

Cultural Influence on Service Requirements of International Customers in B2B Empirical Investigation among Customers of L'Orange

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Investigation and analyses of service requirements of international customers in B2B by means of a survey among end-customers of L'Orange GmbH all over the world – Comparison with the Hofstede model of cultural dimensions – extracts from master's thesis

Intercultural management, Hofstede, marketing research B2B, evaluation of an international survey

1 Problem definition and structure of the paper

While years ago, internationalization has primarily been the subject of big companies, it is, nowadays, part of the daily business also in small and medium-sized enterprises.

Medium-sized companies in B2B perform their R&D, purchasing, production and sales activities in a global environment. In B2C, products are often adjusted to local preferences of consumers. In B2B, however, mainly standardized products without any adjustments are sold all over the world¹. At the same time, standards are converging and differences between competitors are fading in a globalized world. The factors leading customers, anyhow, to buy comparable products from company A and not from company B are in the focus of the present paper.

In this context, we herewith concentrate on the investigation of culture-based differences in the service requirements of B2B-customers of different countries. As an example, we take international customers of L'Orange, mainly in Germany, USA and China. At the same time, these company-specific service features are

¹ see Wang (2008), page 166

compared with the Hofstede model of cultural dimensions. Thus, this is an investigation if and to what extent this model can still provide relevant and up-to-date information regarding the questions about service requirements of today's L'Orange business.

L'Orange GmbH is a medium-sized company of the Tognum group with about 1,000 employees and headquarters in Stuttgart, Germany. Since more than 75 years, the technological leader in its business, L'Orange, has been developing, producing and supplying fuel injection equipment for large diesel engines, running in power stations, ships and locomotives. L'Orange dealers all over the world provide for the distribution of spare parts to end customers. They were the addressees of the present survey which is the subject of this paper.

Structure of the paper

The Hofstede model of cultural dimensions is one of the main reference models for intercultural investigations of various kinds in the field of intercultural management.² Here, it serves as a basis for deductions of cultural values to be expected as far as service requirements of international customers in the B2B-company L'Orange are concerned. Main focus in this investigation is on the strategically most important country markets for L'Orange: Germany, USA and China.

First, a SWOT-analysis was made in order to determine the most important service features from the point of view of L'Orange sales staff. These factors were then taken into the online survey questionnaire which was sent to more than 1,000 end customers of L'Orange all over the world. The paper covers statistical analysis and investigation of the results from the survey with regard to importance of and satisfaction with these service aspects. In a further step, the results from the investigation were compared with the theses based on the Hofstede cultural dimensions. At the end, there are conclusions for the L'Orange company as well as an outlook on possibilities for further research.

2 Model of cultural dimensions according to Hofstede and operationalization with regard to country examples and service aspects

International economic cooperation often is only considered under technical or functional aspects. According to Geert Hofstede³, Dutch cultural scientist, however, industrial marketing is much more „culture sensitive“ than mostly

² see Kirkman / Lowe / Gibson (2006), page 307

see Walsh / Klee / Kilian (2009), page 485

³ for backgrounds about culture and model of cultural dimensions according to Hofstede see Hofstede (2009) and (2011), see references [1] und [2]

supposed. Many solutions do not work in practice as they neglect the consideration of different mindsets of the partners. These differences result from different cultural backgrounds which are also important for the development of consumer behavior patterns. These patterns are not obvious but run subconsciously⁴.

The challenge of intercultural research is to operationalize and measure these subconscious „mental background programs“. According to Hofstede, this comprehension of invisible cultural differences is the main contribution, social scientists may provide to decision makers in politics and economics.

The first international scientific study regarding operationalization and measurement of cultural differences was made in two steps between 1967 and 1973 among 160,000 employees of the US computer company IBM and was directed by Geert Hofstede.

The target was to classify culture-relevant aspects according to national differences in the value system. With identical company culture and comparable background of the employees, diverging characteristics could be attributed to different country cultures.

The survey rounds, which were completed by the Chinese Value Survey by Bond in 1980, resulted in the five cultural dimensions power distance, individualism, masculinity, uncertainty avoidance and longterm orientation.

Power distance describes the extent to which people accept unequal distribution of power in institutions. Individualism refers to people in a society considering themselves rather as individuals than as members of a group. Masculinity handles the distribution of emotional roles between genders and uncertainty avoidance considers if people rather favor structured situations or unstructured ones. Finally, longterm orientation deals with the time horizon people take as a basis for their activities.⁵

In the Hofstede model, a specific score is assigned to each country and to each cultural dimension. Thus, transparent comparison between country cultures is possible as well as a transfer of these dimensions to alternative questions in the field of intercultural marketing research.

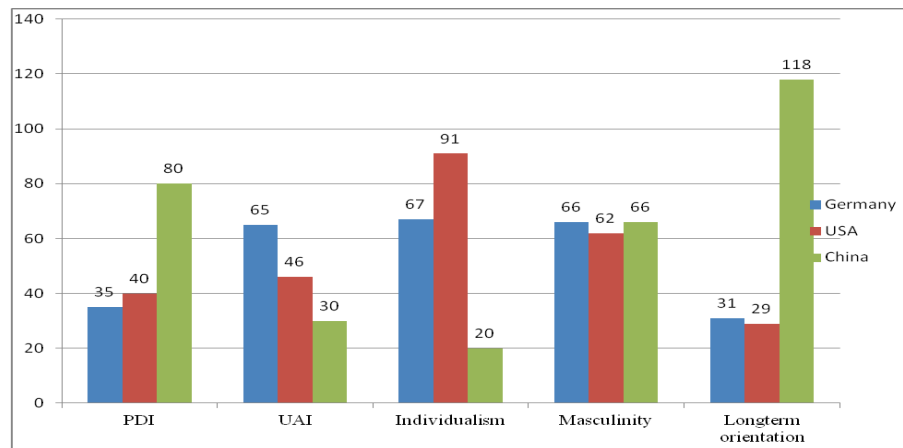
⁴ see Kroeber-Riel / Weinberg / Gröppel-Klein (2009), page 580

⁵ Further surveys have mainly validated these dimensions. According to the social science citation index they belong to the most cited ones of their kind in scientific journals. See Hofstede (2009), p. 462, see Kirkman / Lowe / Gibson in: Journal of International Business Studies (2006)

Operationalization of the cultural dimension model according to Hofstede

The present investigation of cultural differences in service requirements of international customers of L'Orange also constitutes such a transfer. Beyond the empirically detected differences in service requirements of the L'Orange customers, the target is to answer the question as to what extent the Hofstede model may still today give an explanation or may even be used as a forecast model for intercultural questions. In case of deviations, this may be a hint to cultural changes in individual countries or with regard to individual dimensions.

If you have a look at the Hofstede values of the individual cultural dimensions for Germany, USA and China, different behavioral patterns may be expected due to the different values (see figure 1).



PDI (power distance index)
UAI (uncertainty avoidance index)

Figure 1

Comparison of cultural dimensions' indices according to Hofstede for Germany, USA and China⁶

The values for masculinity are quite close for the three different country cultures in figure 1 whereas differences can be expected for aspects relating to uncertainty avoidance (UAI). The value for China in this field is 30 and thus the lowest one, whereas USA has an index of 46 and Germany of 65 which is the highest of the three countries in this dimension.

Hofstede himself provides detailed information as far as the meaning of the different values in the cultural dimensions is concerned.

Service-relevant statements of all kinds made by Hofstede, were collected by the author and „translated“ into “service language”.

⁶ Data base Hofstede 2009, pages 500 and 502 (own presentation)

In the following table 1, the given examples show the procedure:

Uncertainty avoidance weak	Uncertainty avoidance strong	Implication for service, Significance of:
Rules unimportant	Rules are important	Processes, structures
Low time pressure	„Time is money“	Delivery time
Collectivism	Individualism	
Training is important	Challenge is important	Training
Masculinity low	Masculinity high	
Relations are important	Competitive prices more important	Relationship vs. price-performance ratio

Table 1
 Transfer of individual aspects of the Hofstede dimensions to service aspects⁷

Thus, you can assume that in countries with a high value for uncertainty avoidance, topics like short delivery times and well-structured processes are more important than in countries with a low value for uncertainty avoidance.

In the next step, the respective value for each country and cultural dimension was assigned to the service aspects thus derived from Hofstede. Then the numeric values were translated into verbal statements as per legend mentioned under table 2.

This is how the theses based on the Hofstede dimensions were generated for the different service criteria and their significance for the country cultures of Germany, USA and China as shown in table 2:

⁷ 2 left columns of table 1 based on Hofstede (2011), p. 248, Hofstede (2009), pages 226, 279 and 318, right column own interpretation of the author of the present paper

Importance of service criteria based on Hofstede's cultural dimensions

	Germany	USA	China
quality leadership/precision	rather big	medium	rather low
high-tech products/ status symbols	rather low	rather low	rather big
delivery time/punctuality	rather big	medium	rather low
competitive prices	rather big	rather big	rather big
willingness to pay for status symbols	rather low	rather low	rather big
long lifetime (vs. short-term price orientation)	rather low	rather low	very big
processes/structured operations	rather big	medium	rather low
task-orientation (vs. relation orientation)	rather big	medium	rather low
fulfilment of tasks (vs. relations)	rather big	rather big	rather big
relationship orientation (vs. task orientation)	rather low	medium	rather big
teacher/trainer	rather low	rather low	rather big
differentiated response behaviour	rather big	big	very low

Evaluation by transfer of Hofstede scores as per following legend:

0-20	very low	61-80	rather big
21-40	rather low	81-100	big
41-60	medium	101-120	very big

Table 2

Theses about significance of service criteria based on Hofstede⁸

In the course of the investigations, the theses thus determined for the countries of Germany, USA and China were contrasted with the results of the survey among L'Orange customers to check their validity and relevance for the current example of L'Orange.

⁸ Service features based on the Hofstede interpretations of cultural dimensions, verbal translation of Hofstede scores as per legend

3 Empirical study

The L'Orange specific criteria were determined by the sales team of L'Orange (n=18) independent of the Hofstede dimensions in order to make sure that the company relevant subjects would be covered and necessary measures could be derived, which would be helpful for the further development of the company. It had to turn out during the investigation to what extent the results from the survey could be compared with the Hofstede criteria.

Study design

The relevant service criteria were taken from the strengths and weaknesses fields of a SWOT-analysis for L'Orange service which had been made up by a project team in L'Orange Sales. In a second step, the service criteria were evaluated regarding their importance and degree of strength/weakness by the whole sales team (18 members). Thus, a L'Orange sales internal ranking of importance of service criteria was established.

The 13 most important criteria according to the above-mentioned evaluation were then integrated into a questionnaire which also contained further company – relevant aspects, which are not subject of this paper. These 13 service criteria shown in table 3 had to be assessed by the addressees of the survey within a range of five grades from „very important“ to „negligible“. In a second block, customers were asked for their satisfaction with these criteria as well as for overall satisfaction with L'Orange service.

The questionnaire was sent as an online survey to more than 1,000 end-customer of L'Orange all over the world. The rate of return related to actual customers of L'Orange dealers was 17%. Follow-up activities were focused on the markets which are most important for L'Orange from a strategical point of view, i.e. Germany (n=22), USA (n=11) and China (n=20). These were the highest rates of return of individual countries.

Statistical evaluations of the L'Orange survey results

The results were evaluated separately for each of the countries Germany, USA, and China as well as for the overall group of all responses worldwide (n=127).

	ranking of criteria by	Feedback by L'Orange endcustomers			
	L'Orange sales staff	Germany	worldwide	USA	China
product quality	1	1	1	1	1
offered product range	2	9	11	13	13
friendliness of contact persons	3	11	12	5	12
availability of parts	4	7	2	8	6
handling of enquiries	5	2	6	9	7
handling of complaints	6	10	9	7	3
handling of orders	7	4	5	11	11
delivery speed	8	3	3	4	2
price-performance ratio	9	6	4	12	4
availability of contact persons	10	5	7	3	5
personal technical support	11	8	8	2	8
trouble shooting & flexibility	12	12	10	6	10
technical product documentation	13	13	13	10	9
	Rank correlation according to Spearman				
		L'Orange endcustomers from			
	L'Orange sales staff	Germany	worldwide	USA	China
L'Orange sales staff	1				
L'Orange customers Germany	0,38	1			
L'Orange customers worldwide	0,31	0,84	1		
L'Orange customers USA	-0,03	0,23	0,23	1	
L'Orange customers China	0,04	0,54	0,69	0,46	1

Table 3
 Rankings of service criteria evaluated by different groups⁹

The first surprising result was the relatively low correlation (0.31) of the sequence of importance of service features evaluated between the group of the German sales staff and the group of all customers worldwide who gave feedbacks (table 3, columns 2 and 3). Thus, interesting and new aspects could be expected from the customer survey. A first indication of cultural relevance could be derived from the correlation value of the German sales staff compared with the group of the German customers which was 0.38 and thus higher than the correlation with the Chinese (0.04) or the US American customers (-0.03).

The comparison between arithmetic mean values of individual criteria and country groups can be taken from the following figure 2. From the different lengths of the bars for each country, you can see at first sight that the importance attached to the respective criterion is different depending on the country.

⁹Customers worldwide (n=127), L'O sales (n=18), German customers (n=22), US customer (n=11), Chinese customers (n=20)

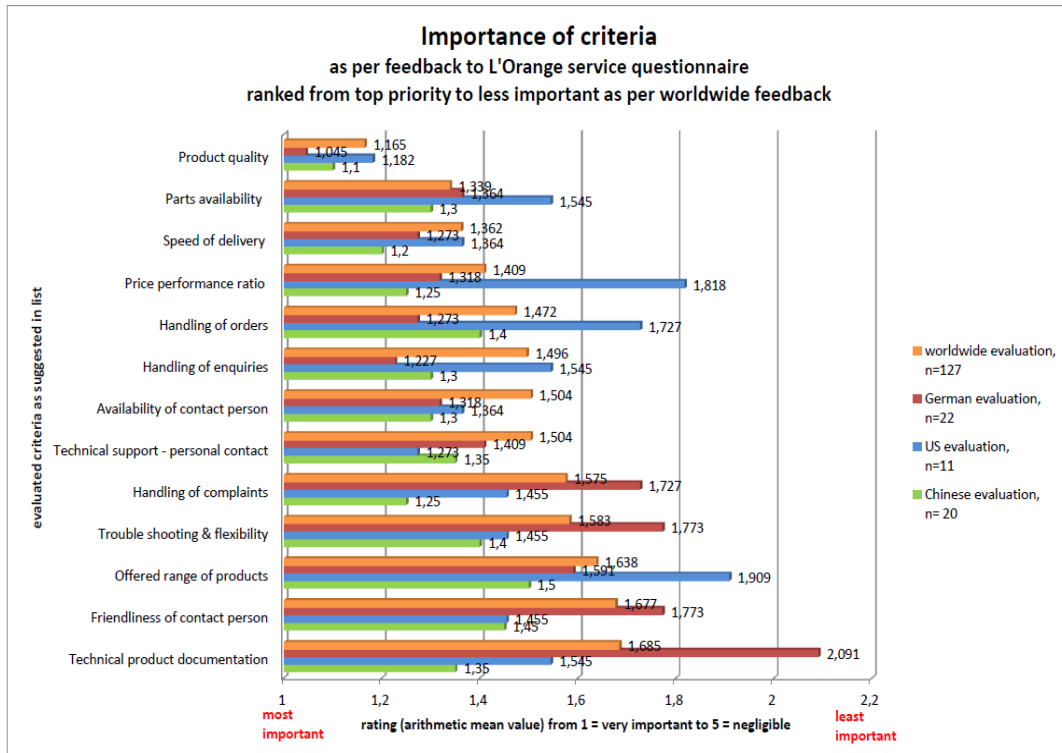


Figure 2

Significance of service criteria according to end customer survey of L'Orange (divided into customer groups, ranking from 1 (very important) to 5 (negligible))

The subject „product quality“ is the top subject for all customer groups, and customers in Germany (mean value 1.045) were nearly of the same opinion as customers in the US (1.182 on average). For other topics, like “handling of orders” (1.2 in Germany and 1.7 on average in the US) opinions differ much more between the countries.

Table number 5 on one of the next pages, will show a detailed analysis and comparison of the different items.

Further interesting results can be taken from the multiple regressions analysis (see table 4). Here you can see the influence of satisfaction with individual service parameters on the overall satisfaction of customers with the L'Orange service related to the entity of all responses.

Independent variable	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
	coefficient (t-statistics)					
parts availability	0,13 (1,83*)	0,11 (1,67*)	not significant			
handling of orders	0,21 (2,32**)	not significant	not significant			
availability of contact person	0,21 (2,57**)	0,23 (2,89***)	0,21 (2,64***)	0,3 (4,33***)	0,21 (3,05***)	0,23 (3,34***)
handling of complaints	0,24 (3,48***)	0,21 (2,89***)	0,19 (2,61**)	0,23 (3,37***)	0,21 (3,22***)	0,23 (3,58***)
product quality		0,12 (1,75*)	0,12 (1,84*)	0,17 (2,74***)	0,14 (2,38**)	0,14 (2,35**)
price performance ratio			0,12 (1,96*)	0,14 (2,45**)	not significant	
range of products					0,24 (3,34***)	0,27 (3,86***)
Number of observations n=	104	104	104	104	104	104
Adjusted R ²	0,65	0,66	0,67	0,66	0,69	0,69
F critical	1,32 E-22	2,22E-22	2,35E-22	3,27E-23	1,37E-24	5,96E-25

*, **, *** significance level of 90%, 95%, 99%
 (t-statistics in brackets)

Other variables integrated in further steps, such as technical product support, personal contact and technical product documentation are not significant. Due to missing data, only 104 out of 127 responses could be taken into consideration.

Table 4

Influence of satisfaction of L'Orange endcustomers (whole group worldwide) with individual criteria on overall satisfaction (multiple regression models)

All six models in table 4 show a significant influence of “availability of contact persons” and “handling of complaints” on overall satisfaction. Besides, also “product quality” and the offered “range of products” are important in order to increase overall customer satisfaction. This is all the more surprising as these are partly criteria which are not among those evaluated explicitly as being very important (see figure 2). Explanatory power of the models is between 65% and 69% and thus quite high. The qualities of the models differ only slightly.

In table 5, you can see the six most important service criteria in an overview. These are the six most important ones for each of the countries of Germany, USA and China as well as for the whole group of all customers worldwide. For this

whole group of all customers, you can also see the most important factors having influence on satisfaction.¹⁰

Importance				Satisfaction
Germany	USA	China	worldwide	worldwide
product quality	product quality	product quality	product quality	handling of complaints
handling of enquiries	personal technical support	speed of delivery	availability of parts	availability of contact person
speed of delivery	availability of contact person	handling of complaints	speed of delivery	range of products
handling of orders	speed of delivery	price-performance	price – performance	product quality
availability of contact person	friendliness of contact person	availability of contact person	handling of orders	price-performance
price-performance	trouble shooting	availability of parts	handling of enquiries	availability of parts

Table 5

Ranking of the six most important service criteria of customer survey for different groups¹¹

While subjects like product quality and speed of delivery or availability of parts enjoy highest priority in all customer groups evaluated, there are differences in the further sequence/ranking of criteria. German customers for example attach high priority to safe and reliable processes such as handling of orders and enquiries. In the US, however, relational features are more important compared to processes. For Chinese customers, handling of complaints and competitive prices play more important roles in service than in the other two groups evaluated.

When you consider the influence of service features on customer satisfaction, handling of complaints and personal contacts are more important than subjects like quality or prices.

Comparison of L'Orange survey results with theses derived from Hofstede

In the course of the analysis, the empirically investigated and evaluated mean values of the service criteria which were part of the L'Orange survey were compared with the theses about service aspects derived from the Hofstede cultural dimensions. The results are shown in the following table 6 and enable a detailed analysis.

¹⁰ For statistical reasons, this could not be evaluated for individual country groups but only for the entity of all responses.

¹¹ Different criteria shown in the same colour show significantly high correlation values. This is valid for four couples. The criterion evaluated as being more important of each couple was integrated into the multiple regression analysis

Evaluation	Evaluation of service aspects according to L'Orange customer survey			Service aspects based on the cultural dimensions of Hofstede	Significance of the criteria based on the Hofstede evaluations			dimensions according to Hofstede	
	Germany (n= 22)	USA (n= 11)	China (n=20)		Germany	USA	China		
Products									
product quality	1,0	1,1	1,1	quality leadership/precision	rather big √	medium ?	rather low ??	UAI	
				high-tech products/status symbols	rather low √	rather low ?	rather big √	PDI	
Processes									
availability of parts	1,4	1,5	1,3	delivery time/punctuality	rather big √	medium ?	rather low ??	UAI	
delivery speed	1,3	1,3	1,2						
arithmetic mean value	1,35	1,4	1,25						
Price									
Price-performance ratio	1,3	1,7	1,3	competitive prices	rather big √	USA rather big ?	China rather big √	masculinity	
				willingness to pay for status symbols in connection with quality focus	rather low √	rather low √	rather big ?	PDI	
				long lifetime vs. short-term price orientation	rather low √	rather low √	very big ?	longterm orientation	
Processes/relations									
handling of orders	1,3	1,6	1,4	processes/structured operations	rather big √	medium √	rather low ?	UAI	
handling of enquiries	1,3	1,5	1,3	task-orientation (vs. relation orientation)	rather big √	medium √	rather low ?	UAI	
handling of complaints	1,7	1,4	1,3	fulfilment of tasks (vs. relations)	rather big √	rather big √	rather big √	Masculinity	
arithmetic mean value	1,43	1,5	1,33						
Trouble shooting & flexibility									
Trouble shooting & flexibility	1,8	1,4	1,4	structured operations, processes, punctuality	rather big √	medium √	rather low ?	UAI	
Relations									
friendliness contact person	1,8	1,4	1,5	relationship orientation (vs. task orientation)	rather low √	medium √	rather big-big ?	UAI	
Training									
personal technical advice	1,4	1,2	1,3	teacher/trainer	rather low √	rather low ?	rather big √	PDI	
product documentation	2,1	1,5	1,3						
arithmetic mean value	1,75	1,35	1,3						
Training required: Yes*	43%	55%	75%						
Response behaviour									
spreading of answers as per mean values of coefficients of variation	40,8%	47,6%	36,90%	differentiated response behaviour	rather big √	big √	low √	individualism (vs. collectivism)	
	1,0 = most important			evaluation by "translation" of Hofstede index values according to the following legend :					
	2,0 = less important			0-20	low	61-80	rather big		
* as per answer to question 19 in questionnaire				21-40	rather low	81-100	big		
				41-60	medium	101-120	very big		

Table 6
 Comparison of results from L'Orange survey with assumptions derived from Hofstede's cultural dimensions

The procedure is explained by the example of the item „delivery time“ (blue frame in table 6):

The importance which L'Orange endcustomers from Germany, USA and China attach to the criteria „availability of parts“ and „speed of delivery“ is shown by the respective arithmetic mean values for the countries investigated. They are in a range between 1.2 to 1.5 which is quite close. You can say that these topics are very important for the customers. When you have a look at the expectations derived from Hofstede with regard to the items “Delivery time” and “punctuality”, you can say that only in Germany they are rather important, whereas of medium importance in the US and low importance in China. Thus, this thesis can only be confirmed for Germany, rather not for the US and not at all for China, which is shown by the symbol “??”.

All other service criteria investigated and evaluated from the L'Orange survey were compared with the Hofstede dimensions and assumptions in the same way.

4 Interpretation of the results and conclusions

As you can already see from the different length of the bars for the individual service criteria in table 2 and also from the overview of evaluations in table 5, the results of the survey among customers of L'Orange show remarkable difference in the service requirements of customers from Germany, USA and China.

High product quality provided by the premium manufacturer L'Orange is expected by all customers worldwide and is also the most important topic in each of the individually investigated country groups of Germany, USA and China. The further sequence of important service features however is different for the individual groups.

For German customers, efficient processes in handling of enquiries and orders are nearly as important as the subject “delivery speed”. The following topics in an order of decreasing importance are „availability of contact persons“ and „price-performance-ratio“.

US American customers give higher priority to relational features in service than to processes. Also here, however, quick availability of parts has top priority. Remarkable for the US customers is their prioritization of trouble-shooting compared to safety of processes.

For Chinese customers, too, availability of parts and product quality are the two most important topics. Like for US customers, the subject of “handling of complaints”, i.e. quick response and reaction in difficult situations is also in China considered to be more important than proper handling of processes. Chinese

customers assign higher priority to “Competitive prices” than customers in Germany or the US.

Interesting complementary lessons learned can be derived from the results of the multiple regression analysis:

The factors most influencing customer satisfaction with service performance of L’Orange in an unconscious way are different from those which are obviously evaluated as being the most important ones.

Assuming that a high degree of satisfaction is related to customer loyalty and high degree of reselling probability, you can recommend L’Orange to mainly concentrate their efforts on subjects like „management of complaints“, promotion of personal contacts and completion of the offered product range.

High product quality, competitiveness of prices, especially on the strategically important Chinese market and availability of parts follow on the next places and together with their priority in the ranking of important service criteria, they should form the base frame for excellent L’Orange service.

According to these evaluations, the priority of follow-up projects for the L’Orange aftersales accounts was adjusted and put into a new order, as the original sequence due to internal sales evaluations (table 3) had partly been different.

Comparison of survey results with theses based on Hofstede

While the theses and expectations based on Hofstede could be confirmed for Germany for all cultural dimensions, this was neither the case for USA nor for China.

L’Orange customers all over the world are unanimous in assigning highest priority to subjects like product quality and significance of delivery time, while based on Hofstede, this would not have been expected to be that important for USA and China.

As far as other service features are concerned, the assumptions based on Hofstede could rather be confirmed also for the relatively small group of L’Orange US customers who gave their feedbacks.

All this supports the conclusion that subjects like „product quality“ or importance of „short delivery times“ are that important in the business and competitive environment of L’Orange aftersales that they dominate over any possible culture-relevant differences.

The same conclusion can also be made for the group of the Chinese customers. Anyhow, they show the greatest differences with regard to the Hofstede theses.

Similar to the German L’Orange customers, also the Chinese attach more importance to subjects relating to competitive processes and tasks than to relational topics. Competitiveness in prices is very important both for Germany

and for China, even more for Chinese customers. This was not expected from the assumptions based on Hofstede.

These are first indications of conceivable changes in values of some individual country cultures specified by Hofstede as well as signs of global approximation of cultures in areas like emphasis of short delivery times and high product quality. Thus, globalization could be a reason for partly decreasing differences in evaluations of service features.

The high significance of training for Chinese end customers together with a high power distance index value, as well as a little scattering of mean values on the other hand are two results of the L'Orange survey supporting assumptions from Hofstede.

All in all, assumptions derived from the cultural dimensions model of Hofstede partly provide explanations to questions about culture-related topics. However, they do not serve as a general prognosis model for all kinds of questions and for all countries. Individual company-specific investigations like the present one in L'Orange are necessary to get satisfactory answers to questions on culture-relevant topics.

The little variance of answers for the group of the Chinese customers also shows the limits of questionnaires just asking for clicks in a limited range and on a given list of items and the necessity to complete these results with other methods of research.

5 Further possibilities for research

From the conclusions made so far, further possibilities or necessities for research can be seen in the following fields:

- In order to validate the results, especially with regard to confirmation or possible changes within individual cultural dimensions of the Hofstede model, replication studies with the same questions and same addressed audience at L'Orange would be desirable.
- Furthermore, a comparison with results of similar surveys among customers of other companies within the same business area or different business areas but for the same countries would make sense as cross-sectional studies. This could be a way to evaluate the results found herein in a broader context.

- The little variation of Chinese results shows the limits of reliability of evaluations taken from questionnaires by just asking the respondents to click on given values within a limited range of values. In the L'Orange survey, deeper knowledge could be taken from the answers or comments customers could make in free text fields. When Chinese customers were asked for "any further messages you would like to give", nearly all of them stated „better prices“, which emphasized this topic for this country group.
Thus, further research for suitable methods to allow well-founded comparison between different kinds of cultures with different answering behaviors, especially if Chinese or Asian cultures in general are involved, would be another recommendation out of the present survey.
- For the company L'Orange, service projects have been defined in order to improve customer service in the fields that have turned out to be of essence for the costumers. When these will have been implemented, further research will be necessary to find out if and to what extent these measures will have had a positive influence on customer satisfaction.

The present article is part of the master's thesis of the author and beyond the presentation of the major results from the questionnaire among customers of L'Orange, the target in here was to show the procedure of how such questions with cultural background can be investigated in theory and also related to the business operation of a company.

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