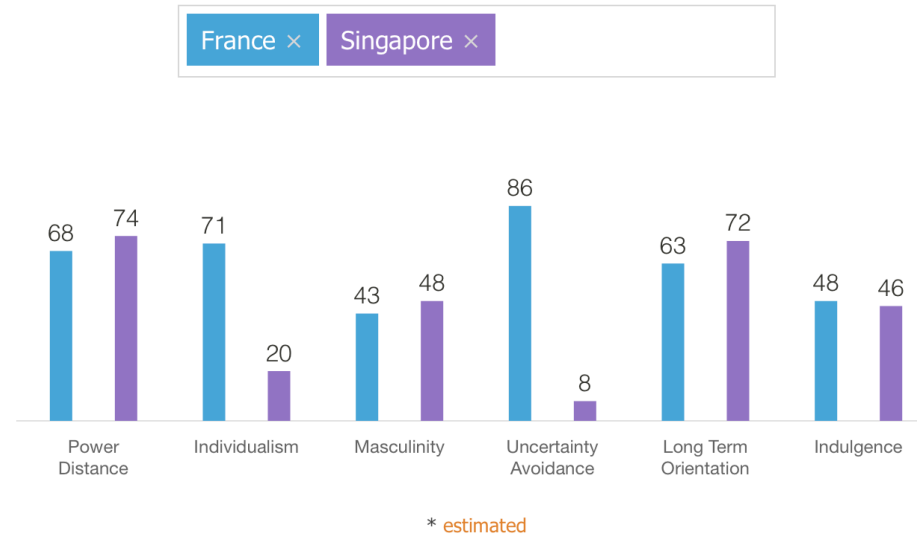


## Hofstede Comparison: France and Singapore



Singapore is a multi-ethnic society with Chinese around 77%, Indian around 6%, Malay around 15% and expatriates around 2%

| Comparison            | Notes                                                                                                                                                        | France                                                                                                                                                                                                                                                                                                                                                                                                                | Singapore                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Power Distance</b> | France:<br>The French combination of a high score on Power Distance and a high score on Individualism is rather unique. We only find the same combination in | <ul style="list-style-type: none"> <li>Score 68 (high)</li> <li>Children are raised emotionally dependent on parents</li> <li>Dependency is transferred to teachers and superiors</li> <li>Fair degree of inequality is accepted</li> <li>Power is centralized in companies, government, and geographically</li> <li>Companies have one or two hierarchical levels</li> <li>Superiors have privileges, PDG</li> </ul> | <ul style="list-style-type: none"> <li>Score 74 (High)</li> <li>Confucian background</li> <li>Government defined 5 Shared Values</li> <li>Dominant approach is a syncretic approach to religion</li> <li>Stability of society based on unequal relationships</li> <li>Five basic relationships                             <ul style="list-style-type: none"> <li>Ruler-subject</li> <li>Father-son</li> <li>Older brother - younger brother</li> </ul> </li> </ul> |

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|                      | <p>Belgium and, to some degree, in Spain and northern Italy.</p> <p>Singapore:<br/>We can see the high PDI also in the government's defined five "shared values":<br/>1) Nation before community and society above self.</p> | <p>(president director general) vs. CEO</p> <ul style="list-style-type: none"> <li>• PDGs attend prestigious universities called "grandes ecoles", big schools</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>○ Husband - wife</li> <li>○ Senior friend - junior friend</li> <li>• Relationships based on mutual and complimentary obligations</li> <li>• Power is centralized</li> <li>• Managers rely on bosses and rules</li> <li>• Employees expect to be told what to do</li> <li>• Control is expected</li> <li>• Attitude towards managers is formal</li> <li>• Communication is indirect</li> <li>• Information flow is selective</li> </ul>                                                                                                                                                                                                                                                                                      |
| <b>Individualism</b> |                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• Score 71 (high)</li> <li>• Individualistic society</li> <li>• Children are made emotionally independent with regard to groups they belong</li> <li>• Take care of oneself and one's family</li> <li>• Parents have more sway over children</li> <li>• Family has more emotional glue than other IND. cultures</li> <li>• Strong distinction between work and private life</li> <li>• Prefer to be dependent on central government</li> <li>• Strong leader in crisis, weak leadership once resolved</li> <li>• Need to become a "patron"</li> <li>• Customer service and quality work is very important</li> </ul> | <ul style="list-style-type: none"> <li>• Score 20</li> <li>• Collectivist society</li> <li>• Belong to groups who look after each other in exchange for loyalty</li> <li>• Family is a prototype of all social organizations</li> <li>• Not an individual, rather a member of a family</li> <li>• Children need to restrain individuality to maintain harmony in the family</li> <li>• Harmony = dignity, self-respect, prestige</li> <li>• Social relations should be considered with the utmost respect</li> <li>• Paying respect is called "giving face"</li> <li>• Communication is indirect</li> <li>• Open conflicts are avoided</li> <li>• Politeness takes precedence over honest feedback</li> <li>• Relationships have moral basis that's top</li> </ul> |

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|                              |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>priority</p> <ul style="list-style-type: none"> <li>• Respect and respectability is very important</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Masculinity</b>           | <p>France:<br/>The upper class scores Feminine while the working class scores Masculine. This characteristic has not been found in any other country.</p>                                                                                                              | <ul style="list-style-type: none"> <li>• Score 43 (Feminine Culture)</li> <li>• Focus on quality of life</li> <li>• Welfare system, 35 hr work week, 5 weeks of holiday</li> <li>• Top managers earn less</li> <li>• Married couples of high society could be public with lover</li> <li>• Crimes of passion have been sentenced leniently</li> </ul>                                                                                                                    | <ul style="list-style-type: none"> <li>• Score 48 (Middle)</li> <li>• More feminine side</li> <li>• Softer aspects of culture</li> <li>• Leveling with others, sympathy for underdog are valued and encouraged</li> <li>• Being modest and humble is very important</li> <li>• No one "knows it all"</li> <li>• Conflicts are avoided in private and work life</li> <li>• Consensus in the end is important</li> <li>• Cautious with discussions</li> <li>• Government shared value 3: community support and respect for the individual</li> </ul> |
| <b>Uncertainty Avoidance</b> | <p>France:<br/>Given the high score on Power Distance, which means that power holders have privileges, power holders don't necessarily feel obliged to follow all those rules which are meant to control the people in the street. At the same time, commoners try</p> | <ul style="list-style-type: none"> <li>• Score 83 (High)</li> <li>• Don't like surprises</li> <li>• Structure and planning required</li> <li>• Transparent meetings and negotiations with preparation</li> <li>• Good at developing complex technologies and systems</li> <li>• Need for emotional safety</li> <li>• Talkative and loud (shouting)</li> <li>• Strong need for laws, rules, and regulations - however they won't always follow them (see note)</li> </ul> | <ul style="list-style-type: none"> <li>• Score 8 (Very Low)</li> <li>• People abide by rules due to high PDI</li> <li>• Call it "Fine country" because you'll get fined for everything</li> </ul>                                                                                                                                                                                                                                                                                                                                                  |

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|                              | to relate to power holders so that they can also claim the exception to the rule.                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Long Term Orientation</b> | Singapore: Westerners believe that if A is right, B must be wrong, whereas people from East and Southeast Asian countries see that both A and B combined produce something superior. This mindset allows for a more pragmatic approach to business. | <ul style="list-style-type: none"> <li>• Score 63</li> <li>• Pragmatic</li> <li>• Truth depends on the situation, context, and time</li> <li>• Adapt traditions to changed conditions</li> <li>• A strong propensity to save and invest</li> <li>• Thriftiness</li> <li>• Perseverance in achieving results</li> </ul> | <ul style="list-style-type: none"> <li>• Score 72 (High)</li> <li>• Cultural qualities support long term investments</li> <li>• Perseverance, sustained efforts, slow results, thrift</li> <li>• Sparse with resources</li> <li>• Ordering relationship by status</li> <li>• Having a sense of shame</li> <li>• Immense economic success</li> <li>• Emphasizing virtue and the way you do things</li> <li>• Keep their options open</li> <li>• Pragmatic approach to business ( see note )</li> </ul> |
| <b>Indulgence</b>            |                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>• Score 48 (middle)</li> <li>• Less relaxed</li> <li>• Enjoy life less</li> <li>• Does not score high on happiness indices</li> </ul>                                                                                                                                           | <ul style="list-style-type: none"> <li>• Score 46</li> <li>• In the middle of indulgence and restraint</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                     |