. “Being” Orientations
- Rating may be too direct – look for other feedback measures



# What does this mean for you?

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- Culture Matters! – to some degree...
  - ▶ Esp. In-Group Collectivism and Assertiveness
- Look at other forms of evaluation (besides satisfaction ratings)



# Questions?

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