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## Anhang A: Experteninterviews

### Interview des externen Beraters

*Could you tell me a little bit about yourself?*

I'm German and 55 years young.

*How long are you in Japan and do you speak Japanese?*

Roundabout one year. Unfortunately, I don't speak Japanese. There is just too much work to be done and no time for that.

*Too much work? So what do you do here?*

Currently I am a freelancer and advise this company since one year in the preparing of the roll-out of a Dealer Management System, which is a standard system in the concern.

*That's a long time! Do you have any other experiences in international projects?*

Yes, I worked one year for an IT solution provider in Italy. Three years within an automobile company in different countries like Austria, France, Spain, and so on. And now in Japan within this company for more than one year.

*In general, what's your impression of working in Japan?*

First of all it's a question of the language. You cannot even read the letters which makes things very difficult. And then, there are many traditional phrases that are nearly impossible to translate as there are no similar words in English. For example: if you leave the office before your colleagues, you have to tell them: "Osaki ni shitsurei shimasu" which roughly translated means: "sorry for leaving the office before you do". I guess sometimes it must be very difficult also for our interpreters to find the right words or the right connotation. I think a lot of information must be lost for that. This causes a lot of misunderstandings and conflicts.

Another point is that Japanese need to come to a conclusion all together. This makes decision making quite difficult, or nearly impossible. Then, they always want to have a 150 percent solution. They do not accept 80 percent as we Germans would. Therefore it's hard to focus on what is practicable. Well, and one more thing that comes into my mind are the 12 to 14 hours work per day.

*Do these factors impact the roll-out of the project as well?*

Yes, definitely! Japanese people are just so different! In the project for example closed tasks will be reopened because of the 150 percent solution. That needs so much time. And then, they have endless discussions before reaching a conclusion. I'm not sure if I said it before, but Japanese are always focused on this consensus, which is part of their lives. They don't learn to take decisions alone. A colleague said to me a few days ago that the Japanese culture switches off any individualism. There are so many rules to make sure that nobody stands out. For all these differences, the project at the end of the day runs out of control, like for example the budget and time.

*Beside this, are there any other main problems in the project?*

Yes, the way of German Management for example. This must be quite hard for Japanese to accept. I read in the Japan Times that there are only two companies with foreign members in their board of management. And most of the Japanese companies are not listed on any stock exchange outside Japan. Can you imagine what that means? I think this country will have to open to the world. But neither do they want to open nor do they want to integrate foreigners. Just open any newspaper and you'll see what I mean.

Another problem of the project is that Japanese were not too much integrated and involved in decisions. All the important decisions are taken by the Germans. I think that is basically the reason that they don't want the project. And, from my point of view very important: the project leader is not really interested in Japanese culture as he doesn't speak the language although he is in Japan for nearly 5 years. Since consensus is so important here, I think at least the leader should show some willingness to integrate.

*Those are all cultural differences! Do you think culture is the main problem?*

Yes, definitely. As I said before, Japanese people are just so different!

*Do you think this has an impact on teamwork?*

Absolutely, think of the language for example. Language barriers avoid good teamwork. Some Germans do not speak Japanese while most Japanese do only speak bad English.

And another cultural factor is the Japanese way of consensus. Imagine for example that only one person of the group is against a decision of the group. If he says so, the discussion will go on forever until he is convinced. This is time consuming. Or he might not even say so because he does not want to disturb the atmosphere by being and thinking differently.

*What is most important for you for an international team to be successful?*

Many things. It's important to have the same goals and to respect cultural differences of each person.

*Last week I gave you an article about Team Management Systems. Did you find time to read it?*

Yes, of course. Very interesting!

*Do you think this model helps to establish better teams?*

Yes, I think it is very helpful to know the team roles of each person and how he likes to work.

*The TMS was developed for heterogeneous teams. International teams are as far as I can think of, the most heterogeneous teams you can find. Do you think it will also help for this kind of teams?*

It may help, but I am not sure... what do you mean exactly?

*Let me explain. If you take the project team here at this company for example, do you think that if each team member knew his work preference, this would help to overcome the difficulties?*

No! Because problems or difficulties do not arise from not knowing the work preferences of each member! I think problems are more because of the differences between Japanese and Germans. Even if we are aware of our work preferences, the problems would still be there. Let me give you one example: I have a Japanese colleague to whom I build up a good relationship. He is one of the key players for a specific and critical part of the roll-out. And he told me more than one time, that he has difficulties with the German management. And I know of some other Japanese colleges, that they don't want this Dealer Management System because it is not a Japanese system. I think it's really more about culture and not about work preferences.

*What did you do to prepare yourself for cultural differences before coming to Japan?*

Frankly spoken, nothing. But I trust my way of how to work with foreign people.

*Last question, do you believe that the Team Management System offer a solution to solve problems in international teams?*

No, not really. I think they might be helpful. But each project group is so different that there is no ideal solution. It always depends on the members of the team, the culture, the countries, the project itself. Too many factors. The Team Management System might be helpful. But international projects are too complex. There are always factors missing. You have to make your own experience.

*There is just one more question coming up right now. If you could start the project all over again, what would you do better?*

Many things: most important, the project leader has to know or at least learn the language of the country. And he has to lead not only as project leader but with regard



to critical cultural factors. People need leadership! On the other side, team members have to learn English. And there should be a workshop on different cultural aspects for Japanese and German team members.

*Those are many things indeed. Thank you very much for your time and for this Interview. This was very helpful.*

You are welcome.

### **Interview des deutschen Projektleiters**

*Could you tell me a little bit about yourself?*

Sure, I am German and 39 years old.

*How long are you in Japan?*

I'm here for four and a half years.

*That's a long time. Do you speak Japanese already?*

Very little.

*How long do you work for this company?*

Two years.

*What do you do here?*

I am the project leader.

*Do you also have work experience in other international projects?*

Yes. I worked in another project in Japan as project leader for three years and in the States for nearly two years. Another project was in New Zealand for six months.

*In general, what's your impression of working with Japanese?*

It's very difficult. They work very slowly at the beginning and very fast at the end. They are bad in strategy and good in operational work.

*Any other main differences?*

Yes, many. The most important one is the collectivism here in Japan. It's just so different from the German way. And the consensus which is difficult for us as well. They cannot take decisions without the okay from all the others.

*Do you see any problems in the project?*

Several! Communication problems, unclear management directions, fast escalations and no countermeasures. Moreover permanent budget cuts, unavailable human resources, very slow decision making process and lack of project management know-how at team members level, just to mention a few.

*What is the main reason for these problems?*

I think the main reason is an unclear top management direction. There are no clear actions and no clear issues. Therefore we are changing scope again and again. There are no requirements defined and no consequences taken as a result of lessons learned.

*Do you think that culture is one problem as well?*

Yes. Moreover, I think the project would be easier in other countries.

*What do you think makes an international team successful?*

In Japan? To relax. In general, I think it's to have some kind of cultural intelligence. To know differences between countries and to be able to handle these differences. I am not saying that things are good or bad in Japan. Only that things are different and those differences can be good or bad for the project.

*How is the atmosphere in the project?*

It depends. In our team it's good. That is, at least, my perception. But between the different teams it's bad because of unclear top management directions.

*Do you think cultural factors impact teamwork?*

Yes, hugely.

*Why? Any Examples?*

Because of the decision speed for example. Or the need for transparency here in Japan. Differences in roles are very big here as well. Women are not treated equally. Then it is difficult as German to work in a Japanese team as foreigners are compared second class to Japanese. This makes it difficult for women and for foreigners to integrate in the team.

*Do you think that the Team Management System is a help for international teams?*

Maybe it helps. But it's difficult to believe Japanese employees in the creator role for example. For me, they are better in controlling roles as they don't have visions. Maybe you could choose team members for each role depending on their nationality. A Japanese for the controller, an American for the creator and a German for the developer. This might be a plus for the team.

*Do you think that problems in the project would be solved if every team member knew his work preferences?*

When I looked at the work preferences before, I was thinking if in our team every role is represented. What our team missed was the function of the linker. No corporate audit, no change management. This was the main reason for failure.

*What did you do to prepare yourself for cultural differences before coming to Japan?*

I had one seminar about Japanese culture.

*Do you have special cultural trainings for the project?*

No, there were no special trainings. But we had one presentation about culture.

*Ok, there is one question left. What would you change if you could start the project again?*

I think culture is one issue but not the main one. I would make sure that the scope is clear for everybody. Directions have to be clear as well and not change all the time.

Then I would make sure that resources are available as required and that roles and responsibilities are clear.

*That's all. Thank you very much.*

No problem.

### **Interview des japanischen Managers**

*Could you tell me a little bit about yourself?*

I'm from Japan. I'm 57. Currently, I am working in the project and responsible for the accounting part of it.

*How many hours do you work?*

Nowadays, not so much. I will be 8.00 and leave 20.00 o'clock. But before, when I worked as General Manager, I came to office Saturday also to complete task.

*How many years are you working for this company?*

Over 30 years. This company is one of the very Japanese company. I think a lot of influence. My brain influenced from company. They open my mind. Sony, Microsoft or Honda, they have more flexible organization compared to our.

*How long did you learn English?*

When I was 30, three years in private time. I joined some private English school. Just hobby. I paid my pocket. At that time, I wanted to improve English. Because

conversation with foreigners very interesting. I have lots of foreigners. And also my daughter lived in Australia, Camberra.

*Is your company providing more lessons?*

Yes, yes, it provides. But I not take lesson. They strongly recommend to start learn English. All office guy must learn English. We need to learn. But you don't need to learn Japanese language.

*Why should we not study Japanese?*

I don't recommend to some people to learn Japanese. From my personal understanding we have to keep our country to ourselves. We have to protect our Japanese culture. Japan is an island and water protects Japan. If we do just business, you don't need to study Japanese. I think. But Japanese must learn English.

If you want to learn Japanese culture itself, you want to study Japanese. If you want to study 2000 years Japan history, temples, yes, you have to study Japanese. I like Karaoke, Kabuki or tea ceremony very. But if you want to do business here, you don't need to learn Japanese. You have to ask your staff to speak English.

*Do you think that foreigners are a threat to your culture?*

After Second World War, US Army occupied Japan. At that time they tried to change Japanese culture. And I think part of their strategy successful. Most important: they changed education system. After war education system was 100 percent change like in United States. Before, I learned in Japanese education system. Western education system learn equality. I don't like equality in organization. Equality come to Japan because of US system.

In Japan, 80 or 90 percent are students in university. So they are not special. They are just kind of worker. Worker for shop or local constructor, even they graduated. I don't want to discriminate the job but why some worker need to study so long time. They have to learn some technique or skills.

*So you don't want the contact to other countries outside of Japan?*

I think we can survive. We don't need globalization. We need to built own cars and food. Japan is not so small from population. So Japan can provide by ourselves. We don't need. We can produce basically our service. We can fish and we can make rice. I believe a lot of Japans pure management are still effective, from my understanding.

*Did you go to Germany?*

Yes, ten days. Two times. Very different. Like US and Germany and Japan. Very different.

*Where is the main difference working with Germans?*

You can be as my like. You can do something following my favor. But you will do my expectation without my saying. You will do. This is common sense among Japanese.

Subordinate always know what manager expecting. This expectation you should follow. For example, the manager wants you to do something. This something we will do. Yes, we follow manager expectation. But, in Japan, we don't say take action. Our generation, if I ask my manager. What should I do? He will be angry. You have to know by my face.

And also, after work we always have drink with college. And then they will discuss about business with beer or sake. After drunk we then communicate about business. This gives opportunity to understand each other. So we don't need much documentation.

*But if you have a new idea, can you go to the manager and tell him about it?*

Yes, sure, sure. But new idea rough. So between lines, yes. Japanese have the tendency to understand. As manager, you have to understand between lines.

*This sounds as if it is very difficult for Japanese to work with foreigners?*

If I could choose, I would prefer that all members should be Japanese. If pure Japanese, we can understand each other without a lot of paper. We have common sense that is typical among Japanese. We trust each other without paper or clear contract. With you, maybe you need agreement. That is my understanding. Once we establish a Japanese team, we are very strong to complete task. We are island country. So I think we have common sense to understand. But nowadays, Japan also globalize. I believe it very difficult to build a team if not with Japanese only, especially our generation.

*What do you think is most important for an international team to work together?*

Without language. I said language already. If I am the responsible to build the team I will pick up staff to have open mind. Maybe I took person who think positive. I like. Yes, there are skills we have to talk about, but I prefer the character and communication skills.

*What about culture?*

Yes, we are now working at global environment. So I always respect each different culture. But also I think my old Japanese idea is not in time with manner. I always not follow different manner. I have two daughter, 28 and 29. They work in IT. When we are talking about something, culture or other trends, I don't understand my daughter.

If we work at global company, not Japanese company, the company language is English and the culture is Western. That's my imagination of global company. So worker have to follow. My understanding is defined by Harvard business school, not Japanese style. Harvard globalize the idea of management style.

*What can you do to understand culture? What did you do?*

Ah, due to my age impossible to achieve. But of course, Japanese must learn English language. We don't expect others to learn Japan. We have to improve the English skill as a tool to communicate. We don't need to study grammar or Shakespeare. We don't need, especially for business. I strongly expect from my younger staff they must learn English language. We must improve communication. I read a paper. China and Korean people they could speak English better than Japanese.

*Can you tell me about working here 30 years ago? Where there less foreigners?*

You mean difference? 30 years ago no foreigner here. At that time very different. My boss said not to rush. We don't need to change the culture or company culture rush. But even though he said we don't need he did it. He went very rush. At that time my boss tried to introduce or establish a new standard. And he said to me: Japanese guy is always against him. So he invite to meeting and all Japanese had to sign the standard. But Japanese have a tendency not to say no. In Japan: no no. Always: yes, yes, hai, hai, yes. All team member agreed. Hay. Yes. They agreed. But they didn't. All Japanese: yes, yes. But they mean: no. Yahn, this is Japan.

*I can see that it must be very difficult to work with Japanese. How is the atmosphere here in the team?*

From my personal perspective: good. But there is some Japanese guy who doesn't asly. They think that we are Japanese company. They don't want change.

*One more question from my side. If you could start the project again, what would you do different?*

Compared to old plan? Team member have to confirm purpose or objective. There are some objective most important. With all 26 dealers we'll have that one objective. All team members have to understand. The solution is a new dealer management system. We need this common sense.

And I also expect CIO or other manager to announce direction. Because we then know. In March, the management requested us to stop the project. Nowadays, is decided not to stop. So again, if management want us to go ahead, they have to say. I don't like management to ask what should we do. Not good leadership. Once we decide if go, we must go. And also, the key point is: the manager and the employee, they have to trust each other. No difference from my old project. If I cannot trust my boss, my motivation will become zero.

*In terms of people you would not change anything? For example the General Manager, he is German. Would it be better to have a Japanese person for that job?*

Both I think can be possibly. Because of the coordination to Stuttgart top management a German guy is close contact. Also he understands Stuttgart management. Japanese guy has bad English, bad of communication.

*Thank you very much. That has been very helpful.*

That was my pleasure.

**Anhang B: Quantitativer Kulturvergleich**

Country	MDI	UVI	IDV	MAS	LZO	Notes
Arabic countries	80	68	38	53		(Region)
Argentina	49	86	46	56		
Australia	36	51	90	61	31	total (a)
Australia	80	128	89	22	-10	Aborigines (e)
Austria	11	70	55	79	31	(f)
Bangladesh	80	60	20	55	40	(estimated)
Belgium	65	94	75	54	38	total (f) (a)
Belgium Dutch speakers	61	97	78	43		(a)
Belgium/French speakers	67	93	72	60		(a)
Brazil	69	76	38	49	65	
Bulgaria	70	85	30	40		(estimated)
Canada	39	48	80	52	23	total (a)
Canada French speakers	54	60	73	45	30	(d)
Chile	63	86	23	28		
China	80	30	20	66	118	(estimated)
Colombia	67	80	13	64		
Costa Rica	35	86	15	21		
Czechia	57	74	58	57	13	(estimated)
Denmark	18	23	74	16	46	(f)
East Africa	64	52	27	53		(Region)
Ecuador	78	67	8	63		
Estonia	40	60	60	30		(estimated)
Finland	33	59	63	26	41	(f)
France	68	86	71	43	39	(f)
Germany	35	65	67	66	31	
Great Britain	35	35	89	66	25	
Greece	60	112	35	57		
Guatemala	95	101	6	37		
Hongkong	68	29	25	57	96	



Hungary	46	82	80	88	50	(estimated)
India	77	40	48	56	61	
Indonesia	78	48	14	46		
Country	MDI	UVI	IDV	MAS	LZO	Notes
Ireland	28	35	70	68	43	(f)
Iran	58	59	41	43		
Israel	13	81	54	47		
Italy	50	75	76	70	34	(f)
Jamaica	45	13	39	68		
Japan	54	92	46	95	80	
Korea (South)	60	85	18	39	75	
Luxemburg	40	70	60	50		(estimated)
Malaysia	104	36	26	50		
Malta	56	96	59	47		(estimated)
Mexico	81	82	30	69		
Morocco	70	68	46	53		(estimated)
Netherlands	38	53	80	14	44	
New Zealand	22	49	79	58	30	
Norway	31	50	69	8	44	(f)
Pakistan	55	70	14	50	0	
Panama	95	86	11	44		
Peru	64	87	16	42		
Philippines	94	44	32	64	19	
Poland	68	93	60	64	32	(estimated)
Portugal	63	104	27	31	30	(f)
Romania	90	90	30	42		(estimated)
Russia	93	95	39	36		(estimated)
Singapore	74	8	20	48	48	
South Africa	49	49	65	63		
Salvador	66	94	19	40		
Slovakia	104	51	52	110	38	(estimated)
Spain	57	86	51	42	19	(f)
Surinam	85	92	47	37		(estimated)

Sweden	31	29	71	5	33	
Switzerland	34	58	68	70	40	total (f) (a)
Switzerland German speakers	26	56	69	72		(a,b)
Switzerland speakers French	70	70	64	58		(a)
Taiwan	58	69	17	45	87	
Country	MDI	UVI	IDV	MAS	LZO	Notes
Thailand	64	64	20	34	56	
Trinidad	47	55	16	58		(estimated)
Turkey	66	85	37	45		
Uruguay	61	100	36	38		
United States	40	46	91	62	29	
Venezuela	81	76	12	73		
Vietnam	70	30	20	40	80	(estimated)
West Africa	77	54	2	46	16	(Region)
Yugoslavia	76	88	27	21		(total) (a)
Yugoslavia/Croatia	73	80	33	40		(Zagreb) (c)
Yugoslavia/Serbia	86	92	25	43		(Beograd)(c)
Yugoslavia/Slovenia	71	88	27	19		(Ljubljana)

Higher scores indicate higher levels of this dimension

a = based on IBM survey data

b = see also KoSer (1993)

c = based on reanalysis of IBM survey data (Hofstede, 1993)

d = based on Hofstede's interpretation of Rokeach Value Survey scores collected

e = Based on observations of Dr. Ray Simonsen, Victoria University, Darwin.

f = for LTO: EMS consumer survey

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Quantitativer Kulturvergleich

Bilateraler Vergleich aller Nationen bezüglich der Maskulinität

Masculinity* Maskulinität (MAS)	Australia	Australia Aborigines	Austria	Bangladesh (estimated)	Belgium	Brazil	Canada	Canada French Speaking	China (estimated)	Czechia (estimated)	Denmark	France	Germany	Great Britain	Hong Kong	India	Indonesia	Italy	Japan	Korea (South)	Netherlands	New Zealand	Norway	Pakistan	Philippines	Poland (estimated)	Portugal	Singapore	Slovakia (estimated)	Spain	Sweden	Switzerland	Taiwan	Thailand	United States	Vietnam (estimated)	West Africa	Summe			
Australia	63																																					638			
Australia Aborigines	21	59	57	33	32	27	30	23	44	35	6	21	44	44	35	66	34	46	49	73	17	36	14	71	29	18	42	42	10	19	17	48	23	40	18	24	1253				
Austria	79	57	24	25	30	27	34	13	22	63	53	36	13	13	22	4	23	11	9	16	40	68	21	71	29	15	48	31	31	37	24	3	44	45	17	39	33	1172			
Bangladesh (estimated)	55	33	24	1	6	3	10	11	39	29	12	11	11	33	33	13	15	40	16	41	47	9	9	24	7	55	13	50	15	20	7	15	9	15	15	6	35	65			
Belgium	54	32	25	1	5	2	9	12	38	28	11	12	12	34	34	14	16	41	15	40	46	40	10	23	6	56	12	49	16	9	20	9	14	8	14	8	527				
Brazil	49	12	37	6	5	1	1	4	17	8	33	23	6	17	17	8	39	7	19	21	46	10	35	9	41	15	15	18	61	7	4	4	15	13	9	1	670				
Canada	52	9	30	27	1	2	1	0	7	14	5	36	26	9	14	14	5	36	4	16	18	43	13	38	6	44	2	12	12	21	4	58	10	47	18	7	18	10	12	6	655
Canada French Speaking	45	16	23	14	10	4	7	0	21	12	29	19	2	21	21	12	43	11	23	25	50	6	31	13	37	5	19	19	14	65	4	40	15	11	17	5	706				
China (estimated)	66	44	13	11	12	17	14	21	9	50	40	23	9	22	10	2	4	29	27	52	8	58	16	2	35	18	44	24	61	4	21	32	32	19	4	26	20	789			
Czechia (estimated)	47	35	22	2	1	8	5	12	9	0	41	31	34	9	9	0	31	11	13	38	18	43	49	7	7	26	9	53	15	52	13	12	23	13	17	11	645				
Denmark	16	45	6	63	39	38	33	36	29	50	41	10	10	27	50	50	41	72	40	52	54	79	23	3	42	8	34	48	48	15	32	36	11	54	29	18	46	24	1439		
Finland	26	35	4	53	29	28	23	26	19	40	31	10	0	17	40	40	31	62	30	42	44	69	13	12	32	18	24	38	38	22	34	16	21	44	19	8	36	14	1137		
France	43	18	21	36	12	11	6	9	12	23	14	27	17	23	23	14	45	13	25	27	52	4	29	15	35	7	21	21	12	67	38	27	4	9	19	1	736				
Germany	66	44	13	11	12	17	14	21	9	50	40	23	9	22	10	2	4	29	27	52	8	58	16	2	35	18	44	24	61	4	21	32	32	19	4	26	20	789			
Great Britain	66	44	13	11	12	17	14	21	9	50	40	23	9	22	10	2	4	29	27	52	8	58	16	2	35	18	44	24	61	4	21	32	32	19	4	26	20	789			
Hong Kong	57	35	22	2	1	8	5	12	9	0	41	31	34	9	9	0	31	11	13	38	18	43	49	7	7	26	9	53	15	52	13	12	23	13	17	11	645				
Hungary (estimated)	88	27	66	9	33	34	39	46	32	31	79	62	45	22	22	31	38	32	20	19	49	79	30	89	26	24	24	197	40	22	46	18	43	39	26	48	18	43	39	26	489
India	56	34	23	11	14	19	16	23	11	10	40	30	13	10	11	0	38	12	14	39	17	48	48	6	0	25	19	54	14	14	14	11	22	6	16	16	851				
Indonesia	68	46	11	13	14	19	16	23	11	10	40	30	13	10	11	0	38	12	14	39	17	48	48	6	0	25	19	54	14	14	14	11	22	6	16	16	851				
Italy	70	48	9	15	16	18	15	43	14	54	44	27	4	4	13	18	14	4	25	31	56	12	20	6	6	39	22	48	45	2	23	8	30	34	8	30	8	893			
Japan	34	73	16	40	41	46	43	40	50	29	38	29	69	52	29	29	38	39	27	75	16	81	37	82	45	31	31	64	47	15	53	40	25	60	63	33	55	49	1714		
Korea (South)	90	22	14	40	16	10	11	6	27	18	23	14	4	27	27	18	49	17	29	31	56	25	19	31	11	25	25	6	9	71	14	31	6	6	23	1	7	812			
Netherlands	14	47	8	60	41	40	35	38	31	52	43	12	12	29	52	43	74	42	54	56	81	25	44	6	36	50	50	17	34	30	28	9	56	31	20	48	26	12	1505		
New Zealand	58	36	21	4	9	6	13	8	11	42	32	15	8	8	1	30	2	10	12	37	19	44	50	6	6	6	27	10	32	16	53	12	24	4	18	12	6	676			
Norway	8	53	14	71	47	46	41	44	37	58	49	8	18	35	58	49	89	48	60	62	87	31	6	50	42	56	56	23	40	102	34	6	62	37	26	54	32	38	1715		
Pakistan	50	11	28	29	5	4	1	2	5	16	7	34	24	7	16	16	7	38	6	18	20	45	11	36	8	42	14	14	19	6	8	45	20	5	16	12	10	4	665		
Philippines	64	42	15	9	10	15	12	19	2	7	48	38	21	2	7	24	8	4	6	31	25	50	6	56	14	0	33	16	46	22	59	6	19	30	2	24	18	751			
Poland (estimated)	64	42	15	9	10	15	12	19	2	7	48	38	21	2	7	24	8	4	6	31	25	50	6	56	14	0	33	16	46	22	59	6	19	30	2	24	18	751			
Portugal	31	30	9	48	24	23	18	21	14	35	26	15	5	12	35	35	26	57	25	37	39	64	8	17	27	23	19	33	33	17	79	11	26	39	14	31	9	15	1002		
Singapore	48	19	26	31	7	6	1	4	3	18	9	32	22	5	18	18	9	40	8	20	22	47	9	34	10	40	16	16	17	62	6	43	25	1	14	14	8	7	677		
Slovakia (estimated)	110	49	88	31	55	56	61	58	69	44	53	59	84	67	44	53	22	54	42	40	15	71	96	52	102	60	46	46	79	62	68	105	40	65	76	48	70	64	2069		
Spain	42	19	20	37	13	12	10	1	24	15	26	16	1	24	24	15	46	14	26	28	53	1	28	16	34	8	22	22	11	62	37	28	8	8	20	2	4	753			
Sweden	5	76	17	74	50	49	44	47	40	63	52	83	51	63	65	39	34	9	53	1	45	59	59	26	43	102	77	65	40	29	57	35	41	32	35	41	1326				
Switzerland	70	48	9	15	16	21	18	25	11	54	44	27	18	11	18	14	1	25	31	56	12	42	20	39	22	40	28	60	25	36	30	24	30	24	8	30	24	819			
Taiwan	45	15	23	34	18	9	14	9	18	21	12	29	19	18	21	12	43	11	23	25	50	18	31	11	39	19	19	19	60	40	2	11	17	11	17	11	836				
Thailand	34	77	13	45	21	20	15	18	11	33	23	19	8	32	23	54	22	34	36	63	6	20	24	26	16	30	14	36	8	29	36	11	28	12	12	8	527				
United States	62	40	17	7	3	11	10	17	4	46	36	19	2	26	6	31	33	23	48	34	12	22	21	21	48	20	17	8	17	28	12	12	16	12	16	12	221				
Vietnam (estimated)	40	21	18	39	15	14	9	12	5	26	17	24	14	26	26	17	48	16	28	30	55	26	18	32	10	24	9	4	70	15	30	5	6	22	11	6	781				
West Africa	46	18	24	33	9	8	1	6	1	20	11	30	20	20	20	11	42	10	22	24	49	7	32	12	38	8	18	18	15	2	64	4	41	24	6	1	696				





