



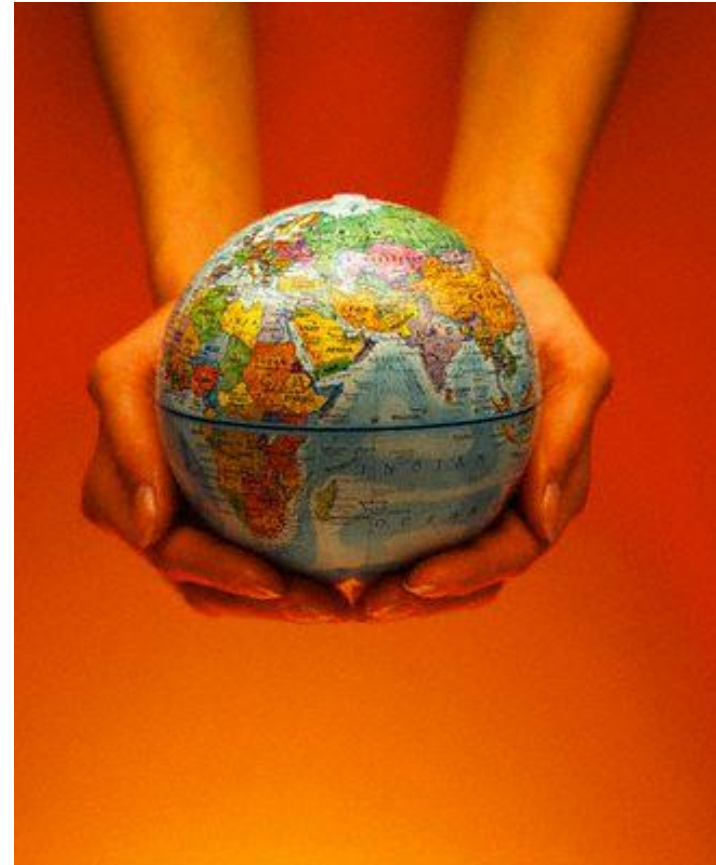
**Doing Business with the  
Middle East  
The Importance of Relationships**

**Neil Payne**



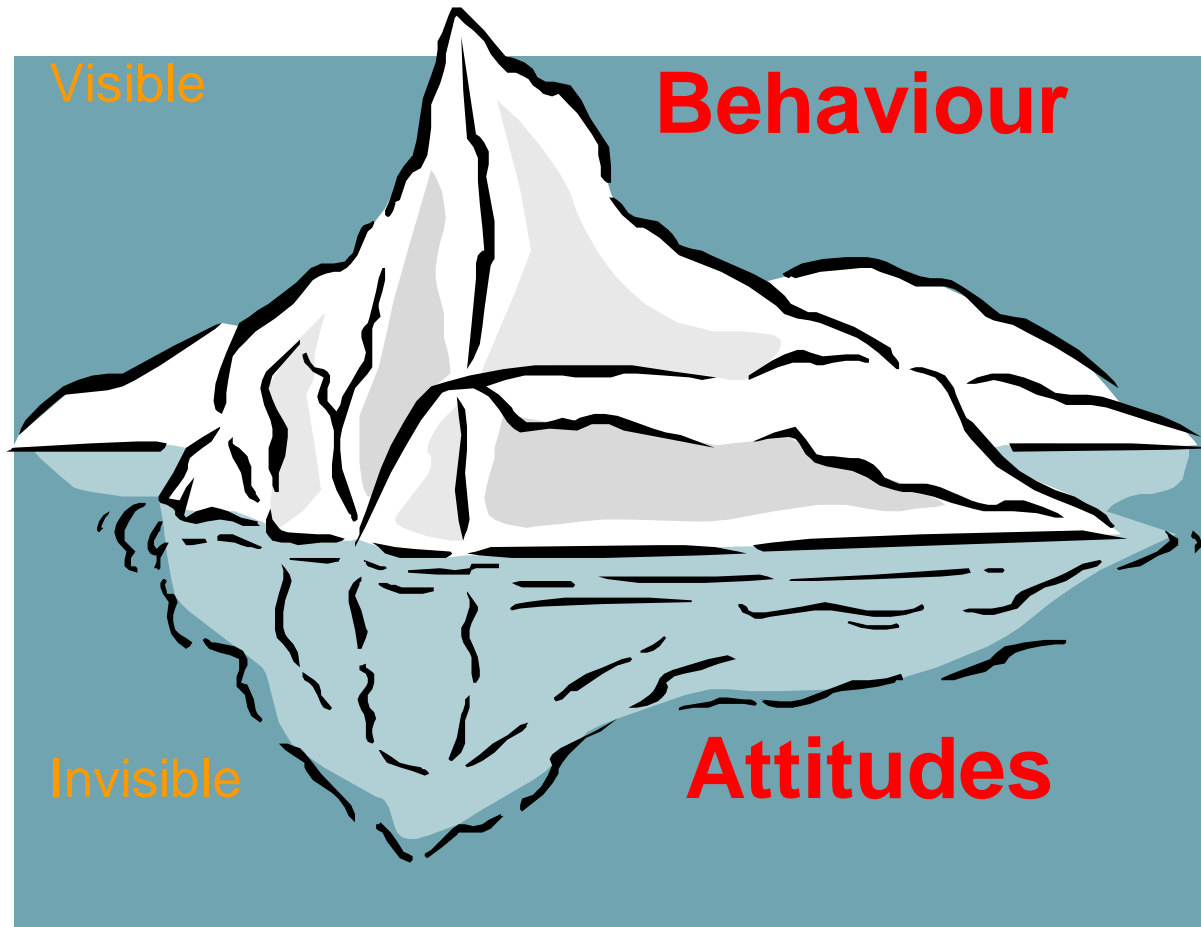
# Cultural Awareness

- ⌘ World is **NOT** getting smaller
- ⌘ No longer a luxury
- ⌘ Competitive advantage
- ⌘ Long term benefits



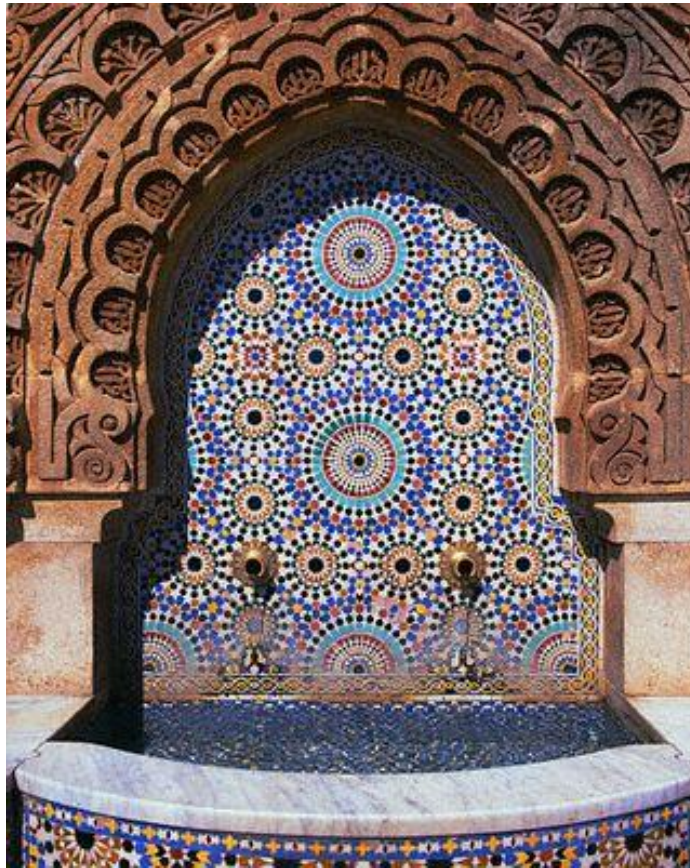


# What is Culture? Why is it important?





# The Middle East

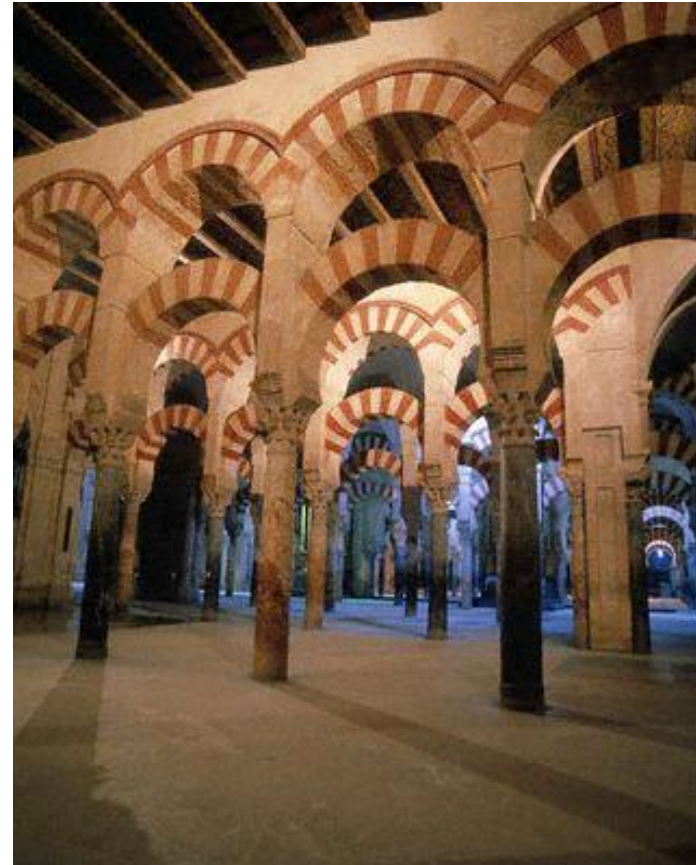


- ☉ Arabs, Iranians, Turks, Kurds
- ☉ Stereotypes
- ☉ The two pillars of Middle Eastern societies
  - | Islam
  - | Relationships



# Islam & Relationships

- ☉ Islam: the glue of Middle Eastern social fabric
- ☉ Relationships: the driver behind all business
- ☉ Both impact doing business in the region





# Relationship Driven Cultures



- ☞ Collectivist
- ☞ Family / Tribe / Group
- ☞ Hierarchical
- ☞ Shame / Face / Honour
- ☞ Networks
- ☞ Consensus



# Potential Culture Clash

- ⌘ “Lets get down to business”
- ⌘ Personal space / Privacy
- ⌘ Meetings
- ⌘ Negotiations
- ⌘ Time keeping
- ⌘ Disagreeing
- ⌘ ‘Informal agreements’





# Building Relationships



- ☪ Investing time
- ☪ Small talk
- ☪ Get personal
- ☪ Understand 'face'
- ☪ Using "wasta"
- ☪ The spoken word
- ☪ Contracts
- ☪ Continuity
- ☪ Evolution