

CALVO-SOTELO IBÁÑEZ-MARTÍN, Leopoldo

The culture of honesty and international trade: Anglo-American influence

Abstract: One of the cultural fundamentals of today's globalisation is the conviction that international trade operations should be governed by a certain manner of honesty. The present article explores the Anglo-American and Protestant roots of the culture of honesty underlying the «trade ideology» wielded first by the English and then by the Americans in the conquest of world-wide markets. That endeavour spawned an initial experiment in globalisation in the decades running up to World War I. Lastly, the article delimits the notion of honesty in question and attempts to trace its history to present practice.

Key words: foreign trade, culture, integrity.

JEL Classification: J61, M14.

CORREA DOMÉNECH, Marc and SERRANO RASERO, Ignacio

People management in multi-site teams. Competencies, cultural diversity and internationalisation

Abstract: The present article addresses a number of aspects of company internationalisation, stressing two key variables, the multi-siting of working teams and cultural diversity. An in-depth analysis of these two variables suggests that the contribution of human resources to business success can be optimised by emphasising competencies in four areas: results orientation, customer orientation, bonds of trust and adaptability.

Key words: management, people, teams multi-sites, competencies, culture, internationalisation.

JEL Classification: M5, MI2, M14.

FANJUL, Enrique

Cultural factors and the internationalisation of enterprise

Abstract: The article analyses the impact of cultural factors on company internationalisation. Such factors may affect a company's business abroad, primarily in areas such as negotiations on international markets, marketing and publicity, and ethics and the attitude toward corporate social responsibility. Cultural factors also have a bearing on human resource management in companies, where growing attention is being paid to employees' cultural diversity. In particular, the article analyses the effects of cultural barriers on negotiations.

Key words: cultural barriers, inter-cultural negotiation, diversity.

JEL Classification: J61, MI2, MI4.

GARCÍA CABRERA, Antonia Mercedes and GARCÍA SOTO, María Gracia

Inter-country cultural differences and internationalisation in recently founded companies in Spain

Abstract: This paper contributes to the literature on business internationalisation with a study of intra-country cultural differences as a possible determining factor in foreign market behaviour. The article enlarges on the existing knowledge about the factors that determine the internationalisation of recently founded Spanish companies. The hypotheses put forward are tested empirically with a sample of 175 technology-based companies. The conclusions reveal the existence of different cultural models in Spain that explain the uneven intensity of internationalisation among recently founded technology-based companies.

Key words: culture, intra-country cultural differences, cross-cultural studies, internationalisation, entrepreneurship, recently founded company, technology-based company (TBC).

JEL Classification: F23, L25, L26, M13, M16, O32.

JENSANA TANEHASHI, Amadeo

Cultural factors and business in Japan

Abstract: Although it has undergone change in recent years and converged on more global patterns, the corporate management system in place in Japan, one of the world's economic majors, differs from the approach in Western countries. The cultural factors analysed in this article, including business organisation, decision-making mechanisms, negotiations and communication difficulties, must be understood to successfully implement any business strategy in Japan.

Key words: Japan, negotiation.

JEL Classification: G1, N12.

LÓPEZ DUARTE, Cristina and VIDAL SUÁREZ, Marta M.^a

The effect of cultural distance in international growth: a matter of paradigm?

Abstract: The present paper contains a study of the approaches to and units for measuring cultural distance (CD) most frequently found in the literature on international expansion. The purpose pursued is dual: on the one hand, to analyse the extent to which these approaches and units of measure converge, and on the other to study the impact on international expansion and the effect attributed to CD itself of a series of factors not explicitly addressed in the models that measure cultural distance, but that are nonetheless related to that concept. The paper describes an empirical analysis of a sample of international expansion projects implemented by Spanish companies to determine the

extent to which differences in the approach to CD are convergent when the country taken as the reference for estimating CD is Spain.

Key words: Cultural distance, inter-country diversity, internationalisation, foreign investment, Hofstede, Schwartz, GLOBE.

JEL Classification: F21, G15, I20, I21, M14.

LÓPEZ LÓPEZ, Asunción and MELLA MÁRQUEZ, José María

Culture and internationalisation of the Spanish economy. Case study of Morocco

Abstract: This article addresses the importance of culture for the internationalisation of the Spanish economy, specifically with respect to the presence of Spanish companies in Morocco. Field work was conducted to that end, based on questionnaire-based telephone interviews with the managers of twenty-some Spanish companies located in Morocco and engaging in business in a variety of businesses. The main conclusion is that business relations in Morocco are characterised by personal relationships, face-to-face contact among business executives and short-termism in economic decisions. Other relevant aspects are the flawed operation of the judicial system, an under-skilled work force and the need for the Spanish companies locating in the country to define their internationalisation projects with great precision.

Key words: culture, internationalisation, company.

JEL Classification: F20, L21, L25, Z10.

**NAVARRO GARCÍA, Antonio, BARRERA BARRERA, Ramón
and REVILLA CAMACHO, M.^a Ángeles**

The importance of the quality of exporter-importer relations for the international success of Spanish appellation of origin wines

Abstract: This paper aims primarily to analyse the precedents for and consequences of the quality of the relations between exporters and their international distributors for the successful marketing of a product category of such importance for Spain as appellation of origin wines. The quality of the relations between exporters and importers was assessed on the basis of three dimensions: solidarity, exchange of information and flexibility. An empirical study was conducted using a sample of 125 Spanish appellation of origin wine manufacturers and exporters to test the hypotheses put forward. The findings confirmed that exporters' dependence on their international distributors, environmental volatility and international competition condition the relationship between exporters and their foreign distributors.

Key words: relationship marketing, quality of relations, dependence, international competition, volatility of the trade environment, export results.

JEL Classification: F20, M21, M31.

**SANTOS-VIJANDE, María Leticia, DÍAZ-MARTÍN, Ana María,
SUÁREZ-ÁLVAREZ, Leticia and DEL RÍO-LANZA, Ana Belén**

**Development of a comprehensive recovery service: a practical approach for
knowledge-intensive professional service companies**

Abstract: Service failure management should involve a broad and complex response that should not only compensate for errors, but enable the organisation to learn from present shortcomings, prevent future problems and even introduce innovations in the services rendered. The present article contributes to identifying the possible dimensions of a comprehensive service recovery system, in light of the scant empirical evidence available on the question. Data from a nation-wide poll of 151 knowledge-intensive industrial companies confirm the existence of three key dimensions in service recovery: detection, analysis and response to failure. Service companies can draw from this information to prepare guides for designing a strategic and proactive relationship system.

Key words: strategic marketing, industrial services, business administration, service recovery, service failure.

JEL Classification: L22, L23, L80, M30.