



# ICCO

INTERNATIONAL  
COMMUNICATIONS  
CONSULTANCY  
ORGANISATION



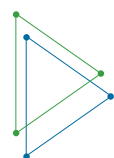
# PR | INTERNATIONAL BUSINESS HANDBOOK

The PR Practitioner's Guide to International PR

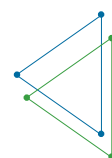


PRODUCED BY THE INTERNATIONAL  
COMMUNICATIONS CONSULTANCY ORGANISATION  
&  
CREATIVE CULTURE





# FOREWORD BY CREATIVE CULTURE



## MÉLANIE CHEVALIER – CEO – CREATIVE CULTURE

Today, more than ever, Public Relations is a global industry. As with many other sectors, doing business across borders and cultures is becoming increasingly the norm. Although it is one of the most exciting facets of our now globalised world, it can sometimes be difficult to navigate different business and cultural environments. This handbook will provide PR practitioners around the world with key information for conducting international business; highlighting the extremely important, but often overlooked, details that will help your business relationships with foreign stakeholders run smoothly.

In a globalised world, a one-size-fits-all approach won't get you anywhere. To ensure success, you'll need to spend time getting to know your local audiences — such as their environment (political, cultural, social and economic), and their likes and dislikes, for example, in order to understand what works and what doesn't. The latter, in many ways, is often more important.

Global communications are littered with examples of cultural blunders, which in many cases, have led to damaging years of crisis management and brand re-building. Knowing how to position and communicate around a brand, product or service, in a way that is understood by the target audience, is vital to success.

However great your USP or message appears to be, it doesn't necessarily always cross boundaries in the same way. First, you need to understand the international challenges and devise a strategy to overcome these. Then you need to decide which channels to use. Where does the local audience watch, listen or consume media, and

how is that particular media landscape structured? These answers will, no doubt, differ from market to market.

Until now, there has not been a simple, easy way to access sources of essential information on key markets and the cultures they represent.

In this unique handbook, we have brought together both the key information you need to understand each market's political, linguistic and cultural nuances, as well as examples of recent campaigns that have demonstrated a good understanding and articulation of communication requirements for key markets.

Working together with ICCO and our network of over 2,000 cultural experts in 110 countries, and utilising our 10 years of experience in advising, developing and managing communication strategies for a wide-ranging group of brands, we hereby present essential information on 61 countries.

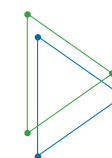
The information within is easy to navigate and designed to provide the essential, top line, level of knowledge for each market.

The handbook is constantly updated to remain current, in light of ever-changing political and media landscapes.

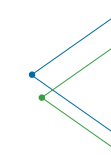
In some instances, you may require deeper and more bespoke intelligence into a market, sector and/or culture. If this is the case, we can provide this tailored insight, with fast turnaround, and in-the-moment knowledge, through our expertise both centrally and locally.

Please contact us or ICCO so we can understand the exact and bespoke insight that you require.

We hope you find this handbook useful and please let us know if there is anything else you would like to see included or amended in the following issues.

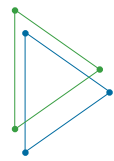


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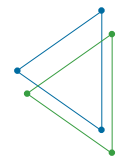


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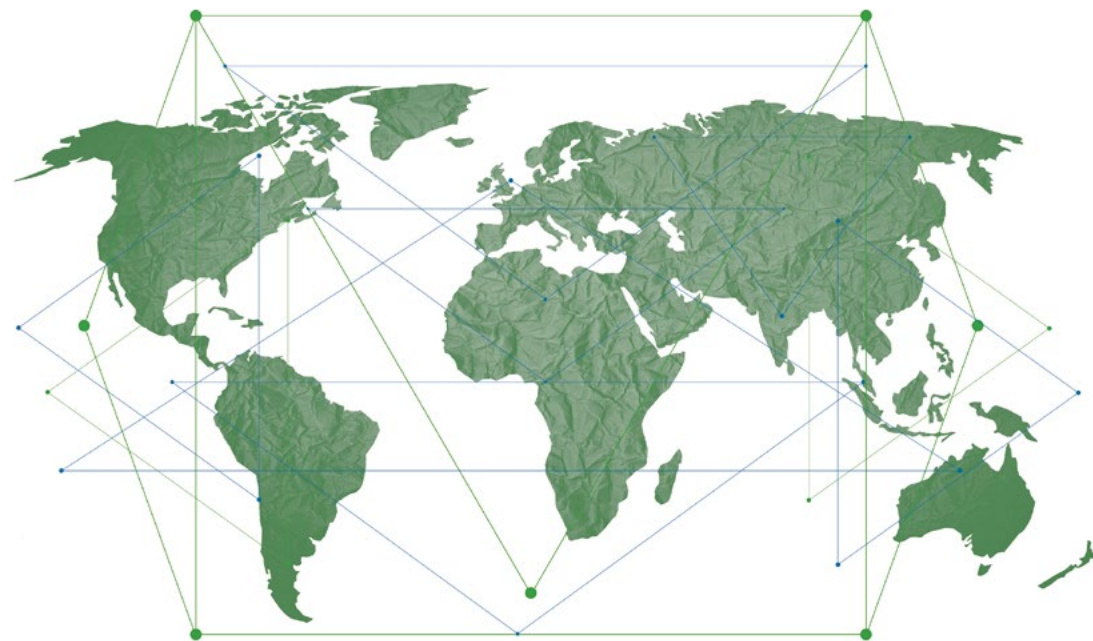
# INTRODUCTION



## AIM:

Public Relations is a global industry. Doing business across borders and cultures is becoming increasingly the norm. Although international business is one of the most exciting facets of our now globalised world, it can sometimes be difficult to navigate different business and cultural environments. This handbook will provide PR practitioners around the world with a guide to conducting international business, highlighting these extremely important, but often overlooked, details that will help your trip run smoothly.

The handbook has been produced in conjunction with ICCO's national and regional member associations, representing 61 countries.



## ICCO

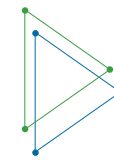
ICCO is the global voice of public relations consultancies, with membership comprising national trade associations across 55 countries, as well as networks and agencies in Europe, Africa, Asia, the Middle East, the Americas, and Australasia. Collectively these associations represent more than 2,500 PR firms.

[www.iccopr.com](http://www.iccopr.com)

## CREATIVE CULTURE

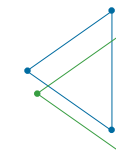
At Creative Culture, we make global happen, bridging the gap between your global vision and the reality of your markets in order to increase local buy-in. We believe we can make difference because our unique approach to culture and strategy is fully integrated: targeted insights, highly specialised experts and tailor-made solutions are what you get at Creative Culture.

[www.creativecultureint.com](http://www.creativecultureint.com)



# HOT CAMPAIGN: BRAZIL

BY CREATIVE CULTURE



## Essa Coca é...

No matter what language you speak, insults have been around since time immemorial. In Brazil, one such insult aimed at the LGBTQ community drew Coca-Cola into the mix, so the brand decided to take the negative and turn it into a positive. In other words, they “turned lemons into lemonade”.

In the South American country, “Essa Coca é uma Fanta” (“This Coke is a Fanta”) is the Brazilian Portuguese equivalent to the English phrase “He bats for the other team”. In other words, it is used to express – generally as an insult or a ‘joke’ – that an individual is homosexual.

To break the negative connotations associated with the expression – and in that case, their brand – Coca-Cola created a **limited edition can** of Coke that contains... you guessed it, Fanta! On the outside of the can is written “Essa Coca é uma Fanta, e daí?” (“This Coke is a Fanta, so what?”). Rolled out on International LGBT Pride day, Coca-Cola was able to reclaim the phrase, ensuring that the message was one that truly represented the brand’s values. The campaign went viral, with many social media users posting photos and videos of themselves making their own Coca-Fanta combos. Additionally, people began creating their own merchandise featuring the phrase, turning it into something to celebrate with pride.

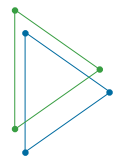


During the country’s Carnival, many people were seen wearing costumes that incorporated the Coca-Cola and Fanta logos.

Overall, the campaign generated over 1 billion media impressions, with \$0 media investment. And even more impressively, organic reach and engagement with the campaign helped to change the top Google search results. In times before, the top results for “Essa Coca é Fanta” were homophobic memes. Now, they relate to articles on empowerment and LGBTQ pride.

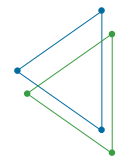






# HOT CAMPAIGN: CHINA

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## Vindapedia: One brand's answer to the internal comms struggle

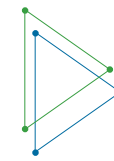


Chinese hygiene company Vinda Group recently won gold at the PR Awards Asia for the development of Vindapedia — a channel to boost employee engagement and internal communications. The tool was designed specifically for WeChat, one of the country's leading social media platforms; specifically, it was built using a WeChat Enterprise account, which enables companies to manage their internal operations.

Holding the largest market share in 2017, the Group centres around four business segments — Tissue, Baby Care, Feminine Care and Incontinence Care — sold under 10 key brands. With 13,000 employees in China alone, the company found itself struggling with internal communication. It struggled to strengthen the brand philosophy of “Healthy Lifestyle Starts with Vinda” among its teams and to promote their vision “to become Asia’s first choice for hygiene products and services.”

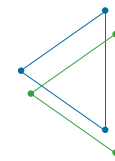
Through a targeted research project, the company set out to better know their employees — from their ages, to their interests and lifestyles. With these findings, Vinda hoped to identify common interests through which they could encourage engagement and interactions within the Group. Using these insights, Vindapedia was born!

The channel is designed to be used for various purposes — from sharing important memos to topical greeting cards and incentivised games. Within six months, Vindapedia had gained 12,576 followers; in other words, 99% of Vinda’s employees were engaging with the channel. With over 80% of followers stating that they enjoyed the content, it’s fair to say the Group’s channel succeeded in uniting employees and encouraging a stronger brand culture.



# HOT CAMPAIGN: ESTONIA

BY CREATIVE CULTURE



## An interactive savings diary backed by a local influencer



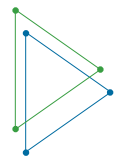
Nearly 50% of Estonians live paycheck to paycheck. To help their customers gain more financial stability, Swedbank created the social media community [#Kogumispäevik](#) (#Savingsdiary) on Facebook allowing everyday people to share their experiences and exchange tips and advice. Gaining 15,500 active users in the first month alone, the group actually resulted in a nation-wide savings boom of €50,000 in unpaid media.

In order to attract followers, Swedbank enlisted the help of Mirjam Hunt, an established family lifestyle blogger in the country. Together, Mirjam and Swedbank challenged Estonians to reduce their monthly food spend by 10%. To show her solidarity, Mirjam took on the additional challenge of feeding her family of five for just €50 a week — without compromising on quality. Within the first four weeks, the community had more than 300 posts, 13,000 comments and 30,000 likes, which converts to 90% of followers being actively involved in the page. As a result of this support, participants managed to collectively save over €10,000 in the first month.

The popularity and strategic communication of the campaign led to 40 free mentions in various media outlets — a value of €47,429 in unpaid media. Unsurprisingly, it is also shortlisted for a 2018 European Excellence Award in the category “Estonia, Lithuania, Latvia”.

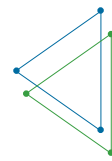




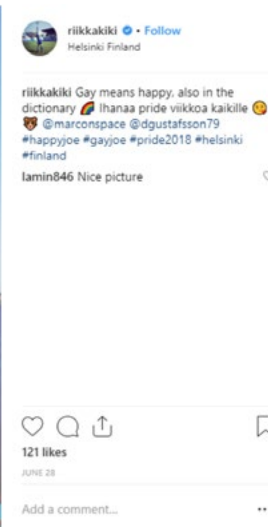


# HOT CAMPAIGN: FINLAND

BY CREATIVE CULTURE



## The Finns are feeling gay!

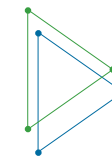


With strict alcohol regulations in Finland making it hard for brands to make a name for themselves, you have to be creative to stand out. As of 2015, alcoholic beverages with over 1.2% alcohol can only be advertised on television and radio after 10pm, and OOH advertising is banned. Therefore, many brands rely heavily on social media platforms to connect with their consumers and increase brand awareness.

To celebrate Helsinki's Pride celebration — which ran from 25 June to 1 July 2018 — Finnish beverage company Hartwall temporarily re-branded their Happy Joe cider. Centred on the fact that “gay” used to mean “happy” in old English, the brand was re-named Gay Joe, using the tagline “Gay means Happy, also in the dictionary”. The limited edition bottle with rainbow flag labels was available in select bars, restaurants and supermarkets.

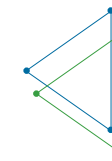
From just four separate posts on the brand's Instagram and Facebook pages, Happy Joe received over seven thousand likes. Finnish influencers, including professional footballer Riikka Hannula, also began posting pictures with the bottles to

show their support for pride and equality in general, which in turn was mentioned in the media. Consumers also posted their own pictures on Instagram using the hashtags #happyjoegayjoe and #gayjoe. The campaign was shortlisted for a 2018 European Excellence Award, which is the leading award for European PR and communications.



# HOT CAMPAIGN: INDIA

BY CREATIVE CULTURE



## Inspiring a community to come together

As part of Tetra Pak's ongoing sustainability initiative “Go Green with Tetra Pak”, encouraging consumers to recycle their cartons at partner retail chains in Mumbai, India, the Swedish food packaging brand have now launched a new campaign “Cartons Le Aao, Classroom Banao” (“Get Your Carton, Make A Classroom”). Mumbaiers were encouraged to recycle their Tetra Pak cartons at specified drop-off points around the city, and in turn, the cartons would be transformed into desks for underprivileged school children in the community.

With a 30-year presence in the country, Tetra Pak is used to package many products in the Indian market, from international brands like Coca-Cola, Nestlé and Johnson & Johnson, to local brands like Verka and Aavin.

Taking place over the course of three months, the integrated comms campaign comprised of a mix of PR, social media, in-store promotions and a strategic collaboration with iconic food delivery service, Dabbawalas. This lunch box delivery and return service has been operating in Mumbai for 125 years and currently serves over 500,000 city residents. Most Mumbaiers prefer to eat a homemade lunch, so rather than purchasing their food from a local restaurant, they get their home-cooked meal delivered in a dabba (a tiered lunch box). With around 5,000 Dabbawalas delivery drivers working in Mumbai alone, it was a great way for Tetra Pak to promote their initiative around the city. The program collected over 100,000 cartons and subsequently won silver at the 2018 PR Awards Asia.

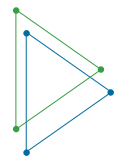
Since it was founded in 2010, the “Go Green with Tetra Pak” initiative has collected over 2.6 million cartons, which are then recycled into desks, school supplies, benches and roofs (among other things) for underprivileged communities in the city.



**Tetra Pak India** @Tetra\_Pak\_India · Sep 2  
Each of Tetra Pak's fully recyclable carton can contribute towards a better future for our children.

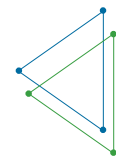






# HOT CAMPAIGN: KENYA

BY CREATIVE CULTURE



## Gillette embraces the competitive spirit of Kenya



In an effort to encourage more Kenyan men to shave at home, Gillette created an experiential campaign that broke world records. Dubbed “Nyoya Ki-Pro na Gillette” (“Shave Like a Pro with Gillette”), the event hosted 3,000 Kenyan men (between the ages of 18 and 34) and broke the Guinness World Record for the most people shaving at once and in one place.

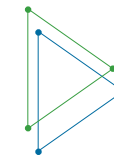
In Kenya, only 10% of men shave at home with a razor. Although another 10% say they use an electric razor or clippers, the majority — a whopping 80% of Kenyan men — go to the barbershop for convenience. The main obstacle preventing men from shaving at home seems to be nicks and razor burn. While the event certainly aimed to break records, the bigger goal was to educate Kenyan men on the benefits of shaving at home, and to give them the opportunity to learn how to shave properly.

Aiming to target millennials, the brand ensured that the name of their campaign would ‘speak their language’ by using the slang expression “Ki-pro” (“Like a Pro”). They also enlisted the help of radio host Shaffie

Weru, who promoted the event on his stations. He later joined his listeners at the event and shaved off his own beard, giving participants tips on how to shave properly.

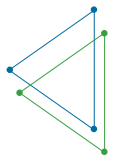
In terms of digital reach, the campaign reached 45% of the target audience on Facebook and became the number one trending topic in Kenya for five days. With 10 million exposures and engagements, the promotional video posted on the brand’s Facebook page received 316,000 views in just three weeks.

The campaign took home a “Certificate of Excellence” for Eastern Africa at the 2018 SABRE awards. It was also crowned the Overall PR Campaign of the year at the 2017 Public Relations Society of Kenya (PRSK) Awards.



# HOT CAMPAIGN: SAUDI ARABIA

BY CREATIVE CULTURE



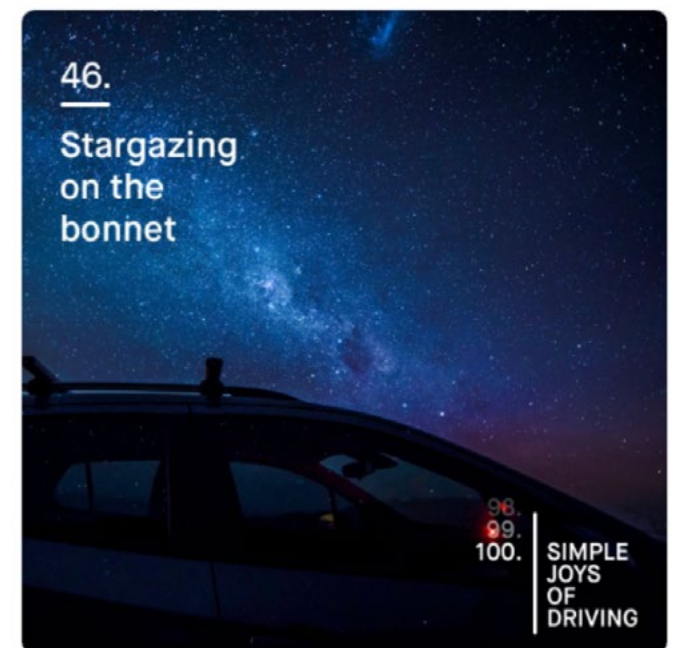
## Volkswagen celebrates the simple things in life

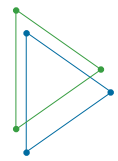
In June 2018, Volkswagen launched the “#100SimpleJoysofDriving” social media campaign in Saudi Arabia, Kuwait, the UAE, Qatar, Bahrain and Oman. The campaign aimed to welcome new drivers to the road, but also to remind more seasoned drivers of the simple joys of driving. After all, a study undertaken by the brand revealed that driving brought joy to 76% of drivers across the GCC region.

The campaign consisted of eight short films, each highlighting Middle Eastern consumers’ favourite reasons to drive. In total, Volkswagen’s list contained 100 reasons to get in the driver’s seat, however consumers were also encouraged to give their own reasons on social media, using the hashtag #100SimpleJoysofDriving.

Although intended for the whole region, those with a keen eye will notice that each of the campaign’s films feature female subjects — and it’s no coincidence. Bruno Gisquet, Marketing Director for Volkswagen Middle East, confirmed that the brand wanted to recognize the recent cultural shift that was occurring in Saudi Arabia, making reference to the female driving ban that was lifted in the country. In an even greater nod to the momentous occasion, the campaign rolled out on 24 June — the day the ban was lifted.

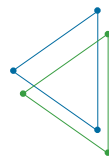
With an estimated 2,000 women expected to become licensed drivers in the country post-ban, it’s not surprising that Volkswagen would join the rank of automobile brands celebrating women in the Kingdom. As Andrew Savvas, brand director for Volkswagen Middle East said, soon Saudi women will be able to discover their own simple joys of driving and as a brand “we are thrilled to be celebrating this historical automotive milestone with them”.





# HOT CAMPAIGN: SOUTH AFRICA

BY CREATIVE CULTURE



## A little dirt never hurt anyone



To encourage kids to break away from screens and get back to the simple pleasures of playing outside, Unilever's Omo laundry detergent (better known as Persil in Western markets) teamed up with Ogilvy South Africa for the most recent take on their "Dirt is Good" campaign: "The Book of Dirt".

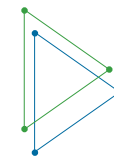
With the help of local artist Karabo Poppy, the team created "The Tale of Spots and Stripes", a story about a leopard and lion cub who become best friends, despite their outward differences. Seen as a metaphor for promoting love, friendship and unity, the book teaches children the importance of unity — and to (quite literally) never judge a book by its cover.

While powerful, the book's message alone may not have been enough to get kids off the couch and out the door. So, to make it more intriguing, the campaign enlisted the help of Cape Town-based printing specialists Colourtone Aries to develop a special ink formula that only shows up on the page when activated by dirt — meaning kids needed to roll up their sleeves and get their hands dirty to read the story. Through interacting with the book, the children were also exercising their tactile, motor, visual

perception, language development and educational skills.

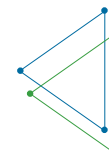
Originally launched in a few school classrooms, the book is now endorsed by the Centre for Early Childhood Development, which supplies development tools and school learning equipment for children. The brand is also in talks with the Department of Education about incorporating the book into the national curriculum.

In addition to getting the kids involved, Omo asked parents to post photos of their children playing outside using the hashtag #dirtisgood. The campaign generated 293 pieces of media coverage around the globe and earned a potential reach of 58 million people. Consumer interaction was high, and the hashtag soon started trending on Twitter. The official campaign website received in the region of 20,000 visits.



# HOT CAMPAIGN: UAE

BY CREATIVE CULTURE



## IKEA brings naps to those in need

New York City isn't the only place with a reputation for never sleeping. In Dubai, Abu Dhabi and Al Ain, IKEA noticed that many residents were falling asleep in cinemas, on their way to work, at even at their desk — with one in three stating they felt they were missing out on vital sleep. So, to combat the problem, and help people get a proper rest, the Swedish brand created the **IKEA Nap Delivery Truck**. Each truck was kitted out with IKEA products, creating an entire bedroom complete with bed, armchair, reading lamp, alarm clock and curtains. In total, the bedroom comprised a 2.45m by 4.1m space.

Wherever and whenever, users could reach out to the brand using the hashtag #UpgradeToIKEA, and the truck would set out to deliver their nap, ASAP.

Running daily from 10am to 10pm from 22 February to 6 March 2018, the campaign achieved more than just helping the UAE catch up on sleep. The trucks served as a great mobile advertisement for their new bedroom range, which offered great solutions, even for the smallest of spaces.

Following its success, the campaign spread across the MEA region, reaching as far as Cairo. The online response was huge, reaching over 78,000 engagements and 330 million impressions, so it's no surprise that the campaign also made headline news.

As a result of the campaign, IKEA has seen a 10% increase in bedroom sales and was also nominated for a 2018 MEPR Award.



Follow

Nap delivered! Thank you, @IKEAUAE. The weather was perfect for the 15-min break. ❄️ I also got free slippers and a sleeping mask! #UpgradeToIKEA



8:51 am - 25 Feb 2018

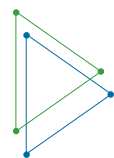
3 Retweets 15 Likes

IKEA UAE

1 3 15

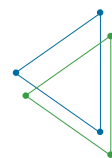






# HOT CAMPAIGN: USA

BY CREATIVE CULTURE



## A cause worth fighting for: Nike and Colin Kaepernick



America's political climate has been fairly tense over the past few years. This atmosphere extends far beyond the interactions of those in charge of the country, with celebrities such as film stars, musicians and athletes standing up for their beliefs. In 2016, former American football quarterback Colin Kaepernick went viral when he began kneeling during the National Anthem, in protest of the social injustices occurring across the country.

While some, including President Donald Trump, called for his immediate dismissal, citing his actions as anti-American, others saw it as a peaceful protest for social change. The movement spread, and Kaepernick was soon joined by other members of the 49ers, along with those from other teams, in what was named the "TakeAKnee" movement.

In March 2017, Kaepernick chose not to continue playing for the 49ers. Since opting out of his contract, he

has not been picked up by any other team. Though no longer playing for the NFL, he has vowed to continue standing up for social injustice, donating \$1 million this year to charities supporting oppressed communities.

In September 2018, four months after the NFL's decision to ban kneeling during the National Anthem, Nike released their latest #JustDolt campaign, featuring none other than Colin Kaepernick. The original print ad is a close-up of Kaepernick's face, overlaid with the words "Believe in something. Even if it means sacrificing everything." Two days later, the full-length advert was released on social media.

The campaigns quickly made headlines, with "Just Do It" and "Nike" trending on Twitter. Unsurprisingly, it was also met with a fair share of backlash through the use of hashtags such as #NikeBoycott and #justburnit.

Despite 32% of consumers aged 18-34 and 37% of those aged 35-44 disagreeing with the ad, Nike gained 170,000 new Instagram followers. More impressively, the brand's overall value increased by \$6 billion. While not all of this can be attributed to the Just Do It campaign alone, it certainly played a part.





# Algeria

## Quick Facts

Currency	Algerian Dinar (DZD)	
Biggest Cities	Algiers — Capital, Oran, Constantine	
Main and Official Language(s)	Arabic, Berber, French (for business)	
Average Level of English	Low proficiency	English is taught from middle school onwards, but many discontinue the subject.
Form of Government + Media Status	Republic Restricted (Algeria ranks 136th out of 180 countries)	Semi-presidential people’s republic. Algeria’s post-colonial development was shaped by a socialist government, the remnants of which are still evident in the state-dominated economy.
Largest Broadcaster(s)	TV: Télévision Algérienne, Canal Algérie, Algérie 3, TV Tamazight 4, Coran TV 5.	
Main Social Media Platforms (B2B, B2C)	YouTube Facebook	
Largest Industries	Petroleum oils (crude) — 41% Petroleum gases — 40% Petroleum oils (refined) — 14%	
Top Brands	Sonatrach Sonelgaz Orascom Telecom Algérie Algérie Télécom	Top brands correspond to the fact that oil and gas are the largest industries.
Largest PR Firms	Pros de la presse Grayling — Algeria TBWA\DJAZ Pi-relations PR Factory Pi-Agence ACS J2M Communication Orianis	Although Algeria has one of the highest levels of press freedom in the MENA region, there is a sense of wanting to ‘stay under the radar’. Hence, there is an inevitable, centralised, top-down, state-influenced PR landscape in Algeria.

### Also good to know

## Visitor and Business Tips



Emergency Contacts	Police — 17 Fire/Ambulance — 14
Dialling Code	+213
Taxis	If you want to book a taxi pick-up, ask for recommended drivers at your hotel. Short trips across town should not cost more than 500 Dinar, though prices are higher between 9pm and 5am. The Algerian equivalent of Uber is an app called Yassir, launched in 2018.
Tap Water	Most likely fine, especially in large urban areas. Bottled water is recommended for the first few weeks though.
Tipping	10-15% recommended.
Greetings	Very professional: Greet people with “Madame” or “Monsieur”. Shake hands and ask about their health (“Are you well?”).
Punctuality	Respected, but not vital.
Business Meeting Etiquette	Don’t invite out to lunch/dinner until trust/relationship is built.
Other	Algeria is a largely Muslim country and, in line with that, women are often expected to dress modestly. Good 4G coverage in urban areas (esp. Algiers), but none in rural.

# Armenia

## Quick Facts

Currency	Armenian Dram (AMD)	It's advisable to carry US Dollars for exchange in the country.
Biggest Cities	Yerevan — Capital, Gyumri, Vanadzor	The country is split into 10 provinces, each with their own capital.
Main and Official Language(s)	Armenian, Russian	Armenian is the only official language and is spoken as a first language by the majority of the population. Russian is by far the most common foreign language.
Average Level of English	Basic	
Form of Government + Media Status	Parliamentary republic Restricted	Armenia has a unicameral parliament which has four main parties. They have largely good foreign relationships, except with neighbouring countries Turkey and Azerbaijan.
Largest Broadcaster(s)	Press: Aravot. TV: Armenia TV, PTA — Public TV of Armenia.	
Main Social Media Platforms (B2B, B2C)	Facebook	
Largest Industries	Mining Brandy Diamond processing	The tech industry in Armenia is growing. Largest exports: diamonds, machinery and primary agricultural goods.
Top Brands	Armenia Wine Ucom SAS Group Yeremyan Projects Ashtarak Kat	
Largest PR Firms	Aragil Online Marketing WEDO Targeting LLC VECTO Persona Grata Group	

### Also good to know

## Visitor and Business Tips



Emergency Contacts	Fire — 101 Police — 102 Ambulance — 103
Dialling Code	+374
Taxis	Taxis can be used at short notice and can take you almost anywhere in the country. They tend not to have meters, so agree on a price before leaving (approx. 100 Drams per km). Uber equivalents: “GG Taxi” or “Yandex”. They are both reliable and fairly priced.
Tap Water	Generally safe to drink.
Tipping	Average 10%.
Greetings	Greet men with a long, firm handshake. Women greet women with a hug and kiss on the cheek.
Punctuality	Important: don't be offended if the host is late, this is normal.
Business Meeting Etiquette	Don't take offence if you're interrupted. Armenians are very friendly and will likely invite you to dinner/lunch. Lengthy toasts are common.
Other	EU passport holders don't need a visa and can stay for up to 180 days per year. Urban areas have good 4G coverage. Female visitors might attract unwanted attention when walking alone at night, so be vigilant. Smoking is banned in public places.

### Local Association

Armenian Public Relations Association (APRA)

apra.am  
info@apra.am



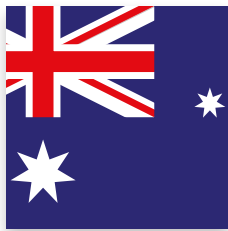
# Australia

## Quick Facts

Currency	Australian Dollar (AUD)	
Biggest Cities	Canberra — Capital, Sydney, Melbourne, Brisbane	
Main and Official Language(s)	English	
Average Level of English	Fluent	
Form of Government + Media Status	Federal parliamentary constitutional monarchy Free press	Australia is largely politically stable and has the 10th highest income per capita.
Largest Broadcaster(s)	TV: ABC, SBS. There are three main metropolitan networks: The Seven Network, Nine Network and Network Ten.	News Corp Australia is one of Australia’s largest media companies.
Main Social Media Platforms (B2B, B2C)	Facebook LinkedIn Instagram	
Largest Industries	Financial Services Mining Manufacturing Telecommunications	
Top Brands	Telstra Commonwealth Bank ANZ Woolworths Coles	
Largest PR Firms	Ogilvy The Herd Agency Red Agency Parker & Partners Hill + Knowlton	

Also good to know

## Visitor and Business Tips



Emergency Contacts	000
Dialling Code	+ 61
Taxis	Taxis are reliable and Uber is an option in most cities. Taxi from airport to city centre should cost around \$40-55.
Tap Water	Safe.
Tipping	Not expected, but appreciated.
Greetings	Handshake is standard.
Punctuality	Important.
Business Meeting Etiquette	Gifts aren’t part of business etiquette. If you invite people for dinner, it is expected that you pay.
Other	4G coverage as standard in all urban areas, though much less consistent in rural parts of the country. A round at a pub/bar is called a “shout” and everyone is expected to take their turn at contributing.

### Local Association

Public Relations Institute of Australia (PRIA)

pria.com.au  
membership@pria.com.au

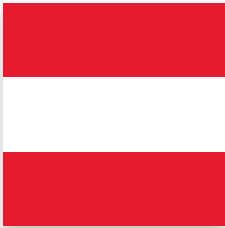
# Austria

## Quick Facts

Currency	Euro (EUR)	
Biggest Cities	Vienna — Capital, Graz, Linz	
Main and Official Language(s)	Austrian German, Hungarian, Slovenian, Burgenland Croatian, Czech, Slovak, Romani, ÖGS (Austrian Sign Language)	
Average Level of English	Good	Especially in Vienna.
Form of Government + Media Status	Federal parliamentary republic Free press	
Largest Broadcaster(s)	Press: Die Presse (Daily), Kronen Zeitung (Mass circulation), Der Standard (Daily). TV: ORF — The Austrian Broadcasting Company (largest TV and radio broadcaster).	
Main Social Media Platforms (B2B, B2C)	Facebook	
Largest Industries	Service sector Construction Machinery	
Top Brands	Red Bull Swarovski Novomatic Spar ÖBB	
Largest PR Firms	Grayling Austria Ecker & Partner Rosam.Grünberger ikp	

Also good to know

## Visitor and Business Tips



Emergency Contacts	Emergency telephone number (Euronotruf) — 112 Fire — 122 Police — 133 Ambulance — 144
Dialling Code	+43
Taxis	Taxis can be expensive in Vienna, but Uber is functional and often reasonably priced in comparison. However, the Uber app has been ruled as offering unfair advantage over existing traditional taxi services (as of 9 October 2018).
Tap Water	Safe.
Tipping	10-15% recommended, often rounded up to the nearest €1 or €5.
Greetings	Handshake is standard, and it is important to greet each person in the room this way (including children). Female visitors may be kissed on the hand, though this is not expected.
Punctuality	Very important.
Business Meeting Etiquette	If invited for dinner, it is customary to bring a gift.
Other	If travelling around the country, it is recommended to use the trains as internal flights are often expensive. For most transactions, cash is still the preferred payment method, although electronic payment facilities (including contactless) are now widely implemented even for smaller amounts.

### Local Association

Public Relations Verband Austria (PRVA)

prva.at  
info@prva.at



# Bahrain

## Quick Facts

Currency	Bahraini Dinar (BHD)	
Biggest Cities	Manama — Capital, Riffa, Muharraq	
Main and Official Language(s)	Arabic	
Average Level of English	Somewhat proficient	Regarded as one of the most proficient in the Gulf region.
Form of Government + Media Status	Constitutional monarchy Free press	
Largest Broadcaster(s)	<b>Press:</b> Gulf Daily News, Daily Tribune, Akhbar al Khaleej, Al-Ayam, Al-Bilad, Al-Watan (all private press sources). <b>TV/Radio:</b> Bahrain Radio and TV Corporation (run a number of free Arabic and English channels, including a dedicated sports channel), OSN (runs various paid channels).	Broadcasters are monitored quite closely by the government and journalists can be prosecuted for “undermining” the state and religion. Self-censorship is widespread.
Main Social Media Platforms (B2B, B2C)	Facebook (332,180 users as of 2018) Twitter (61,000)	
Largest Industries	Petroleum (processing and refining) Aluminium melting Fertilizers Islamic and offshore banking	High-income country.
Top Brands	Aluminium Bahrain GFH Financial Group Bank of Bahrain and Kuwait Batelco	
Largest PR Firms	Albayan Media Group ASDA'A Burson-Marsteller	

Also good to know

## Visitor and Business Tips



Emergency Contacts	National emergency call centre: 999 (Fire, Police, Ambulance)
Dialling Code	+973
Taxis	When using taxis, ensure you ask the taxi driver to turn on the meter so that you’re charged correctly — otherwise you risk being drastically overcharged.
Tap Water	Tap water is most often unsafe to drink, so do not use tap water for drinking or freezing (for ice cubes).
Tipping	10-15% recommended.
Greetings	Arabs shake hands a lot, so practicing personal hygiene in this regard is beneficial (e.g. washing hands after using the bathroom). Most Arabs are very religious and will not touch a person of the other sex when greeting. Therefore, if you’re a man, don’t shake hands with a woman unless she extends her hand to you. If you’re a woman, don’t shake a man’s hand unless it’s extended first to you. A smile and a nod will suffice in such instances.
Punctuality	Important.
Business Meeting Etiquette	It is customary to begin meetings with small talk to break the ice. Don’t be surprised if your meetings are casually interrupted (by higher managers or dignitaries out of respect for their status) as this is common. Always carry business cards and exchange them with hosts. The word “Tafaddal” is used when a host offers something as a sign of hospitality, e.g. snacks or a seat.
Other	Don’t present the soles of your feet to Arabs — e.g. when sitting cross-legged. This is usually an insulting gesture.

# Belgium

## Quick Facts

Currency	Euro (EUR)	
Biggest Cities	Antwerp, Ghent, Charleroi, Liège, Brussels — Capital	
Main and Official Language(s)	French, Flemish (Dutch dialect), German	
Average Level of English	Good	English is increasingly used in higher education.
Form of Government + Media Status	Monarchy Free press	Federal parliamentary democracy under constitutional monarchy.
Largest Broadcaster(s)	Belgian channels for the Flemish area: TV: VTM, Medialaan, SBS Belgium.  Belgian channels for the French area: TV: RTBF, RTL group.	
Main Social Media Platforms (B2B, B2C)	Facebook YouTube	
Largest Industries	Metallurgy Steel Textiles	
Top Brands	KBC BDO International AB InBev Proximus Colruyt	
Largest PR Firms	ICF Mostra Akkanto SA	

Also good to know

## Visitor and Business Tips



Emergency Contacts	Police — 101 Ambulance and Fire — 112
Dialling Code	+32
Taxis	Uber is operational in Brussels, though other reliable and affordable taxi options are available along more traditional routes (taxi ranks, etc.).
Tap Water	Safe.
Tipping	10-15% recommended.
Greetings	Shake hands of all present. Swap business cards (to honour your hosts, have them printed in their language, being sensitive to the linguistic differences across the country).
Punctuality	Important.
Business Meeting Etiquette	Dinners and social occasions aren't necessary, but often appreciated. If you invite someone for dinner, you should pay. If invited to a person's house for dinner, it is rude to ask for a tour of the house.
Other	

### Local Association

Belgium Public Relations Consultants Association (BPRCA)

bprca.be  
info@bprca.be



# Brazil

## Quick Facts

Currency	Real (BRL)	
Biggest Cities	São Paulo, Rio De Janeiro, Brasília — Capital	
Main and Official Language(s)	Brazilian Portuguese	
Average Level of English	Low proficiency	It is likely that business meetings will be conducted in English if that is the common language. English is often spoken as a second language especially in urban areas that attract tourists.
Form of Government + Media Status	Republic Free press	
Largest Broadcaster(s)	<b>Press:</b> O Dia, O Globo, Jornal do Brasil (Rio daily press), Folha de São Paulo, O Estado de São Paulo (São Paulo and general daily press), O Correio Braziliense (Brasília and general daily press). <b>TV:</b> Grupo Globo/ Rede Globo (Market leader for TV), Grupo Bandeirantes. <b>Radio:</b> BandNews FM (FM radio), Agência Brasil (state-owned).	Grupo Globo is an influential news and media outlet across a number of platforms.
Main Social Media Platforms (B2B, B2C)	Facebook YouTube Pinterest Twitter WhatsApp (widely used even commercially)	
Largest Industries	Petrochemicals Steel Automotive Consumer goods	
Top Brands	Nestlé O Boticário Google Colgate Natura	
Largest PR Firms	In Press Porter Novelli RMA Edelman Ideal H + K Strategies CDN	

Also good to know

## Visitor and Business Tips



Emergency Contacts	Ambulance — 192 Police — 190 Fire — 193
Dialling Code	+55
Taxis	Taxis are common throughout urban areas, they can be hailed from the street or through apps such as 99Taxis or EasyTaxi. Uber is also available in large urban cities.
Tap Water	In general it is not safe. Use bottled water for drinking, brushing teeth and making ice.
Tipping	Tipping isn't expected, but appreciated. Recommended at around 10%. It is normally included in the bill.
Greetings	Handshake for men. Handshake or a kiss on both cheeks is customary.
Punctuality	Important, but don't be offended if your hosts are 30+ minutes late.
Business Meeting Etiquette	Building relationships is important as Brazilian business people will often seek to negotiate and work with individuals they know and are friendly with. Small talk is important and is often the starting point for meetings.
Other	Crime rates are high, especially in certain urban areas (e.g. in Rio), so avoid walking alone at night or more generally with expensive phones/ watches/cameras on show. It's recommended to use ATMs in malls or banks rather than on the street (for safety reasons). Good 4G coverage in all urban areas. Malaria is a danger in certain northern regions, so be wary and take precautions where necessary. Due to recent outbreaks, it is also recommended to have a yellow fever jab before visiting Brazil. Please check the list of cities where the jab is recommended.

### Local Association

Brazilian Association of Communication Agencies (ABRACOM)

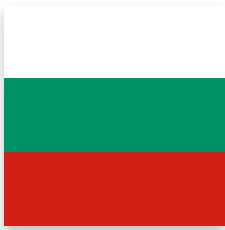
abracom.org.br  
carlos.carvalho@abracom.org.br

# Bulgaria

## Quick Facts

Currency	Bulgarian Lev (BGN)	<div>Also good to know</div>
Biggest Cities	Sofia — Capital, Plovdiv, Varna	
Main and Official Language(s)	Bulgarian	
Average Level of English	Reasonably good in Sofia and seaside cities and resorts, but overall few people speak good English. Younger generations usually speak English, at least enough to understand and help you out. However, for people over 40, don't have high expectations. You'll actually have better chances if you speak Russian with them.	
Form of Government + Media Status	Republic Free press	
Largest Broadcaster(s)	<b>Press:</b> Dnevnik, 24 Chasa, Telegraf, Trud, Presa, Monitor, Standart, Sega, Kapital. <b>TV:</b> BNT (Bulgarian National Television), bTV, Nova TV. <b>Radio:</b> BNR (Bulgarian National Radio), Darik Radio, BG Radio.	
Main Social Media Platforms (B2B, B2C)	Facebook YouTube	
Largest Industries	IT Telecommunications Tourism Manufacturing	
Top Brands	bTV, HAPPY Bar & Grill restaurants Devin mineral water DSK Bank Mtel telecom Bioprograma tea	
Largest PR Firms	Publicis One DD Agency APRA Porter Novelli United Partners M3 Communications	

## Visitor and Business Tips



Emergency Contacts	112
Dialling Code	+ 359
Taxis	Always use yellow taxis. Check the rates on the side of the passenger door and how much it will cost before getting in a taxi. Be sure to call a registered taxi rank in order to book.
Tap Water	Mostly fine, but it is chlorinated so can contain weak strains of E. coli which some foreigners may not be immune to. For the first few weeks, it is recommended to drink bottled water.
Tipping	10% recommended.
Greetings	Handshake is standard. At an official meeting, remember to shake hands with everyone there, and introduce yourself using your formal surname(s). You need to build business relations before being able to use first names. Moreover, it is common practice to exchange business cards at the first meeting.
Punctuality	Important, but don't be offended if hosts are a little late or if the first meeting seems or feels informal. Planning ahead is not Bulgarians' strong point. They prefer to take things as they come. Meetings can be lengthy, so allow plenty of time.
Business Meeting Etiquette	Bulgarians aren't deadline-oriented, so things might overlap — leave time between meetings to account for this. It is important to cultivate some kind of friendly or social relationship. Bulgarians like to do business face-to-face, therefore visiting the country is a vital step to meet and get to know local partners and potential clients. It may mean you will need to stay for some time in Bulgaria or be prepared to make several trips to further relations with your contacts. When discussing your potential services and business, keep eye contact with those you are talking to. If eye contact is not maintained, Bulgarians may deem you insincere and untrustworthy. It takes a long time for Bulgarians to build up trust with new clients. Business dress code is similar to that of other countries and depends primarily on the industry and working environment. In some business areas, less formal attire is acceptable, but wearing revealing or provocative clothing is not acceptable. Men are expected to wear suits and women a similar attire — formal and conservative, yet stylish. Conservative clothing is preferred.
Other	Gift giving: as corruption is widespread, giving gifts when doing business is a delicate matter. It is better to give an 'original' gift instead of an expensive one, which could be perceived in a number of different ways. Most conventional gifts: branded office material such as promotional notepads, pens, corporate calendars, organisers, post-it notes, clocks and ashtrays. Another traditional gift is a bottle of fine wine, sometimes combined with wine glasses, a wine rack or box of luxury accessories (e.g. a thermometer, corkscrew, stopper), as well as luxury chocolate or a dessert. Gifts should be relative to the social status and highly respected clients should receive more attention and a more personal gift. The Bulgarian economy offers a number of advantages and disadvantages to people who consider establishing a business there. One of the weaknesses is the (still unresolved) problem of bribery and corruption. Business corruption is becoming less and less common, since entrepreneurs and companies have stopped paying 'taxes' to government officials for various undisclosed services. Don't expect an answer straight away. People in Bulgaria are more laid back than in other countries. You will need to have a certain amount of patience and wait for their answers when dealing with them. There are no specific taboos in Bulgaria. However, Bulgarians have a fairly conservative attitude towards homosexuality. There is no legal recognition of same-sex couples in Bulgaria. Discrimination based on sexual orientation is forbidden in the areas of employment, housing, education and the provision of goods and services. It's a good idea to learn a few words of the local language. This shows that you're involved in your stay, the locals really appreciate it and it will facilitate your integration.

### Local Association

Bulgarian Association of Public Relations Agencies (BAPRA)

bapra.bg  
office@bapra.bg

# Canada

## Quick Facts

Currency	Canadian Dollar (CAD)	Also good to know
Biggest Cities	Toronto, Montreal, Vancouver, Calgary, Ottawa — Capital, Edmonton	
Main and Official Language(s)	English and French	
Average Level of English	Fluent	
Form of Government + Media Status	Federal parliamentary constitutional monarchy Free press	
Largest Broadcaster(s)	Press: The Globe and Mail, Toronto Star, Le Journal de Montréal, National Post. TV: CBC (English language), SRC (French language).	
Main Social Media Platforms (B2B, B2C)	Facebook (B2C) Twitter LinkedIn Pinterest	
Largest Industries	Real Estate Manufacturing Mining (quarrying and oil/gas extraction) Agriculture and forestry	
Top Brands	RBC TD Bell Scotiabank Bank of Montreal Desjardins Group	
Largest PR Firms	Res Publica Environics Communications North Strategic Veritas Communications Tact Intelligence-conseil	

## Visitor and Business Tips



Emergency Contacts	911
Dialling Code	+1
Taxis	Average fair for a taxi \$10-30. Uber is operational in most urban areas.
Tap Water	Safe.
Tipping	1-2%.
Greetings	Handshake is standard.
Punctuality	Important.
Business Meeting Etiquette	As there are different languages spoken in different regions, it is appropriate to have business cards printed in both English and French to be sensitive to this. In a group of multi-lingual people, it is considered rude if you speak a language that is not spoken by all present. It is worth making an effort to be friendly with business hosts as business is, like in many places, often contingent on a sense of trust and familiarity.
Other	American population/history is a touchy subject. Because of its history, customs and politics, Québec holds a special place in Canada. There are many cultural differences between this province and the Anglophone ones (e.g. advertising studies have shown that the most important value in Ontario is honour, whereas in Québec it is pleasure). The separatist movement in Québec is a touchy subject, especially in Anglophone provinces such as Ontario, Saskatchewan and Alberta. One of the largest banks in Québec, Desjardins Group, is a financial cooperative. One of the largest banks in New-Brunswick, UNI, is a financial cooperative. Hockey is the national sport. Montreal and Toronto are rival cities. So are Vancouver and Calgary. Canadian English is mostly written the British way (e.g. “colour”). In Québec, adding both taxes appearing on a restaurant/pub bill will indicate the minimum amount for the tip. Canada is a realm within the Commonwealth of Nations, and Queen Elizabeth II is thus the head of state. However, the country is run by a Prime Minister.

### Local Association

Canadian Council of Public Relations Firms (CCPRF)

ccprf.ca  
judylewis@strategicobjectives.com



# China

## Quick Facts

Currency	Chinese Yuan/Renminbi (CNY)	Also good to know
Biggest Cities	Shanghai, Beijing — Capital, Tianjin	
Main and Official Language(s)	Mandarin Chinese (Simplified & Traditional — only in Hong Kong)	
Average Level of English	In the major cities, it's much better than elsewhere. There's an above 50% English language proficiency in Shanghai and Beijing	
Form of Government + Media Status	Republic Restricted	
Largest Broadcaster(s)	Press: Yomiuri Shimbun, Asahi Shimbun, USA Today. TV: CCTV — China Central Television (state broadcaster). Radio: China Radio International, China National Radio.	
Main Social Media Platforms (B2B, B2C)	WeChat Renren Sina Weibo	
Largest Industries	Manufacturing Mining	
Top Brands	Tencent Holdings Ltd. China Mobile Alibaba Group China National Petroleum Corporation Shanghai Automotive Industry Corporation HUAWEI	
Largest PR Firms	Blue Focus CYTS-Linkage Public Relations Consulting co. Ltd. Golin Asia Edelman Beijing Hill + Knowlton Strategies MSL	

## Visitor and Business Tips



Emergency Contacts	Police — 110 Ambulance — 120 Fire — 119 Traffic accident — 122 (the department of transportation reports the accident)
Dialling Code	+86
Taxis	It's recommended to pay cash. WeChat or Alipay are becoming more common ways of paying in China. If hailing a taxi, it's useful to know the name of the place you're going in Chinese — even more so to have it written down (in Chinese characters). Uber equivalent: Didi Chuxing.
Tap Water	In general, it's not safe — so use bottled water where possible (for drinking, brushing teeth and making ice).
Tipping	Not commonplace (and often not accepted at restaurants). One exception: tour guides depend on tips for a large proportion of their pay.
Greetings	Swapping business cards is key. When you accept a business card, take it with both hands, and look at it carefully as this is a sign of respect. Bowing slightly is also respectful. Don't give gifts in a business context as this can be seen as bribery.
Punctuality	Vital.
Business Meeting Etiquette	Show respect for authority, particularly the elderly. Avoid talking about politics. If you invite someone for a meal, it's expected that you pay. Show respect to the government.
Other	Many sites are banned in China: Google (Gmail, Google Maps, Google.com etc.) Facebook YouTube Twitter Instagram

# Croatia

## Quick Facts

Currency	Croatian Kuna (HRK)	
Biggest Cities	Zagreb — Capital, Split, Rijeka, Osijek, Zadar	
Main and Official Language(s)	Croatian	
Average Level of English	Good	Many people speak English. This will be particularly true at a business level and in urban, tourist hotspots.
Form of Government + Media Status	Parliamentary republic Free press	High levels of press freedom and independence.
Largest Broadcaster(s)	Press: Večernji list, Jutarnji list, Slobodna Dalmacija, Novi list. TV: HRT — Croatian TV (public), RTL Televizija (private), Nova TV (private). Radio: Croatian Radio (public), Radio 101 (private), Otvoreni Radio (private).	TV and the Internet are the main sources for news and media.
Main Social Media Platforms (B2B, B2C)	Facebook Instagram	
Largest Industries	Shipbuilding Construction Petrochemicals Tourism	
Top Brands	Podravka Pliva Kraš INA Končar Vindija Vegeta Cedevita	
Largest PR Firms	404 Millenium promocija Alert Komunikacijski laboratorij Media Val IMC	

### Also good to know

## Visitor and Business Tips



Emergency Contacts	General — 112 Police — 192 Fire brigade — 193 Ambulance — 194
Dialling Code	+385
Taxis	Standard taxis are metered so they are consistent, but it's worth checking each time you get into a taxi what the fare will roughly be. Uber is operational along the coast and in the main urban areas.
Tap Water	Generally safe.
Tipping	Expected. 10-15% recommended.
Greetings	Handshake is standard.
Punctuality	Important.
Business Meeting Etiquette	It's worth engaging in small talk and being friendly. Don't address people by their first name unless invited to. Gifts aren't necessary.
Other	High corruption in public sector. Judicial system slow and ineffective.

# Cyprus

## Quick Facts

Currency	Euro (EUR)	
Biggest Cities	Nicosia — Capital, Limassol, Larnaca	
Main and Official Language(s)	Greek, Turkish, Armenian, Cypriot Arabic	
Average Level of English	Fairly good	According to the “Eurobarometer”, 76% of people in Cyprus can speak English.
Form of Government + Media Status	Republic Free press	The Republic of Cyprus is the sole legitimate state recognized by the international community. The north of the country is, de facto, under Turkish control (self-declared Turkish Republic of Northern Cyprus).
Largest Broadcaster(s)	Press: Cyprus Mail (daily), The Cyprus Weekly, Phileleftheros, Politis. TV: Cyprus Broadcasting Corporation (CyBC), ANT1, Mega TV, Sigma TV. Radio: CyBC, Radio Proto, Radio Astra, ANT1 FM.	
Main Social Media Platforms (B2B, B2C)	Facebook	
Largest Industries	Tourism Food and beverage processing Cement Ship repair	
Top Brands	Allbiz ASBIS	
Largest PR Firms	Action Global Communications PR Partners	

### Also good to know

# Visitor and Business Tips



Emergency Contacts	112
Dialling Code	+ 357
Taxis	Taxis aren’t usually too expensive, but an Uber equivalent — nTaxi — is probably the cheapest and most reliable option.
Tap Water	Generally safe.
Tipping	Expected. 10-15% recommended.
Greetings	Handshake is standard.
Punctuality	Important, but don’t be offended if your Cypriot business partner arrives late.
Business Meeting Etiquette	Small gifts are well accepted at the start of (first) meetings with Cypriot business hosts. Respect for authority is important, in line with age.
Other	



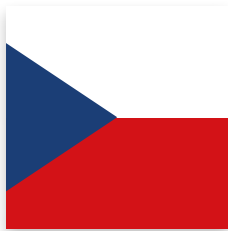
# Czech Republic

## Quick Facts

Currency	Czech Koruna (CZK)	
Biggest Cities	Prague — Capital, Brno, Ostrava	
Main and Official Language(s)	Czech	
Average Level of English	High level of proficiency (depending on social status and job demands)	
Form of Government + Media Status	Republic Free press	
Largest Broadcaster(s)	<b>Press:</b> Lidové Noviny, Mladá Fronta DNES, Právo, Blesk, The Prague Post, Hospodářské noviny, IDNES. <b>TV:</b> TV Nova, TV Prima, Czech TV, ČT24. <b>Radio:</b> Czech Radio, Frekvence 1, Radio Impuls, Evropa 2. <b>Online news:</b> Seznam.cz (used instead of Google by many citizens).	The Czech Republic has a robust democratic tradition, a highly-developed economy, and a rich cultural heritage.
Main Social Media Platforms (B2B, B2C)	Facebook Instagram Pinterest	
Largest Industries	Automotive Engineering Steel production Pharmaceuticals	The automotive industry accounts for around 28% of the Czech manufacturing output and is the country's largest single industry.
Top Brands	Student Agency Kofola Škoda Auto Pilsner Urquell Becherovka Seznam	
Largest PR Firms	Grayling — Czech Repulic Passion Communications s.r.o. AMI Communications Donath Business & Media Native PR EMC Public Relations PLEON Impact Botticelli PR	

Also good to know

## Visitor and Business Tips



Emergency Contacts	General — 112 Ambulance — 155 Fire — 150 Police — 158
Dialling Code	+420
Taxis	Uber is operational in Prague (additionally Taxify). Taxis are metered so generally consistent, though Uber is more affordable (be careful with scams, a lot of taxis overcharge tourists).
Tap Water	Generally safe.
Tipping	Expected. 10% recommended.
Greetings	Handshake is sufficient (no kissing on the cheeks).
Punctuality	Extremely important.
Business Meeting Etiquette	Business is hierarchical, so respect authority. Initial meetings are scheduled as introductions to get to know each other and to build trust with your Czech associates.
Other	

### Local Association

Czech Association of Public Relations Agencies (APRA)

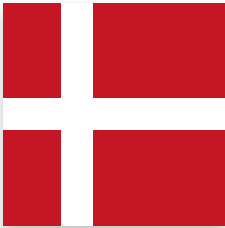
apra.cz  
info@apra.cz

# Denmark

## Quick Facts

Currency	Danish Krone (DKK)		
Biggest Cities	Aarhus, Odense, Copenhagen — Capital		
Main and Official Language(s)	Danish		
Average Level of English	High proficiency		
Form of Government + Media Status	Constitutional monarchy Free press		The Kingdom of Denmark also comprises two autonomous constituent countries in the North Atlantic Ocean: the Faroe Islands and Greenland. Faroese and Greenlandic are the official languages of the Faroe Islands and Greenland respectively.
Largest Broadcaster(s)	Press: Politiken, Berlingske, Morgenavisen Jyllands-Posten, Ekstra Bladet and B.T. TV: TV 2, DR 1 and TV 3. Radio: Danmarks Radio (DR), Nova FM and Radio24syv.		A large majority (86%) of Danes speak English as a second language.
Main Social Media Platforms (B2B, B2C)	Facebook Instagram YouTube		The Government of Denmark operates as a cabinet government, where executive authority is exercised — formally, on behalf of the Monarch — by the Prime Minister and other cabinet ministers, who head ministries.
Largest Industries	Energy Transportation Pharmaceuticals Agriculture Tourism		Denmark's public broadcaster, Danmarks Radio (DR), operates six television channels and eight radio channels. It is funded by a licence fee which is charged to all Danish households with television sets, computers, smartphones or other devices with Internet access.
Top Brands	Maersk Arla LEGO Danske Bank Carlsberg		
Largest PR Firms	Noise PR Think PR Publico Kommunikation Frontpage	Kudos Kommunikation Kadaver Hill + Knowlton Text100 Denmark	

## Visitor and Business Tips



Emergency Contacts	112
Dialling Code	+ 45
Taxis	Licensed taxis are readily available and its cheaper to hail a taxi than pre-book one. Uber has withdrawn their services from Denmark due to many protests and fines but they are allegedly planning a comeback.
Tap Water	Safe.
Tipping	10% recommended (though service is often included in bills).
Greetings	Handshake is standard.
Punctuality	Very important.
Business Meeting Etiquette	Danish people can be very direct, especially within business contexts, so be prepared for that. Dinners/social events can be conducive to good business. If invited to dinner, it is customary to bring a gift or contribute to the meal by bringing an aspect of it.
Other	

### Local Association

Public Relations Branchen

kreakom.dk  
kresten@oxymoroncom.dk

# Egypt

## Quick Facts

Currency	Egyptian Pound (EGP)	Also good to know
Biggest Cities	Cairo — Capital, Alexandria, Giza	
Main and Official Language(s)	Egyptian Arabic	
Average Level of English	Basic	
Form of Government + Media Status	Republic Restricted	
Largest Broadcaster(s)	<p><b>Press:</b> Al-Ahram, Al Gomhuria, Al-Masry Al-Youm, Al-Shorouk, Al Youm Al Sabee, Egypt Independent, Daily News Egypt.</p> <p><b>TV:</b> Egyptian Radio and Television Union (ERTU), Dream TV, El-Mehwar, Al-Nahar, Al-Hayat, CBC, ONE.</p> <p><b>Radio:</b> ERTU, Nile FM, Nogoum FM.</p>	
Main Social Media Platforms (B2B, B2C)	Facebook YouTube	
Largest Industries	Natural gas Textiles Medical Petrochemicals	Egyptian media has a significant influence across the region. The TV and film industries provide much of the Arab-speaking world with shows from its Media Production City.  ERTU — operated by the government, quite influential.
Top Brands	Vodafone Orange Etisalat WE	
Largest PR Firms	TRACCS MEAComS Ketchum	

## Visitor and Business Tips



Emergency Contacts	Ambulance — 123 Police — 122 Fire — 180
Dialling Code	+20
Taxis	Taxis are increasingly metered, but it’s worth checking local rates to ensure you aren’t overcharged. It doesn’t hurt to check with the taxi driver what the approximate cost of the journey will be in advance. Uber is operational in Cairo. Careem is an Arab app for renting vehicles.
Tap Water	Not safe — use bottled water for drinking, brushing teeth and making ice.
Tipping	The Egyptian term for “tip” is “Baksheesh” and service workers will frequently use this term. 10% is the recommended amount, with 5-10 EGP recommended for maids and hotel assistants (e.g. helping with bags).
Greetings	Handshake (men). “Is salam alaykum” or just “salam” are common greetings both in Egypt and in the Middle East in general.
Punctuality	Important.
Business Meeting Etiquette	Very important to cultivate relationships with business people. No business is conducted on a Friday as this is the Islamic day of rest.
Other	



# Finland

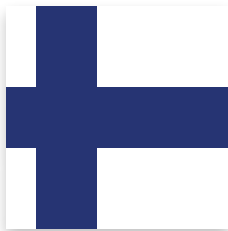
## Quick Facts

Currency	Euro (EUR)	
Biggest Cities	Helsinki — Capital, Espoo, Tampere	
Main and Official Language(s)	Finnish and Swedish	
Average Level of English	Proficient	
Form of Government + Media Status	Republic Free	
Largest Broadcaster(s)	<b>Press:</b> Helsingin Sanomat, Ilta-Sanomat, Hufvudstadsbladet, Kauppalehti, Taloussanomat. <b>TV:</b> Yleisradio Oy (YLE), MTV3, Nelonen (channel 4). <b>Radio:</b> YLE 1, The Voice, Radio Nova, NRJ.	
Main Social Media Platforms (B2B, B2C)	Facebook WhatsApp YouTube	
Largest Industries	Electronics Machinery Forest Industry	
Top Brands	Nokia Kone K-Group Elisa If insurance	
Largest PR Firms	Ahjo Communications Hill + Knowlton Spalt PR Republic of Communications Trenddeal PR Polhem PR Finland Zeeland Family Miltton Group	

### Also good to know

Finland’s broadcasting sector is dynamic. Public broadcasting company YLE, funded by tax, operates non-commercial radio and TV networks.

## Visitor and Business Tips



Emergency Contacts	112
Dialling Code	+ 358
Taxis	Uber is operational in Helsinki. Taxis are almost always metered, so you can always hail a taxi but it will be consistently priced. Tipping in taxis is rare, but rounding up is common.
Tap Water	Safe.
Tipping	Not commonplace, but welcome. 10-20% recommended.
Greetings	Handshake is standard, including for children.
Punctuality	Very important.
Business Meeting Etiquette	Business card exchange is important — look closely at your host’s business card to show respect. There is an evident divide between professional and personal relationships, so respect this in the workplace. Addressing people by their first name is common.
Other	Smoking inside is prohibited.

### Local Association

The Finnish Association of Marketing, Technology (MTL) and Creativity

mtl.fi  
info@mtl.fi

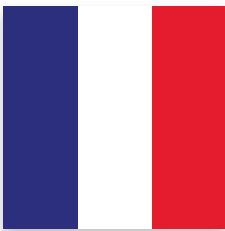
# France

## Quick Facts

Currency	Euro (EUR)	
Biggest Cities	Paris — Capital, Marseille, Lyon	
Main and Official Language(s)	French	
Average Level of English	Moderate	
Form of Government + Media Status	Republic Free	
Largest Broadcaster(s)	<b>Press:</b> Le Parisien/Aujourd’hui en France (the former is the Parisian region edition, the latter is national), Le Figaro, Le Monde, Les Echos, Libération. Ouest France is regional but widely read. <b>TV:</b> TF1, France 2, M6, France 3, France 5, Direct 8, TMC, BFM TV, W9. <b>Radio:</b> RTL, France Inter, NRJ, France Info, RMC, France Bleu, Europe 1, Skyrock, Nostalgie, Fun Radio.	Television is France’s most popular medium. The flagship network, TF1, is privately-owned and public broadcaster France Televisions is funded by the TV licence fee and advertising revenue.
Main Social Media Platforms (B2B, B2C)	Facebook YouTube Twitter	
Largest Industries	Energy Manufacturing and technology Aerospace Telecoms Automotive Transport Agriculture Retail and Tourism	
Top Brands	Louis Vuitton Hermès L’Oréal Paris Orange Chanel	
Largest PR Firms	MSL Group Havas PR Hopscotch Sopexa Rumeur Publique	

Also good to know

## Visitor and Business Tips



Emergency Contacts	European number — 112 Paramedics — 15 Police — 17 Fire — 18
Dialling Code	+ 33
Taxis	Taxis can be taken, though in Paris it can be very expensive (despite all being metered). Uber is often a cheaper and more reliable option in urban areas.
Tap Water	Safe.
Tipping	5-10% recommended, and approx. 3 Euros for hotel staff (e.g. doormen).
Greetings	Handshake — kiss on both cheeks if appropriate.
Punctuality	Important, but don’t be offended if French counterpart is late.
Business Meeting Etiquette	It is good practice to bring gifts to dinners. Avoid too much personal or small talk in business environments.
Other	

### Local Association

Syntec Conseil en Relations Publics

syntec-rp.com  
office@groupment-syntec.org

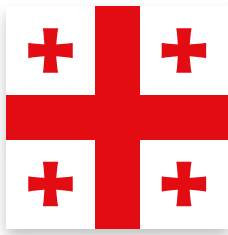
# Georgia

## Quick Facts

Currency	Georgian Lari (GEL)	
Biggest Cities	Tbilisi — Capital, Batumi, Kutaisi	
Main and Official Language(s)	Georgian	While Georgian is the official language, there are three other closely related languages (Svan, Laz and Mingrelian) concentrated in specific regions of Georgia. Each has less than 100,000 native speakers. Abkhazian is spoken in the Autonomous Republic of Abkhazia, and Ossetian in the Autonomous Republic of Ossetia. About 50% of Georgians aged over 20 also speak Russian, however the number is declining with the younger generation, who tend to learn English instead.
Average Level of English	Mixed — low to moderate proficiency	In tourist areas — most often urban centres — there is normally a decent level of English. This is also likely true within an international business context.
Form of Government + Media Status	Semi-presidential republic (multi-party) Free press	The president of Georgia is the head of state, while the Prime Minister is the head of government.
Largest Broadcaster(s)	<b>Press:</b> Rezonansi, Kviris Palitra, The Georgian Times, Georgia Today, The Messenger, Asaval-Dasavali. <b>TV:</b> Georgian Public TV, Rustavi-2, Imedi TV, Maestro TV, Kavkasia TV, Tabula, Obieqtivi, GDS. <b>Radio:</b> Georgian Public Radio, Radio Imedi, Fortuna FM, Mtsvane Talgha, Radio GIPA.	Television is the main source of news, and accounts for the lion’s share of the advertising market. There are dozens of cable operators and a handful of major commercial stations. Newspaper readership is generally low.
Main Social Media Platforms (B2B, B2C)	Facebook YouTube Pinterest Instagram	
Largest Industries	Agriculture (particularly viticulture, winemaking and production of mineral waters) Tourism Energy Mining	
Top Brands	Borjomi (mineral water) Saperavi, Sarajishvili and Tsinandali (wine and liquor) George Keburia and David Koma (fashion)	The fashion industry is booming in Georgia, although most Georgian-owned fashion houses are based in London or Paris.
Largest PR Firms	GEpra Khatia Communication	

### Also good to know

# Visitor and Business Tips



Emergency Contacts	112
Dialling Code	+ 995
Taxis	The most reliable option is the Taxify app. It is similar to Uber, is reliable and cheap. Yandex Taxi is also recommended.
Tap Water	Generally safe.
Tipping	Expected. 10% recommended.
Greetings	Handshake at first, perhaps single kiss on the cheek. Maintain eye contact during the greeting.
Punctuality	Important.
Business Meeting Etiquette	Meetings are often interrupted, so don’t take offence to this. Meetings are often conducted over lunch or dinner. Don’t shy away from getting to know someone personally as this is often the foundation of good business practice. Academic and professional titles are commonly used with the surname. Always wait until invited before moving to a first-name basis. Georgia is a hierarchical society and introductions are made in order of seniority, although women are often introduced first.
Other	4G coverage is consistent throughout urban areas, though can be less consistent in rural areas. Public wifi across all of Tbilisi but it’s not always reliable. Georgia is known for its warm hospitality, and guests are seen as a gift.

### Local Association

Association of Communications Agencies Georgia (ACAG)

www.acag.ge  
e.zhvania@gepra.ge



# Germany

## Quick Facts

Currency	Euro (EUR)	
Biggest Cities	Berlin — Capital, Hamburg, Munich	
Main and Official Language(s)	German	
Average Level of English	High proficiency	Most people in urban/tourist areas as well as in business contexts will speak good English.
Form of Government + Media Status	Federal parliamentary republic Free press	
Largest Broadcaster(s)	<b>Press:</b> Frankfurter Allgemeine Zeitung, Süddeutsche Zeitung, Die Welt, Frankfurter Rundschau, Handelsblatt, Focus, Der Spiegel, Die Zeit, Bild, The Local. <b>TV:</b> ARD, ZDF, RTL, n-tv, N24, DW-TV, Sky. <b>Radio:</b> ARD, Deutschlandradio, Deutsche Welle.	Germany's TV market is the largest in Europe.
Main Social Media Platforms (B2B, B2C)	Facebook Twitter Instagram	For B2B, Xing is commonly used.
Largest Industries	Automotive Chemicals Metal (iron and steel)	
Top Brands	Mercedes-Benz BMW T (Deutsche Telekom) Volkswagen Deutsche Bank Siemens	
Largest PR Firms	Ketchum Pleon mc Group fischerAppelt Hering Schuppener Scholz & Friends A&B Communications Oliver Schrott Kommunikation häberlein & mauerer	

Also good to know

## Visitor and Business Tips



Emergency Contacts	Police — 110 Fire and Ambulance — 112
Dialling Code	+ 49
Taxis	Generally well metered and consistent. Uber operates in Munich, Berlin and Dusseldorf.
Tap Water	Safe.
Tipping	It is common practice to round up to the nearest 5-10 Euro on a restaurant bill. Tips are otherwise advised — 5-10% is recommended.
Greetings	Handshake is standard.
Punctuality	Very important — avoid being late.
Business Meeting Etiquette	Germans are often characterised as being very frank and to-the-point. Don't be offended if this is the case. Personal compliments aren't commonplace and can cause embarrassment. Small talk isn't valued highly. Refrain from interruptions.
Other	Good 4G coverage in urban areas especially. Germany is divided into 16 constituent states where slight cultural region-specific differences may apply. Germany is internationally known for its rich culture and historical figures. Germans are particularly proud of their successful scientists, engineers, inventors as well as artists, philosophers, musicians, sportspeople and entrepreneurs. Germans hold quality, environmental issues and education in high regard.

### Local Association

German Public Relations Association (GPRA)

gpra.de  
info@gpra.de

# Ghana

## Quick Facts

Currency	Ghana Cedi (GHS)	
Biggest Cities	Accra — Capital, Kumasi, Sekondi-Takoradi	
Main and Official Language(s)	English	
Average Level of English	Proficient	
Form of Government + Media Status	Republic Free press	
Largest Broadcaster(s)	<b>Press:</b> Business & Financial Times, Daily Graphic, Daily Guide, The Ghanaian Times, The Finder, The Herald, The Statesman. <b>TV:</b> Ghana Broadcasting Corporation (GBC), TV3, Metro TV, UTV Ghana, ETV Ghana. <b>Radio:</b> Ghana Broadcasting Corporation (GBC), Adom FM, Peace FM, Joy FM, Citi FM, Happy FM.	There is a notable degree of media freedom in Ghana and broadcasters operate without significant restrictions.
Main Social Media Platforms (B2B, B2C)	Facebook	
Largest Industries	Manufacturing Telecommunications Private banking	
Top Brands	Newmont Golden Ridge Ltd. Scancom Ghana Limited (MTN Ghana) Ghana Oil Company Ltd. Goldfields Ghana Limited Vivo Ghana Limited	Top five of Ghana’s 100 leading companies according to the Ghana Investment Promotion Centre’s compilation (GIPC).
Largest PR Firms	Global Media Alliance Origin8 Ltd. Strategic Communications (Stratcomm)	

### Also good to know

## Visitor and Business Tips



Emergency Contacts	Police — 191 / 18555 (191 is the original designated toll-free police emergency number from both landlines and mobile phones. 18555 is an additional toll-free number available on the MTN, Vodafone and AirtelTigo mobile networks) Fire — 192/999 Ambulance — 193
Dialling Code	+233
Taxis	Taxis are reasonably priced, but be sure to negotiate a price before you get in. Recommended bargaining — start with a third of what the taxi driver offers and work from there. Tips are not expected, but you can offer them with small notes. Ride hailing services such as Uber and Taxify are also available, but in Accra and Kumasi only.
Tap Water	Not safe. Use bottled water for drinking, brushing teeth and making ice.
Tipping	Tipping isn’t commonplace, but is appreciated. In smaller eateries, 1 Cedi is generous. In more upscale establishments, a 5-10% tip is appreciated.
Greetings	Always greet a group of people beginning with the person farthest to your right, and moving anti-clockwise. Always use your right hand for handshakes. You are expected to address people formally with titles such as Mr./Mrs./Dr./etc. unless they request otherwise.
Punctuality	Important, but don’t be offended if your hosts are late. It is not unusual to arrive at an event to find that your host is not ready yet.
Business Meeting Etiquette	Always use your right hand to give and receive gifts. Ghanaians are generally tolerant, but avoid comments about religion or politics if possible, especially not in a derogatory way as you may cause offence. You are expected to show respect to elders. It is considered good manners to share, especially when it comes to food. Meetings typically begin with a prayer and small talk. Direct ‘let’s get to business’ style meetings aren’t the norm and this approach can be considered rude.
Other	Ghanaians are sociable and known for their hospitality. It is common for people to invite you to their homes or social functions, such as family parties and weddings, and offer gifts such as food and drink, even to complete strangers. Ghanaians also enjoy getting to know visitors. Do not be offended if questions (e.g. “Are you married?”/“How many children do you have?”) may seem a bit personal.

# Greece

## Quick Facts

Currency	Euro (EUR)	Also good to know
Biggest Cities	Athens — Capital, Thessaloniki, Patras	
Main and Official Language(s)	Greek	
Average Level of English	Moderate proficiency	
Form of Government + Media Status	Republic Free press	
Largest Broadcaster(s)	Press: Eleftherotypia, Ta Nea, Ethnos, To Vima, Kathimerini, Athens News Agency, Newsit, Nooz.gr. TV: NERIT, Mega TV, ANT1, Alpha TV. Radio: NERIT, Easy 972, Athina 9.84, Skai 100.3, Sfera 102.2.	Officially, the press is free, but there are a few restrictions.
Main Social Media Platforms (B2B, B2C)	Facebook Instagram	
Largest Industries	Tourism Shipping Agricultural products	
Top Brands	OTE AB Vassilopoulos Aegean Jumbo ATEbank Alpha Bank Bank of Greece Cosmote	
Largest PR Firms	Asset Ogilvy PR Communication Effect Infonet Communication IKON Porter Novelli Hill + Knowlton Strategies Orange Advertising Apr Ltd Communications	

## Visitor and Business Tips



Emergency Contacts	112
Dialling Code	+ 30
Taxis	Uber is operational in Athens. It is more common in Greece than in other European countries that tourists or visitors will be overcharged by taxi drivers. To avoid this: <ul style="list-style-type: none"><li>- Know where you're going.</li><li>- Use licensed taxis, e.g. at Athens airport there is a police monitored taxi rank that is clearly designated.</li><li>- The fare from the airport to the city centre should be around €40 in the day and €55 at night. Agree on a price close to this before getting into the taxi.</li><li>- Make sure the meter is running properly when you get in.</li><li>- Pay with smaller notes and be wary of sleight of hand (dropping and swapping for a smaller note, then demanding more money).</li></ul>
Tap Water	Generally safe.
Tipping	Rounding up on restaurant tabs is commonplace, though service charge is often included. If you wish to tip, 5-10% is recommended.
Greetings	Handshake is standard. However, in less formal settings, people tend to give a kiss on each cheek.
Punctuality	Punctuality is not highly regarded, though don't be more than 30 minutes late.
Business Meeting Etiquette	Don't be put off if meetings seem informal. Interruptions are common. If at a lunch or dinner, hold off on discussing business until the host brings it up.
Other	

### Local Association

Hellenic Association of Communications Agencies (EDEE)

edee.gr  
edee@edee.gr

# Hungary

## Quick Facts

Currency	Hungarian Forint (HUF)	
Biggest Cities	Budapest — Capital, Debrecen, Szeged	
Main and Official Language(s)	Hungarian	
Average Level of English	High proficiency	
Form of Government + Media Status	Republic Free press	There is free press, however it has been under tighter government control the last few years.
Largest Broadcaster(s)	<b>Press:</b> MTVA, Media Council, NMHH, Népszabadság, Magyar Hírlap, Magyar Nemzet, Népszava, Blikk, Magyar Idők, Lokal, Heti Világgazdaság, The Budapest Times. <b>TV:</b> Magyar Televízió (MTV), RTL Klub, TV2, Hír TV (News TV), Echo TV, ATV. <b>Radio:</b> Hungarian Radio, InfoRádió, Class FM, Lánchíd Rádió, Sláger FM.	Hungary’s private broadcasters compete with large public channels. Since it returned to power with a sweeping two-thirds majority in 2010, Hungary’s conservative Fidesz party has sought to tighten its control over the media, drawing criticism from advocates of media freedom and plurality.
Main Social Media Platforms (B2B, B2C)	Facebook Instagram YouTube	
Largest Industries	Food Processing Pharmaceuticals IT	
Top Brands	Zsolnay Porcelain Pick Szeged Prezi Szamos Wizz Air Zwack Unicum Magyar Telekom MOL Group OTP Bank Gedeon Richter	
Largest PR Firms	Emerald PR Urban Communications Café PR Flow PR MITTE Communications Eurolex Consulting PS Creative Agency NeoNoir Ogilvy PR Uniomedia	

Also good to know

## Visitor and Business Tips



Emergency Contacts	112
Dialling Code	+ 36
Taxis	Be careful when taking taxis as tourists and visitors are often overcharged. Uber is operational in Budapest.
Tap Water	Generally safe.
Tipping	10-15% recommended.
Greetings	Handshakes are standard in business contexts.
Punctuality	Important.
Business Meeting Etiquette	Small talk is common and Hungarians aren’t afraid of asking personal questions, even in business contexts (about family etc.). Clarity is much appreciated.
Other	

### Local Association

Hungarian PR Association (HuPRA/MPRSZ)

mprsz.hu  
mprsz@mprsz.hu



# India

## Quick Facts

Currency	India Rupee (INR)	
Biggest Cities	Mumbai, New Delhi — Capital, Kolkata	
Main and Official Language(s)	Hindi and English (also Bengali, Bodo, Gujarati, Kashmiri and other regional languages)	
Average Level of English	Moderate proficiency	Normally high level within businesses.
Form of Government + Media Status	Republic Free press	
Largest Broadcaster(s)	<b>Press/News Agencies:</b> The Times of India, The Hindu, The Hindustan Times, The Pioneer, The Indian Express, The Statesman, Deccan Herald, The Asian Age, India Today, Frontline, Outlook, Press Trust of India (PTI), Asian News International (ANI), Indo-Asian News Service (IANS). <b>TV:</b> Doordarshan, CNN-News18, New Delhi TV (NDTV), Star TV, Zee TV, Sony Entertainment TV, AajTak. <b>Radio:</b> All India Radio, Radio One, Radio Mirchi.	Indian broadcasting is flourishing and TV and radio outlets are increasing in number rapidly.
Main Social Media Platforms (B2B, B2C)	Facebook Twitter LinkedIn	
Largest Industries	Textiles Food processing Chemical industry	
Top Brands	Tata Airtel LIC Infosys State Bank of India	
Largest PR Firms	Adfactors PR Creative Crest Integral PR Ltd.	

Also good to know

## Visitor and Business Tips



Emergency Contacts	Police — 100 Ambulance/Emergency — 102 Fire — 101 Women’s Helpline — 1091
Dialling Code	+91
Taxis	It is recommended to use prepaid taxis. Don’t get into taxis if there are already people in there, e.g. if the driver claims that it’s his family etc. Uber is operational in most/all urban areas. Uber in India actually accounts for 10% of global Uber rides. It has a 35% market share of all taxis in India.
Tap Water	Not safe. Use bottled water for drinking, brushing teeth and making ice.
Tipping	5-10% recommended.
Greetings	Handshake is standard. Greeting with “Namaste”, placing hands together and bowing is appreciated and shows respect for Indian customs.
Punctuality	For business, be on time. For dinner, it is recommended that you arrive 15-30 minutes late.
Business Meeting Etiquette	It is recommended to take phrases such as “we’ll see”, “yes, but it may be difficult”, or “I will try” as meaning “no”. Respect hierarchy in businesses. Indian people often work on weekends. Don’t be offended by phone interruptions.
Other	It can be difficult for women to do business. It is a very patriarchal society. Women should be wary of unwanted attention, especially if alone (and even more so at night). Always eat with your right hand.

### Local Association

Public Relations Consultants Association of India (PRCAI)

prcai.org  
jayoti.lahiri@prcai.org

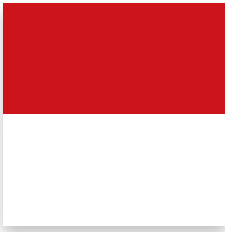
# Indonesia

## Quick Facts

Currency	Indonesian Rupiah (IDR)	
Biggest Cities	Jakarta — Capital, Surabaya, Bandung	
Main and Official Language(s)	Indonesian (Bahasa Indonesia), Javanese, Sundanese (regional languages)	There are many regional dialects and languages (more than 700).
Average Level of English	Moderate proficiency	
Form of Government + Media Status	Republic Free press	
Largest Broadcaster(s)	<b>Press/News Agency:</b> The Jakarta Post, The Jakarta Globe, Kompas, Paskota, Indo Pos, Republika, Bisnis Indonesia, Tempo, Antara. <b>TV:</b> Televisi Republik Indonesia (TVRI), Surya Citra Televisi Indonesia (SCTV), Rajawali Citra TV Indonesia (RCTI), Indosiar, MNCTV, Trans7, Metro TV. <b>Radio:</b> Radio Republik Indonesia (RRI).	
Main Social Media Platforms (B2B, B2C)	Facebook Instagram Twitter Path	
Largest Industries	Textile Mining Cement, mortar and concrete Tourism	
Top Brands	BCA Mandiri BNI Telkomsel A Mild Pertamina Indomie Garuda Indonesia	
Largest PR Firms	Edelman Burson-Marsteller FleishmanHillard Weber Shandwick Ogilvy Kiroyan Partners Orchan Consulting Fortune PR Growinc Group Indonesia Imogen Public Relations AsiaPR	

Also good to know

## Visitor and Business Tips



Emergency Contacts	General — 112 Police — 110 Fire — 113 Ambulance — 118
Dialling Code	+ 62
Taxis	Apps like Go-Jek and Grab Taxi are often reliable and cheap options. If taking hailed taxis, make sure to take official Blue Bird taxis which are metered and where you don't need to bargain. Blue Bird can also be accessed via the app.
Tap Water	Generally unsafe. Use bottled water for drinking, brushing teeth and making ice.
Tipping	10-15% recommended. Some restaurants will include a service charge/fee on the bill beside the restaurant tax. You may also leave an additional tip, but this is not mandatory.
Greetings	Handshake is standard, along with greeting “Selamat” which means “Peace”.
Punctuality	Important, but don't be offended if your hosts are late. Indonesians are generally not on time. They will blame it on heavy traffic.
Business Meeting Etiquette	Respect hierarchies in businesses. Accept business cards with two hands, however if one hand is unavailable, use your right hand. Personal dinners and social events are key to building good relationships with Indonesian business partners.
Other	Indonesia is the 14th largest country in the world by land area and the 4th largest by population, with 260 million inhabitants. Indonesia has the largest Muslim population of any country in the world (12.7% of the world's Muslim population).

# Iran

## Quick Facts

Currency	Iranian Rial (IRR)	
Biggest Cities	Tehran — Capital, Mashhad, Isfahan	
Main and Official Language(s)	Persian (official language), Azerbaijani, Turkish dialects, Kurdish	
Average Level of English	Very low proficiency	Generally, Iranians do not speak very good English. The exceptions are those that work in the tourism industry, or the younger generations. Many understand more than they can speak.
Form of Government + Media Status	Islamic Republic Restricted	Iran — officially the Islamic Republic of Iran — is effectively a theocracy, governed by the autocratic rule of the Ayatollah.
Largest Broadcaster(s)	<b>Press:</b> Tehran Times, Iran Daily, Sharq (The East), Etemad, Kayhan (Universe), Resalat (Message), Jomhuri-e-Eslami (Islamic Republic), Jaam-e Jam (Jam’s Cup), Islamic Republic News Agency (IRNA), Iranian Students’ News Agency (ISNA), Fars News Agency, Mehr News Agency. <b>TV:</b> IRIB, Press TV (affiliated with IRIB), Al-Alam (part of IRIB). <b>Radio:</b> IRIB.	The Iranian media is quite censored. Islamic Republic of Iran Broadcasting (IRIB) has a monopoly of domestic and TV services in Iran. It’s ‘officially’ independent, but its head is appointed directly by Ayatollah Ali Khameni.
Main Social Media Platforms (B2B, B2C)	Telegram (a messaging app) Instagram	Facebook is less popular as it was blocked for a period of around eight years.
Largest Industries	Oil and gas Petroleum Petrochemicals Automobile Fertilizers	
Top Brands	Melli Bank Holding Khalije Fars Petrochemical Mellat Bank Ghadir Investment Company Iran Khodro Automotive	
Largest PR Firms	Badkoobeh Creative Agency Four mind Magnolia Advertising Agency Eshareh Advertising Agency	

### Also good to know

## Visitor and Business Tips



Emergency Contacts	Police — 110 (can arrange ambulances, fire engines and other services)
Dialling Code	+ 98
Taxis	Snapp app is similar to Uber and is reasonably priced. If not, pre-book a taxi and pre-establish price. The average price should be 10,000 Rial per km.
Tap Water	Tap water is safe to drink in most of Iran. Water is generally safe in Tehran and Isfahan. However, if you are unsure, use bottled water for drinking, brushing teeth and making ice.
Tipping	Tipping is part of the culture, so make sure you always carry change. A 5% tip is recommended if you wish to offer something.
Greetings	Shake hands (though men should avoid shaking hands with women unless they instigate). Use the term “Salaam” or “Salaam Aleikum” (meaning “Peace be upon you”). When leaving, the phrase “Khoda Hafez” is used, meaning “May God protect you”.
Punctuality	Appreciated.
Business Meeting Etiquette	A downward gaze is a sign of respect (not disinterest). Developing strong personal and local relationships is key to good business in Iran. It is customary to exchange gifts with your business associates — though avoid doing something too expensive as this can be seen as a bribe. Flowers and chocolates/sweets are recommended.
Other	Don’t make plans on Fridays as this is the day of rest. Persians are incredibly hospitable to guests — if you are invited to dinner, arrive with a small gift, as it’s not customary to arrive empty-handed. Physical intimacy between unmarried men and women is forbidden. Even making eye contact with a woman can be seen as indicative of interest. Tarof is a very well-known custom etiquette in Iran. It’s related to the over politeness of the Persian culture. You will often find taxi drivers or sellers in a shop saying: Ghabel Nadere (“For you, it’s free”). This sounds very enticing, but this still means that you should pay. If you visit someone’s home, take your shoes off before entering the living room. Don’t blow your nose when you are around others as it is considered impolite. Don’t sit with your back to people, this is considered very impolite. If you don’t have a choice, then talk to the person behind you and say: “sorry I’m sitting with my back towards you”. This is also the case when you are sitting in the front of the car. Women should always wear a light headscarf and a jacket which covers their knees and arms. Men, should always wear long trousers and no shorts in public. Be open when people approach you, locals are very interested in getting to know tourists. When they invite you to their homes, it’s a sign of respect, so do accept the invite. It’s acceptable to bargain politely in bazaars or small shops when there is no price tag attached to the product.

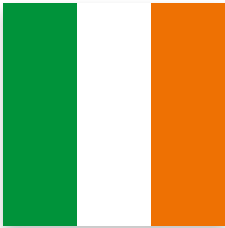
# Republic of Ireland

## Quick Facts

Currency	Euro (EUR)	
Biggest Cities	Dublin — Capital, Cork, Limerick	
Main and Official Language(s)	English, Irish Gaelic	
Average Level of English	Native	
Form of Government + Media Status	Republic Free press	
Largest Broadcaster(s)	<b>Press:</b> The Irish Times, Irish Independent, Irish Examiner. <b>TV:</b> RTE, TG4, TV3. <b>Radio:</b> RTE, Today FM, Newstalk.	Public Raidio Teilifis Eireann (RTE) dominates the radio and TV sector. It provides a comprehensive service in English and Irish. TV3 is the main commercial TV station.
Main Social Media Platforms (B2B, B2C)	Facebook Twitter Instagram LinkedIn	
Largest Industries	Pharmaceuticals Chemicals Computer Hardware Beverages	
Top Brands	Guinness Allied Irish Banks Ryanair Smurfit Kappa DCC Kerrygold MiWadi	
Largest PR Firms	KYNE Elevate PR Edelman Heneghan PR MBPR PSG Communications Murray Consultants Wilson Hartnell Public Relations (WH)	

Also good to know

## Visitor and Business Tips



Emergency Contacts	112/999
Dialling Code	+ 353
Taxis	Taxis are typically metered, so they are consistent. Uber is operational in Dublin.
Tap Water	Safe.
Tipping	Not particularly necessary, but 10% is recommended and appreciated in restaurants, taxis and personal services.
Greetings	Handshake is standard.
Punctuality	Important.
Business Meeting Etiquette	Follow the lead of Irish counterparts with respect to taking of ties/suit jackets in meetings. Leave questions in a presentation until the end.
Other	

### Local Association

Public Relations Consultants Association of Ireland (PRCA)

prca.ie  
info@prca.ie



# Italy

## Quick Facts

Currency	Euro (EUR)	
Biggest Cities	Rome — Capital, Milan, Naples, Turin	
Main and Official Language(s)	Italian	
Average Level of English	Moderate proficiency	In business contexts and tourist hotspots, it's likely that English will be spoken.
Form of Government + Media Status	Republic Free press	
Largest Broadcaster(s)	<b>Press:</b> Corriere della Sera, La Repubblica, Il Messaggero, La Stampa, Il Sole 24 Ore, Ansa, Agenzia Giornalistica Italia (AGI). <b>TV:</b> Rai, Mediaset (main private broadcaster, owned by Silvio Berlusconi), La7. <b>Radio:</b> Rai, Radio 24, R101, Radio Italia.	Italy's heady blend of politics and media has often made headlines at home and abroad, with concern regularly being expressed over the concentration of media ownership in the hands of one man — former Prime Minister Silvio Berlusconi.
Main Social Media Platforms (B2B, B2C)	Facebook YouTube Instagram	
Largest Industries	Tourism Machinery Iron and steel	
Top Brands	Eni TIM Enel Gucci Ferrari Prada Armani Bulgari Fendi Valentino	
Largest PR Firms	SEC Group Barabino & Partners DAG Communication ABG PR	

Also good to know

## Visitor and Business Tips



Emergency Contacts	Medical emergencies and Ambulance — 118 Carabinieri — 112 Police — 113 Fire — 115 Coast guard — 1530
Dialling Code	+39
Taxis	Taxis are metered so can be consistent. Perhaps worth using official or pre-booked taxis to avoid any tourist-targeted scams. Taxis are usually used in big cities only such as Rome, Milan, Naples or to travel from/to airports/train stations when other public transport is unavailable (e.g. bus and train) and/if people do not have their own cars.
Tap Water	Safe.
Tipping	Tipping isn't mandatory, but 10-15% is recommended.
Greetings	Handshakes are standard, especially between men. Once more personal, it can be a kiss on both cheeks, starting with the left.
Punctuality	Important.
Business Meeting Etiquette	Avoid scheduling meetings over meal times, as these are times for relaxation. Avoid talking business over food unless invited to by host. Many companies close over August.
Other	In the north of Italy, people tend to have dinner earlier (around 7pm) compared to the south (around 9pm). When visiting someone, it is customary to bring over some (homemade) food such as cakes, pastries or gelato (in the summer). Every meal ends with coffee and 'amaro/digestivo' (a digestive drink). It is customary to wait until everyone is seated before eating, and to wait until everyone has finished their meal before leaving the table.

### Local Associations

Italian Association of Public Relations Agencies (Assorel)	www.assorel.it	direzione@assorel.it
Association of Communications Companies (Assocom - PR Hub)	www.assocom.org    www.prhub.it	info@assocom.org

# Jamaica

## Quick Facts

Currency	Jamaican Dollar (JMO)	
Biggest Cities	Kingston — Capital, Spanish Town, Portmore, Montego Bay	
Main and Official Language(s)	English, Patios is the dialect	
Average Level of English	Native	
Form of Government + Media Status	Parliamentary Democracy under Constitutional Monarchy Free press	Head of government is the Prime Minister.
Largest Broadcaster(s)	<b>Press:</b> The Gleaner, The Star, Jamaica Observer. <b>TV:</b> Television Jamaica Limited (TVJ), CVM TV, Love TV, PBC Jamaica. <b>Radio:</b> Radio Jamaica Ltd (RJR), Kool 97, NewsTalk 93, Irie FM.	The press is free in Jamaica and the newspapers frequently criticise officials.
Main Social Media Platforms (B2B, B2C)	Facebook Pinterest YouTube	
Largest Industries	Mining Tourism Agriculture	
Top Brands	GraceKennedy Group J. Wray & Nephew Ltd. National Commercial Bank Jamaica Ltd. Sagicor Group Jamaica Jamaica Producers Group Ltd. LASCO Group	
Largest PR Firms	Prism Communications Ltd. DRT Communications Maverick Communications Ltd. Monumental Partners Limited	

Also good to know

## Visitor and Business Tips



Emergency Contacts	Police — 119 Fire and Ambulance — 110 Air-Sea Rescue — 119
Dialling Code	+1-876
Taxis	There are many reliable taxi ranks, all of which allow you to call ahead and pre-book. You should negotiate which currency you will pay in and roughly what the price will be. That way you can avoid any scams.
Tap Water	Generally safe.
Tipping	US\$1-3 for service staff (e.g. in hotels) is recommended. Many restaurants include a 10-15% gratuity charge already, and this is the recommended amount.
Greetings	Handshake is standard.
Punctuality	Important but can be common for locals to run late for events/activities.
Business Meeting Etiquette	It can take time for business meeting to warm up.
Other	People can come across as ‘pushy’ when selling products especially in tourist areas — no need to be scared, that is just the way they do it.

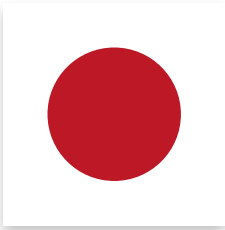
# Japan

## Quick Facts

Currency	Japanese Yen (JPY)	
Biggest Cities	Tokyo — Capital, Yokohama, Osaka	
Main and Official Language(s)	Japanese	
Average Level of English	Low proficiency	
Form of Government + Media Status	Monarchy Free press	
Largest Broadcaster(s)	<p><b>Press:</b> Asahi Shimbun, Yomiuri Shimbun, Mainichi Daily News, Sankei Shimbun, Nikkei Asian Review, The Japan Times, Kyodo, Japan Today.</p> <p><b>TV:</b> NHK, TV Asahi, Fuji TV, Nippon TV (NTV), Tokyo Broadcasting System (TBS).</p> <p><b>Radio:</b> NHK, Inter FM, J-Wave, Tokyo FM, TBS Radio.</p>	Media freedom is constitutionally guaranteed, but Reporters Without Borders (RWB) says it has been in decline in recent years. The group says self-censorship is on the increase and many journalists are harassed by officials (BBC, 2018).
Main Social Media Platforms (B2B, B2C)	Line YouTube Facebook Twitter Instagram	
Largest Industries	Automobiles Consumer electronics Computers	
Top Brands	Toyota Honda Nissan Canon Sony	
Largest PR Firms	Vector Inc. Dentsu Public Relations Inc. PRAP Japan Inc. Kyodo PR Edelman Japan	

Also good to know

## Visitor and Business Tips



Emergency Contacts	Police — 110 Sea — 118 Fire or Ambulance — 119
Dialling Code	+81
Taxis	Taxis normally start at around 400-700 Yen for the first km, and then decrease at around 215 Yen per km. In Tokyo (central area): 410 Yen for the first 1,052m and 80 Yen for every 237m afterwards. Hachioji (outskirts of Tokyo): 730 Yen for the first 2km and 90 Yen for every 276m afterwards. Uber operates in Tokyo.
Tap Water	Safe.
Tipping	No tipping.
Greetings	Bowing — a deeper and longer bow is considered more respectful.
Punctuality	Very important.
Business Meeting Etiquette	It can be best to frame things around a group-oriented mindset, rather than an individualistic one. A business card is an extension of a person — accept it with both hands, read it carefully, and place it on the table (if sat) or in a card holder (if standing). Respect for age is really important. Often CEOs will be much older than in other countries, so it's fair to say that age and rank often correspond. Privacy is important, so don't ask too many personal questions.
Other	Don't make loud noises in public (e.g. blowing your nose in public loudly). Take shoes off at the door.

# Jordan

## Quick Facts

Currency	Jordanian Dinar (JOD)	Also good to know
Biggest Cities	Amman — Capital, Zarqa, Irbid, Russeifa	
Main and Official Language(s)	Arabic	
Average Level of English	Low proficiency	
Form of Government + Media Status	Monarchy Generally free press, with some restrictions and surveillance	
Largest Broadcaster(s)	<b>Press:</b> Ad-Dustour (“The Constitution”), Al Ra’y, Al Ghad Jordan Times, Petra, Ammon News, Ain News, Assabeel. <b>TV:</b> Jordan Radio and Television Corporation, Roya TV, Al-Mamlaka TV. <b>Radio:</b> Jordan Radio and Television Corporation, JRTV English, Radio Sawa Amen FM radio, Radio Fann, Rotana FM, Moon FM, Play 99.5.	
Main Social Media Platforms (B2B, B2C)	Facebook YouTube	
Largest Industries	Mining and quarrying Manufacturing Cement Potash and phosphates Construction Transport Telecom and IT	The media take care not to cross editorial red lines and journalists are subject to surveillance by the intelligence services (Reporters Without Borders).
Top Brands	Manaseer Group Al Ameen Coffee Arab Bank Fine Hygienic Holding	
Largest PR Firms	TRACCS Bashir Maish Bidaya Bridges	

## Visitor and Business Tips



Emergency Contacts	Police — 911 Emergencies — 199
Dialling Code	+ 962
Taxis	You have four choices: - Yellow taxis: Men are expected to sit in the front, women in the back. Make sure the meter is on. It will calculate the price fairly. If you’re told the meter is broken, then get out and get another taxi. It’s illegal for a yellow taxi to drive without one. Carry and pay in small notes/change. - Taxi Mumayaz with silver colour (luxury taxi): Charges are a little higher, but it is permitted to drive anywhere within the Kingdom, while the yellow is limited within the governorate. - Uber and Careem are operational: They’re not technically legal, apparently, but you won’t encounter any penalties if stopped (which rarely happens). They can be more expensive than yellow taxis but the service is much better. - Service taxis: Service taxis drive a specific route and you pay a set price depending on the destination.
Tap Water	Unsafe for drinking. Use bottled water for drinking and making ice cubes.
Tipping	There is no specific percentage for tipping. Any amount is acceptable.
Greetings	Handshakes are standard and are recommended when you meet someone or when leaving. Handshakes between men and women are not always acceptable. Do not feel offended if someone refuses to shake hands.
Punctuality	Important, though don’t be offended if your Jordanian counterpart is late.
Business Meeting Etiquette	Expect small talk ahead of the meeting. If you’re offered a drink or invited for drinks or dinner, it is polite to decline at first and then (after three offers) to accept. Always use your right hand when passing items.
Other	Personal space isn’t a concept that’s maintained by Jordanians, so don’t be put out if people invade yours. Stop eating (or slow down) before you’re full, partly because as soon as you stop you’ll be given more food, and also because others will likely stop when you (the guest) stop. Finishing all food on your plate can be seen as rude to the host, who might then think that you’re still hungry. When finishing food, place your right hand over your heart and say “Al-Hamdulillah” (“Thank God”).



# Kazakhstan

## Quick Facts

Currency	Kazakhstani Tenge (KZT)			
Biggest Cities	Almaty, Astana — Capital, Shymkent			
Main and Official Language(s)	Kazakh, Russian			
Average Level of English	Low level of language proficiency			
Form of Government + Media Status	Republic of Kazakhstan (unitary state with the presidential system of government) Restricted			
Largest Broadcaster(s)	<p><b>Press:</b> Kazakhstanskaya Pravda, Yegemen Qazaqstan, Ekspress-K, Zhas Alash, Liter, Vremya, Karavan, Kazinform, Interfax-Kazakhstan.</p> <p><b>TV:</b> Kazakh TV (first channel), Khabar TV, El-Arna, Kazakh Commercial TV (KTK), Eurasia 1, Channel 31, Channel 7, Caspionet, MIR, Qazsport.</p> <p><b>Radio:</b> Kazakh Radio, Europa Plus, Tengri FM, Russkoye Radio-Azizya, Business FM, Autoradio Kazakhstan, Gakku FM, Energy FM, Retro FM Kazakhstan, Radio Classic.</p>			A translator or interpreter is often required for meetings.
Main Social Media Platforms (B2B, B2C)	VKontakte Odnoklassniki Instagram YouTube Facebook			“The constitution of Kazakhstan guarantees freedom of expression, but this right is qualified by many other legislative acts and is severely restricted in practice.” (Source: Freedom House: Freedom on the Net 2017)
Largest Industries	Non-ferrous and ferrous metallurgy Petrochemical and chemical industry (oil, gas) Iron ore mining Mechanical engineering			“Media independence is severely limited in Kazakhstan. While the constitution provides for freedom of the press, most of the media sector is controlled by the state or government-friendly owners, and the government has repeatedly harassed or shut down independent outlets.” (Source: Freedom House: Freedom in the World 2018)
Top Brands	Mobile Phones: Samsung, Apple, Xiaomi, Huawei Cars: Toyota, Lada, Renault, Hyundai, KIA Retail: H&M, DeFacto, Oodji, LC Waikiki, Zara, Lost Ink, Modis, TVOE, Leroy Merlin Kazakhstan Coffee Shops: Coffeedelia, Starbucks, Coffeemania			The media market is dominated by state-owned and pro-government outlets. Most major outlets are controlled by the government directly or indirectly.
Largest PR Firms	TBWA\CAC Grey Cardinals McCann Erickson Leo Burnett Almaty Ogilvy PR Buzzon Digital Agency GForce Grey T13 Ultra			“The government possesses extensive legal powers to block online content. Social networks and communication apps are sometimes restricted during politically sensitive events.”

## Visitor and Business Tips



Emergency Contacts	Police — 102 Rescue service — 112 Fire — 101 Ambulance — 103 Gas leak — 104
Dialling Code	+7
Taxis	Uber is available in Almaty. Hailed taxis are often reluctant to use meters, but make sure to either ask about the meter or agree a price before setting off. A range of pre-booked taxis is available and reliable.
Tap Water	Generally unsafe. Use water filters or boil tap water in order to remove chlorine or chemicals. Bottled water is also highly recommended for drinking, brushing teeth and making ice cubes.
Tipping	It isn't customary to tip. In many cafés and restaurants, the service fee is already included in the bill.
Greetings	Handshake is standard.
Punctuality	People in Kazakhstan tend to be late. Only business meetings are an exception — although they often overrun.
Business Meeting Etiquette	Kazakhstan's hierarchical social structure precipitates into business, therefore, business hierarchies should be respected. The younger should always greet the older first and be prepared to help them. Business partners should be called by the first name and patronymic. However, if it is difficult for you to pronounce a Kazakh name in combination with a patronymic, then you should ask for permission to use the first name only.
Other	Many people in Kazakhstan are Muslim and therefore often take breaks from work during the day for prayer. Consider prayer times when scheduling meetings.

### Local Association

National Public Relations Association of the Republic of Kazakhstan (HACO)

[iccopr.com/global-directory/kazakhstan/](http://iccopr.com/global-directory/kazakhstan/)  
[asel@pressclub.kz](mailto:asel@pressclub.kz)

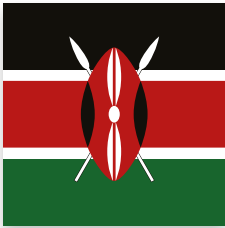
# Kenya

## Quick Facts

Currency	Kenyan Shilling (KES)	
Biggest Cities	Nairobi — Capital, Mombasa, Kisumu, Nakuru	Nairobi is the main commercial centre of Kenya. Mombasa is Kenya's main port and popular holiday city. Kisumu is the third largest city in Kenya, one of the fastest growing cities in the country. Nakuru is an important agricultural city, trade centre, and transportation hub, and the capital of former Rift Valley Province.
Main and Official Language(s)	English, Swahili	
Average Level of English	Good	
Form of Government + Media Status	Republic Partly free media	Kenya's Constitution protects freedom of expression and of the press, and the country's media provides critical reporting and a diversity of views. However, government officials have exhibited intolerance for critical media and have introduced restrictive legislation to arrest media workers. While the Internet is still relatively free, the government has increased attempts to restrict it in the past couple of years.
Largest Broadcaster(s)	Press: Daily Nation, The Standard, The Star, The EastAfrican, Taifa Leo, Kenya News Agency. TV: Kenya Broadcasting Corporation (KBC), Kenya Television Network (KTN), NTV, Citizen TV, K24. Radio: Kenya Broadcasting Corporation (KBC), Capital FM, East FM, Kiss FM, Radio Citizen, Milele FM.	Kenya has a diverse media scene, supported by a sizeable middle class that sustains a substantial advertising market.
Main Social Media Platforms (B2B, B2C)	Facebook Pinterest Twitter	- Facebook 68.88% - Pinterest 15.18% - Twitter 8.49%  No websites, social media platforms, or communication apps are blocked in Kenya, though unsuccessful efforts to take down ostensibly objectionable content was reported in the past year.
Largest Industries	Agriculture and fishing Forestry Manufacturing Mining and industrial Tourism	
Top Brands	Safaricom/M-PESA East African Breweries Kenya Commercial Bank Equity Bank SportPesa	The following brands have resonated with Kenyans so much that they have become the go-to brands that represent the ideals of the Kenyan population. The English premier league has a near fanatic following in Kenya with people supporting the various teams. With the coming of SportPesa, a legal betting platform in Kenya, fans can now put their money where their mouth is.
Largest PR Firms	Burson-Marsteller Ogilvy Africa Levanter Africa	Kenya public relations agencies won four continental honours at the inaugural African SABRE Awards in 2017. The SABRE Awards, akin to the Oscars of the PR world, are sponsored by leading industry trade publication The Holmes Report.

### Also good to know

## Visitor and Business Tips



Emergency Contacts	Police — 999/112/911 Fire and Ambulance — 999 / 020-2222181
Dialling Code	+254
Taxis	Nairobi in particular can be quite unsafe. Taxis are, especially at night, a necessary means of travelling around the city. Pre-booked taxis are recommended. Alternatively, Uber is operational in Nairobi.
Tap Water	In large urban areas, it is usually safe. Though in general it is recommended to drink bottled water.
Tipping	10% recommended.
Greetings	Very important. Shaking hands and making small talk is customary. It should be noted that men and women aren't typically meant to shake hands in many communities.
Punctuality	Important, but lateness from your Kenyan counterparts can be expected.
Business Meeting Etiquette	The longer the greeting and the friendlier the starting conversation, the more likely you'll be to negotiate well in a meeting.
Other	Electric Voltage: current is 220/240AC 50HZ. Time Zone: GMT + 3. Holidays & Business Hours: Most businesses, banks, schools and government offices remain closed during Kenyan public holidays. In addition to Christmas and Easter holidays, Kenya celebrates nine other public holidays. Dress Code and Etiquette: The dress code in Kenyan culture is conservative. If you are going to Kenya for a holiday, safari or leisure, bring light-to-moderate casual wear such as cargo pants, jeans and cotton shirts. Jeans and decent tops/blouses for ladies are perfect. Swimsuits are acceptable at the beach but not in public places. If you are going for business, business-casual wear is acceptable; however, business suits, tie and formal wear are preferred. Many Kenyans adhere to different cultural, religious and customary dress styles, which explains the difference in dress code in the area.

# Kuwait

## Quick Facts

Currency	Kuwaiti Dinar (KWD)	
Biggest Cities	Farwaniya, Al Ahmadi, Hawalli, Kuwait City — Capital	Kuwait City is the 4th biggest city in terms of population (The Public Authority for Civil Information).
Main and Official Language(s)	Arabic	
Average Level of English	Very low proficiency in general	However, in the private sector English proficiency for Kuwaiti individuals is considered moderate. Most senior managers are graduates from Western universities. Moreover, corporations highly consider English proficiency in their selection processes.
Form of Government + Media Status	Constitutional monarchy Partly free	
Largest Broadcaster(s)	<b>Press:</b> Al-Qabas, Al-Rai, Kuwait Times, Arab Times, Al-Anba, Al-Jarida, Al-Nahar, Kuwait News Agency (Kuna). <b>TV:</b> Kuwait TV, Al-Rai, Al-Sabah, Al-Adalah TV. <b>Radio:</b> Radio Kuwait, Marina FM, Nabd Al-Kuwait.	A press law forbids references to God and the Muslim prophet Mohammed, that are deemed insulting. Criticism of the emir, the constitution, the judiciary and the “basic convictions of the nation” is prohibited. Courts can prescribe prison sentences for defamation and “attacks” on religion (Kuwait 2016 Human Rights Report, 2016).
Main Social Media Platforms (B2B, B2C)	Facebook YouTube Twitter Instagram Snapchat	In commercial campaigns, creative firms use Facebook to target foreigners. They use Twitter, Instagram, YouTube and/or Snapchat to target locals instead.
Largest Industries	Oil Real estate Financial services Agriculture and fishing	
Top Brands	ABK Zain Agility Sultan Center	
Largest PR Firms	TRACCS Bensirri Brio	

### Also good to know

## Visitor and Business Tips



Emergency Contacts	112
Dialling Code	+ 965
Taxis	Best to pre-book taxis. Apps such as Careem are also good and reliable — (similar to Uber).
Tap Water	Generally safe.
Tipping	If service charge is not included, a 10% tip is recommended.
Greetings	Handshake is standard. As with many of the Gulf countries, there is a somewhat strict regulation of greetings between opposite sexes.
Punctuality	Important.
Business Meeting Etiquette	Many business people prefer to meet in the early evening. Meetings can be interrupted for prayer. Expect frequent interruptions. Others may wander into the room and start a different discussion. You may join in, but do not try to bring the topic back to the original discussion until the new person leaves. Business will only be discussed once an atmosphere of trust and friendship has been established.
Other	July and August aren’t good months to travel as many Kuwaitis will leave due to intense heat.

# Lebanon

## Quick Facts

Currency	Lebanese Pound (LBP)	
Biggest Cities	Beirut — Capital, Tripoli, Sidon	
Main and Official Language(s)	Arabic, French	
Average Level of English	Moderate proficiency	Particularly within a business context, people will speak good levels of English (and if not, French).
Form of Government + Media Status	Republic Free press	Media freedom is enshrined in the constitution, although restraints forbid the media from defaming the president or other heads of state and from inciting sectarian strife.
Largest Broadcaster(s)	<b>Press:</b> An-Nahar, As-Safir, Al-Anwar, Al-Mustaqbal, Al-Diyar, L’Orient-Le Jour, The Daily Star, Lebanese National News Agency, Naharnet, NOW News, Lebanon 24. <b>TV:</b> Lebanese Broadcasting Corporation International (LBCI), Future TV, Murr TV (MTV), Télé-Liban, Al-Manar (The Beacon) TV. <b>Radio:</b> Voice of Lebanon, Sawt al-Ghad (Voice of Tomorrow), Radio One, Radio Liban.	Lebanon’s broadcasting scene is developed, lively and diverse, and reflects the country’s pluralism and divisions.
Main Social Media Platforms (B2B, B2C)	Facebook WhatsApp YouTube Twitter Instagram	LinkedIn is also picking up.
Largest Industries	Banking Agriculture Industrial sector (cement, paper products, food products, furniture etc.) Higher education Tourism Health/Medical	
Top Brands	Bank Audi Blom Bank Byblos Bank	
Largest PR Firms	TRACCS ASDA’A Public Relations Sarl. Noise Sarl. Probrandz M.e. Sarl. Crealine FreeMinds Lebanon	

### Also good to know

## Visitor and Business Tips



Emergency Contacts	Police — 112 Fire — 175 Red Cross — 140
Dialling Code	+ 961
Taxis	‘Service’ taxis can be hailed easily from the side of the road, and the ride is usually shared with four other people, so you might not go straight to your destination. A standard service ride costs 2000LBP. If it’s further, you might be asked to pay for a “servicen”, which is a double-fare: 4000LBP. Private taxis (e.g. Allo Taxi) can be hired for a fee, to be determined based on destination). Uber is also operational in Beirut.
Tap Water	Most people use tap water for washing vegetables and cleaning, but rely on local bottled water for drinking.
Tipping	10-15% recommended (where service charge is not included). 4000LBP recommended for hotel porters, parking valets etc.
Greetings	A warm and welcoming smile accompanied by a handshake while saying “Marhaba” is a common greeting. Take time when greeting someone — it can be a nice gesture to ask about their family, health, etc. Men should not extend their hand to a woman unless she does so.
Punctuality	Important (but people are often late and blame traffic).
Business Meeting Etiquette	Having one side of your business card in French/Arabic is a nice touch. Lebanese people can be quite indirect and non-confrontational. Be sure to develop a friendly/pleasant relationship ahead of business as this will massively improve the ease of business.
Other	



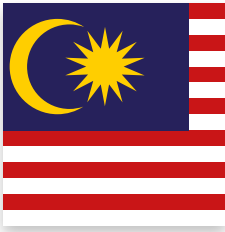
# Malaysia

## Quick Facts

Currency	Ringgit (MYR)	
Biggest Cities	Kuala Lumpur — Capital, George Town (Penang), Ipoh	
Main and Official Language(s)	Malay, English, Mandarin, Tamil	
Average Level of English	High proficiency	
Form of Government + Media Status	Federal monarchy Limited freedom with restrictions	
Largest Broadcaster(s)	<p><b>Press:</b> New Straits Times, The Star, The Sun, The Malay Mail, Bernama, Malaysiakini, Free Malaysia today, Berita Daily.</p> <p><b>TV:</b> Radio Television Malaysia (RTM), TV3, ntv7, 8TV, TV9.</p> <p><b>Radio:</b> Radio Television Malaysia (RTM), Era FM, Hot FM, Sinar FM, THR FM.</p>	Malaysia has relaxed political censorship since the latest elections (May 2018). However, there are still restrictions especially regarding religious and cultural matters that they believe may cause tension. Attacking the monarchy is not allowed and broadcasting evangelism towards religions other than Islam is highly restricted.
Main Social Media Platforms (B2B, B2C)	Facebook Twitter YouTube	
Largest Industries	Electrical and electronic manufacturing Construction Financial services Tourism Automotive	
Top Brands	PETRONAS Genting Maybank YTL CIMB	
Largest PR Firms	Orchan Consulting Rantau VoxEureka ROOTS Asia SLPR Worldwide	

Also good to know

## Visitor and Business Tips



Emergency Contacts	Police and Ambulance — 999 Fire and Rescue — 999 112 is a mobile phone shortcut that redirects to 999 outside of network
Dialling Code	+60
Taxis	Grab is a reliable and consistent app. Otherwise, it is recommended to pre-book.
Tap Water	Not safe to drink.
Tipping	Tipping is not required or expected.
Greetings	Malays, Chinese and Indians in Malaysia practice customs associated with their ethnic group. Malays usually greet each other with “salaam”. They hold others hands with both of theirs, and bow slightly. With non-Malays they shake hands. Malay women prefer to bow gently, and to place their palm across their chest if they are meeting men. Malaysian Chinese are more casual. A handshake will do.
Punctuality	Casual and not very important (especially with Malay population). It is not uncommon to wait 10-20 minutes.
Business Meeting Etiquette	A consistent mark of all three main cultures in Malaysia is that seniority should be respected. In business, show particular respect for authority. Avoid scheduling meetings on a Friday afternoon, especially with Malay business people, as this is the Muslim day of midday congregation prayer.
Other	Journalists have a lot of restrictions when it comes to politics and cultural issues but they will be open enough to discuss them with PR executives if they ever come up.

# Mexico

## Quick Facts

Currency	Mexican Peso (MXN)	
Biggest Cities	Mexico City — Capital, Ecatepec, Guadalajara	
Main and Official Language(s)	Spanish	
Average Level of English	Low proficiency	Within a business context, this might be better, but it is worth checking whether a translator/interpreter is needed.
Form of Government + Media Status	Republic Free press	Although the press is free in Mexico, the country is one of the world’s most dangerous places for journalists and media workers due to the threats they face: harassment, physical attacks, intimidation, etc.
Largest Broadcaster(s)	<b>Press:</b> Excelsior, La Jornada, Reforma, El Universal, El Sol de México, El Financiero, Siempre!, Proceso, Notimex, El Universal. <b>TV:</b> Televisa, TV Azteca, Imagen TV, Once TV — Canal 11, Televisión Metropolitana - Canal 22. <b>Radio:</b> Grupo ACIR, MVS Radio, Núcleo Radio Mil, Grupo Radio Centro, W Radio, Instituto Mexicano de la Radio (IMER).	Again, Mexico is a dangerous country for journalists and media workers — many have faced assaults or have been silenced.
Main Social Media Platforms (B2B, B2C)	Facebook WhatsApp YouTube	
Largest Industries	Food and beverages Tobacco Chemicals	
Top Brands	Telcel CEMEX BIMBO Pemex Corona Extra OXXO	
Largest PR Firms	ZIMAT Consultores Alterpraxis JeffreyGroup MGSCOMM (SWAY) InfoSol Llorente & Cuenca	

Also good to know

## Visitor and Business Tips



Emergency Contacts	911
Dialling Code	+ 52
Taxis	If you’re hailing a taxi off the street, you should make sure it’s an official and licenced taxi. Licensed taxis have registration plates with numbers preceded with the letter A or B. It is nevertheless recommended to pre-book, or to use Uber, which is operational in Mexico City.
Tap Water	Generally unsafe.
Tipping	People don’t normally tip in Mexico, though in restaurants a 15% tip is recommended.
Greetings	When greeting in social situations, women pat each other on the right forearm or shoulder, rather than shake hands. In more formal occasions, and when someone is introduced for the first time, the custom is to greet a person by kissing their right cheek just once. Men don’t kiss each other on the cheek, they usually greet each other with a pat on the back that is sometimes preceded by a handshake. Men shake hands until they know someone well, at which time they progress to the more traditional hug and back pat. Wait until invited before using a Mexican’s first name.
Punctuality	Important, but don’t be offended if your counterparts are late.
Business Meeting Etiquette	Mexicans tend to respect titles, so call or refer to people by them. It is important to build a personal or friendly relationship with your business counterparts as, often, Mexicans will choose to do business with friends. Be warm and friendly — ask about their family, friends, customs etc. Mexico is a very collectivist country — very family-oriented. Business is most often done in person rather than over the phone or email. It is polite to accept a drink when offered. Hierarchy is important therefore, as with titles, respect your elders.
Other	

### Local Association

Confederation of the Marketing Communication Industry

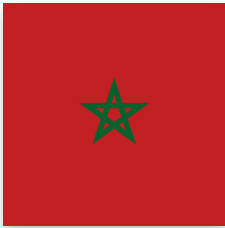
cicom.org.mx  
lcarreno@cicom.com.mx

# Morocco

## Quick Facts

Currency	Moroccan Dirham (MAD)	Also good to know
Biggest Cities	Casablanca, Fez, Tangiers, Marrakesh, Salé, Meknes, Rabat — Capital	
Main and Official Language(s)	Modern Standard Arabic, Berber (official languages), Hassaniya Arabic, Moroccan Arabic (spoken dialects) French, English and Spanish (foreign languages)	
Average Level of English	Low proficiency	
Form of Government + Media Status	Constitutional monarchy Restricted	
Largest Broadcaster(s)	<b>Press:</b> Le Matin, Al-Massae, Assabah, Libération, L'Économiste, Telquel, Maghreb Arab Presse (MAP). <b>TV:</b> Radiodiffusion-Télévision Marocaine (RTM), 2M, Al Magharibia, Medi1 TV. <b>Radio:</b> RTM, Medi1, Aswat Radio, Hit Radio, Med Radio.	The broadcast media are often controlled by the state. However, the private press has succeeded in breaking taboos over certain sensitive topics, including allegations of high-level corruption.
Main Social Media Platforms (B2B, B2C)	Facebook YouTube	
Largest Industries	Phosphate rock mining and processing Food processing Leather goods	
Top Brands	Maroc Telecom CTM Attijariwafa bank Marjane	
Largest PR Firms	Red City PR TRACCS Pitaya Trustform PR Média Newcom	

## Visitor and Business Tips



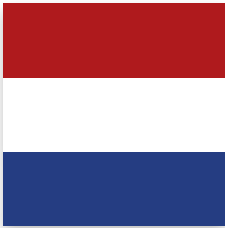
Emergency Contacts	Police — 19 Ambulance — 15
Dialling Code	+212
Taxis	There are two types of taxi: “grand” taxi (ten seats) and “petit” taxi (three seats). For grand taxis, the price is fixed. Ask the driver or other passengers. For petit taxis, the driver should charge you based on the taximeter price.
Tap Water	Generally safe.
Tipping	There is no strict rule. At more up-market venues, a 10% tip on a bill is appreciated, but otherwise, a few Dirhams are acceptable.
Greetings	Handshake (with your right hand) and say “salam alaikum”.
Punctuality	It is appreciated if you’re on time, but don’t be offended if your Moroccan counterparts are late.
Business Meeting Etiquette	Avoid business meetings during Ramadan. There may be frequent interruptions. Business is conducted through relationships, so try to ensure that you build trust with your Moroccan counterparts.
Other	

# (The) Netherlands

## Quick Facts

Currency	Euro (EUR)	Also good to know
Biggest Cities	Amsterdam — Capital, Rotterdam, The Hague	
Main and Official Language(s)	Dutch	
Average Level of English	High proficiency	
Form of Government + Media Status	Constitutional monarchy Free press	
Largest Broadcaster(s)	<b>Press:</b> Algemeen Dagblad, NRC Handelsblad, De Telegraaf, De Volkskrant, Trouw, Het Parool, Het Financieele Dagblad, Elsevier, Vrij Nederland, Algemeen Nederlands Persbureau (ANP), RNW. Media, Metro (free newspaper), nu.nl. <b>TV:</b> NOS, NPO, RTL, SBS, Net5, Veronica. <b>Radio:</b> Radio 538, NPO, Sky Radio, ORN Radio,Qmusic.	
Main Social Media Platforms (B2B, B2C)	WhatsApp Facebook YouTube Instagram LinkedIn	
Largest Industries	High-tech systems and materials Transport and storage Agriculture & food Energy	
Top Brands	ING Albert Heijn Ziggo HEMA Tele2 KPN KLM PostNL	
Largest PR Firms	Edelman TBWA\NEBOKO King George InstiCOM The Oval Office — Live + Communication Nightingale Counter Content	

## Visitor and Business Tips



Emergency Contacts	112
Dialling Code	+ 31
Taxis	Booking in advance is recommended, but licensed taxis can easily be hailed in major urban areas. The main taxi supplier differs per city. Uber is available in the Netherlands.
Tap Water	Safe.
Tipping	Some services will already include a service charge, in which case you aren't obliged to give extra. Otherwise, a tip of 10% would be appreciated.
Greetings	Handshake is standard. In less formal settings, people tend to give three kisses on the cheek (but generally not men amongst each other).
Punctuality	Very important.
Business Meeting Etiquette	Dutch people can be very direct, especially in business contexts, so don't be offended if that is the case. If invited for dinner/drinks at a restaurant or bar, don't be surprised if asked to split the bill. However, it is highly appreciated if the host does pick up the bill. Small talk isn't commonplace during meetings.
Other	Even though the Dutch traditionally consider themselves open-minded, the current political climate is highly polarised. Try to refrain from political connotations.

### Local Association

Dutch Association for PR and Communications Agencies (VPRA)

vpra.nl  
info@vpra.nl

# Nigeria

## Quick Facts

Currency	Naira (NGN)	
Biggest Cities	Lagos, Kano, Ibadan, Benin City, Port Harcourt, Jos, Ilorin, Abuja — Capital	
Main and Official Language(s)	English, Hausa, Igbo, Yoruba	
Average Level of English	Proficient	
Form of Government + Media Status	Federal republic (with a Presidential system) Free press	
Largest Broadcaster(s)	<b>Press:</b> The Guardian, The Punch, Premium Times, Daily Independent, Daily Trust, Leadership, Vanguard, This Day, The Daily Sun, Tell, News Agency of Nigeria (NAN). <b>TV:</b> Nigerian Television Authority (NTA), AIT, Silverbird TV, Galaxy TV, Channels TV. <b>Radio:</b> Federal Radio Corporation of Nigeria (FRCN), Raypower, Freedom Radio.	Nigeria’s media scene is one of the liveliest in Africa. State radio and TV operate at federal and regional levels. All 36 states run at least one radio network and a TV station.
Main Social Media Platforms (B2B, B2C)	Facebook Twitter Instagram YouTube	
Largest Industries	Oil Agriculture Services	
Top Brands	Dangote MTN Globacom	
Largest PR Firms	Absolute PR Brooks and Blake Alder Consulting	

Also good to know

## Visitor and Business Tips



Emergency Contacts	112 199
Dialling Code	+ 234
Taxis	Either pre-book with a trusted taxi rank or use Taxify (similar to Uber) as both are carefully vetted.
Tap Water	Generally unsafe. Use bottled water for drinking, brushing teeth and making ice.
Tipping	10% recommended.
Greetings	Handshakes are standard, though can be longer than average. Some Nigerians, especially Muslims, discourage contact between men and women, so it is sometimes advised, if you’re a man, to wait until a woman extends her hand to you before shaking it.
Punctuality	Important, but don’t be offended if your Nigerian counterparts are late.
Business Meeting Etiquette	There are three very diverse cultures in Nigeria — Yoruba, Hausa, and Igbo — and each has their own customs. Respect for older people and hierarchy is always respected.
Other	Insecurity in areas such as the North-East due to terrorists, and in the South due to kidnappings.

### Local Association

Public Relations Consultants Association of Nigeria (PRCAN)

prcan.ng  
prcan.ng@prcanng.com

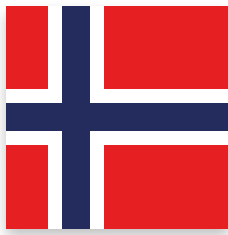


# Norway

## Quick Facts

Currency	Norwegian Krone (NOK)	Also good to know
Biggest Cities	Oslo — Capital, Bergen, Trondheim	
Main and Official Language(s)	Norwegian, Sami	
Average Level of English	High proficiency	The Norwegian language has two separate written standards: Nynorsk (“New Norwegian”, “New” in the sense of contemporary or modern) and Bokmål (“Book Language/Tongue/Speech”), both of which are official.
Form of Government + Media Status	Constitutional monarchy Free	
Largest Broadcaster(s)	Press: VG, The Norway Post, Aftenposten, Dagbladet, Morgenbladet. TV: NRK, TV2, TV3 Norge, TV Norge. Radio: NRK, P4, Radio Norge, Radio 1.	Private broadcasters have substantial audiences, competing with public NRK for listeners and viewers.
Main Social Media Platforms (B2B, B2C)	Facebook Instagram Pinterest Twitter	
Largest Industries	Petroleum, natural gas Shipping Food processing	
Top Brands	Statoil Telenor DNB Norsk Hydro	
Largest PR Firms	Geelmuyden Kiese Group First House Trigger Oslo Agency V Spalt PR Släger Iteo Blue-C THIS IS PR	

## Visitor and Business Tips



Emergency Contacts	Fire — 110 Police — 112 Ambulance — 113
Dialling Code	+ 47
Taxis	Uber is operational in Oslo, but other reliable taxis can be hailed or booked in advance from taxi ranks. There are several taxi companies operating in each city/region. Taxis are safe but expensive, costing nearly 10 Euros upon entering the taxi in most cities.
Tap Water	Safe.
Tipping	Not required nor expected.
Greetings	Handshake is standard.
Punctuality	Very important.
Business Meeting Etiquette	Norwegians tend to be more transactional and hence don’t depend on personal relationships for business. Business style is relatively informal.
Other	

### Local Association

Certified Communications Agencies Association (KOMM)

abelia.no  
post@abelia.no

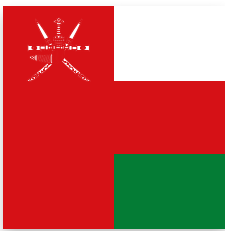
# Oman

## Quick Facts

Currency	Omani Real (OMR)	
Biggest Cities	Muscat — Capital, Salalah, Nizwa, Sohar	
Main and Official Language(s)	Arabic	
Average Level of English	Medium proficiency	English is widely spoken in business contexts and everyday practices as there are many expatriates living in Oman. Therefore, the average level of English is proficient or near proficient. More specifically: - School students: very low proficiency - College students: beginner to intermediate proficiency - University students: excellent
Form of Government + Media Status	Sultanate Restricted	
Largest Broadcaster(s)	Press: Al-Watan, Oman Daily, Shabiba, Al-Roya, The Week, Oman Observer, Times of Oman, Muscat Daily, Oman Tribune, Oman News Agency. TV: Oman TV, Majan TV. Radio: Al Shabab Radio, Hala FM, Al Wisal, Hi FM, Merge, Muscat FM.	The government operates the main broadcasters and censorship is widespread.
Main Social Media Platforms (B2B, B2C)	Facebook YouTube Twitter	
Largest Industries	Crude oil production and refining Natural gas Construction	
Top Brands	Ooredoo Omantel FRIENDi	
Largest PR Firms	Creative Communications TRACCS	

Also good to know

## Visitor and Business Tips



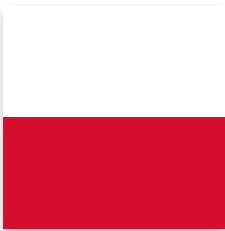
Emergency Contacts	999
Dialling Code	+ 968
Taxis	OTaxi is Oman’s Uber equivalent and is reliable. You can otherwise pre-book or hail taxis, though it is recommended to pre-book.
Tap Water	Not safe. It is recommended to use bottled water to drink, brush your teeth and make ice cubes.
Tipping	Not expected, though in more expensive hotels and restaurants, a 10% tip is appreciated.
Greetings	Handshake is accepted (between men) — though it is often criticised for men and women to greet each other. If you’re a man, wait until a woman extends her hand to you before shaking it. Always shake the eldest or most senior person’s hand first.
Punctuality	Important.
Business Meeting Etiquette	It is likely that your counterparts will want to get to know you personally before conducting business. It is not uncommon for meetings to go off topic, so remain patient if this happens. Above all, ensure at all times that you are respectful and observant of Islamic culture and traditions.
Other	The Sultanate of Oman is characterised by tolerant people. They can easily accept other people’s religious and cultural differences. Workforce in Oman is available and cheap.

# Poland

## Quick Facts

Currency	Polish Zloty (PLN)	Also good to know
Biggest Cities	Warsaw — Capital, Krakow, Łódź	
Main and Official Language(s)	Polish	
Average Level of English	High proficiency	
Form of Government + Media Status	Republic Free (state-owned are fairly biased)	
Largest Broadcaster(s)	<b>Press:</b> Gazeta Wyborcza, Rzeczpospolita, Fakt, Super Express, Dziennik Gazeta Prawna, Przegląd Sportowy, Gazeta Podatkowa, Polityka, Wprost, Newsweek Polska, The Warsaw Voice, Warsaw Business Journal, New Poland Express, Polish News Agency (PAP), Wirtualna Polska, Onet.pl, Interia. <b>TV:</b> Telewizja Polska (TVP), TVN, Polsat NC+ . <b>Radio:</b> Polish Radio, TheNews.pl, RMF FM, Radio Zet, Radio Maryja.	
Main Social Media Platforms (B2B, B2C)	YouTube Facebook Twitter Instagram	
Largest Industries	Coal mining Chemical industry Shipbuilding	
Top Brands	PKO Bank Polski PKN Orlen PGE	
Largest PR Firms	Partner of Promotion MSLGROUP Walk Solski Communications Grayling Poland	

## Visitor and Business Tips



Emergency Contacts	General — 112 Ambulance — 999 Fire brigade — 998 Police — 997
Dialling Code	+ 48
Taxis	Taxis in most cities are easily available and not too expensive. Reliable companies in Warsaw include MPT Radio Taxi, which has English-speaking staff, Super Taxi, and Halo Taxi. Uber is operational in Warsaw and Krakow.
Tap Water	Generally safe.
Tipping	It is generally expected that you leave a 10-15% tip.
Greetings	Handshake is standard. “Good morning/afternoon” is “Dzien dobry” (when meeting) or “Do widzenia” (when leaving); “Good evening” is “Dobry wieczór” (when meeting) and again “Do widzenia” (when leaving).
Punctuality	Very important.
Business Meeting Etiquette	Small gifts are appreciated. Initial meetings are scheduled as introductions to see whether you are trustworthy, so it’s important to take those seriously.
Other	

### Local Association

Zwaizek Firm Public Relations (ZFPR)

www.zfpr.pl  
katarzyna.rudzik@zfpr.pl

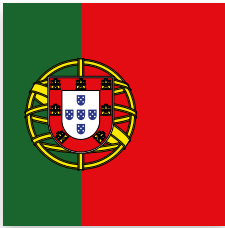
# Portugal

## Quick Facts

Currency	Euro (EUR)	
Biggest Cities	Lisbon — Capital, Porto, Vila Nova de Gaia	
Main and Official Language(s)	Portuguese, Mirandese	
Average Level of English	High proficiency	That said, it is recommended that you have Portuguese translations available, as well as to check in advance whether an interpreter will be needed.
Form of Government + Media Status	Republic Free press	
Largest Broadcaster(s)	<b>Press:</b> Diário de Notícias, Público, Correio da Manhã, Jornal de Notícias, Expresso, The Portugal News, Algarve Resident, Algarve Daily News, Lusa News Agency. <b>TV:</b> RTP, SIC, TVI, Zon. <b>Radio:</b> RDP, Rádio Comercial, RFM, TSF, Rádio Renascença.	Portugal’s commercial TV and radio stations have a lion’s share of the viewing audience, and provide tough competition for the public broadcaster.
Main Social Media Platforms (B2B, B2C)	Facebook Instagram LinkedIn Twitter	Listed in order of reach.
Largest Industries	Manufacturing Construction Food processing	
Top Brands	EDP Galp Energia Pingo Doce	
Largest PR Firms	Dadavox Guess What Advance Digital PR Canela PR Consulting	

### Also good to know

## Visitor and Business Tips



Emergency Contacts	112
Dialling Code	+ 351
Taxis	Uber is operational in Lisbon, Porto, and in the Algarve. Otherwise, pre-booking from a taxi rank or hailing a taxi from the street is recommended.
Tap Water	Generally safe.
Tipping	5-10% recommended.
Greetings	In business contexts, handshakes are well-perceived. In more informal social contexts, a kiss on both cheeks (between men and women, and women and women, but not between two men) is standard, even in initial meetings.
Punctuality	Very important.
Business Meeting Etiquette	It is likely that business meetings will involve a fair amount of casual/light conversation. Seniority and hierarchy are considered very important, so make sure to show respect for that within business contexts. If you are given a business gift, it is polite to open it immediately and to thank the giver straight away. A follow-up thank you note would also be appreciated.
Other	If invited to dinner, it is customary to bring a gift, such as flowers, chocolates or a bottle of wine.

### Local Association

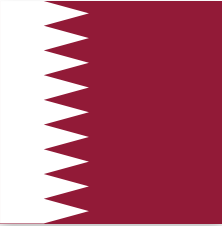
Portuguese Association of Business Council  
in Communication and Public Relations (APECOM)

www.apecom.pt  
sofia.barros@apecom.pt

# Qatar

## Quick Facts

Currency	Qatari Riyal (QAR)	
Biggest Cities	Doha — Capital, Al Rayyan	
Main and Official Language(s)	Arabic	
Average Level of English	Very low proficiency	In some business contexts, English will be spoken, but it is worth checking ahead whether an interpreter would be needed.
Form of Government + Media Status	Monarchy Restricted	
Largest Broadcaster(s)	<b>Press:</b> Al-Watan (The Homeland), Al- Rayah (The Banner), Al-Sharq (The East), Al-Arab, Gulf Times, The Peninsula, Qatar Tribune, Qatar News Agency, Doha News. <b>TV:</b> Al-Jazeera, Qatar TV. <b>Radio:</b> Qatar Broadcasting Service (QBS).	
Main Social Media Platforms (B2B, B2C)	Facebook WhatsApp YouTube	
Largest Industries	Crude oil production and refining Ammonia Fertilizers	
Top Brands	Ezdan Holding Group Ooredoo Masraf Al Rayan Qatar Islamic Bank Qatar Electricity & Water Co.	
Largest PR Firms	TRACCS Blue Rubicon Action Global Qanect Maraya PR	



## Visitor and Business Tips

Emergency Contacts	999
Dialling Code	+974
Taxis	Uber is operational in Doha. Otherwise taxis can be hailed or pre-booked.
Tap Water	Generally unsafe. It is recommended that you use bottled water for drinking, making ice and brushing teeth.
Tipping	Not expected, though it's appreciated to leave a 10-15% tip as often the waiters or those providing the service won't get their share of the official service charge.
Greetings	Handshakes between men are standard. Not all Arab men and women will shake hands with those of the opposite sex, hence wait to see if they extend their hand first. Placing your hand on your chest is another form of greeting.
Punctuality	Important.
Business Meeting Etiquette	Qatar is an Islamic country, so one must always be attentive to Islamic customs (e.g. Friday prayers). Business negotiations are conducted slowly in Qatar, so you may need to make frequent visits. Business relationships are built on trust and reciprocity over time.
Other	

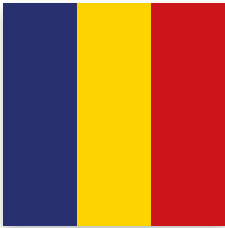


# Romania

## Quick Facts

Currency	Romanian Leu (RON)	Also good to know
Biggest Cities	Bucharest (Capital), Cluj-Napoca, Timișoara	
Main and Official Language(s)	Romanian	
Average Level of English	High proficiency	
Form of Government + Media Status	Republic Free press	
Largest Broadcaster(s)	<b>Press:</b> Adevărul, Click! Libertatea, Evenimentul Zilei, Jurnalul Național, Capital, Nine O’Clock, Agerpres, Gândul.info, HotNews.ro. <b>TV:</b> TVR, Antena 1, Pro TV, Prima TV, Kanal D, Antena 3, Romania TV. <b>Radio:</b> Radio Romania, Europa FM, Radio ZU, Kiss FM, ProFM, Radio 21.	
Main Social Media Platforms (B2B, B2C)	Facebook Pinterest Instagram	
Largest Industries	Machinery Automotive Chemicals	Romania has one of the most dynamic media markets in Southeastern Europe. A handful of conglomerates dominate the industry.
Top Brands	Dacia eMAG Dedeman OMV Petrom Digi/RCS&RDS	
Largest PR Firms	Golin Romania McCann PR Chapter 4 Romania The House PR Agency Total PR	

## Visitor and Business Tips



Emergency Contacts	112
Dialling Code	+ 40
Taxis	Uber is operational in Bucharest. Otherwise it’s recommended to pre-book with taxi ranks, especially if travelling longer distances.
Tap Water	Generally safe.
Tipping	Tipping is expected, especially in restaurants as waiters are paid very low wages (and thereby rely somewhat on tips). 10-15% is recommended.
Greetings	Handshake is standard.
Punctuality	Important.
Business Meeting Etiquette	If invited to dinner, it is polite to bring a gift, though not expected. If invited to a Romanian home consider bringing a small bouquet of flowers, chocolates, or liquor as a gift. Hierarchy is very much respected so make sure to bear this in mind when meeting with Romanian counterparts. Taking off your suit jacket before the most senior member in the room is seen as a serious breach of protocol, though in more relaxed companies, this custom is overlooked. There is little small talk or informal discussion. One should not ask for personal information as Romanians value privacy. Contracts are considered to be statements of intent rather than binding agreements. Note that decisions can be reversed. Nothing is concrete when doing business in Romania. Titles are important in Romania. People should be addressed by their professional or academic title with their name, or “domnul” (Mr.) or “doamnă” (Mrs. or Ms.), along with their family name. It is unusual to use first names while conducting business in Romania. Communication styles are direct and frank, but also sensitive and courteous, with care being taken not to offend people. While straightforwardness is valued in Romania, delivering information in a sensitive way is also important. It is advisable to hire an interpreter while dealing with traditionally managed firms; however, a large number of English speakers work in newer organisations with strong geographic presence. Exchanging business cards is common. If your company was founded a long time ago, include the founding date on your business card, as this can be seen as impressive.
Other	Summertime is not good for business as many companies wind down their operations during this period. Easter and Christmas are also difficult as companies and shops close for an indefinite period. Normal business hours are 9am to 5pm. Romania is 44th out of 180 countries in the 2018 World Press Freedom Index.

### Local Association

Romanian Public Relations Association (ARRP)

arrp.eu  
arrpoffice@gmail.com

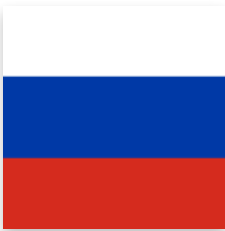
# Russia

## Quick Facts

Currency	Russian Ruble (RUB)	
Biggest Cities	Moscow — Capital, St. Petersburg, Novosibirsk	
Main and Official Language(s)	Russian	
Average Level of English	Low proficiency	Within a business context, it is very likely that your Russian counterparts will speak English, though it is worth checking in advance.
Form of Government + Media Status	Republic Partly free (depending on the topic).	Stating an opinion on politics or on the government can be risky.
Largest Broadcaster(s)	<b>Press:</b> Komsomolskaya Pravda, Kommersant, Moskovsky Komsomolets, Izvestia, Rossiyskaya Gazeta, Nezavisimaya Gazeta, Argumenty I Fakty, Novaya Gazeta, RBC, Vedomosti, The Moscow Times, TASS, Interfax, Lenta.ru, Rambler.ru, Yandex.ru. <b>TV:</b> Russia One, Channel One, NTV, Centre TV, Ren TV, RT. <b>Radio:</b> Radio Russia, Vesti FM, Ekho Moskvyy, Radio Mayak, Russkoye Radio, Sputnik.	Television is the most powerful sector of the Russian media industry. The main national networks are either run directly by the state or owned by companies with close links to the Kremlin.
Main Social Media Platforms (B2B, B2C)	VK (VKontakte) OK.RU (Odnoklassniki) Facebook	
Largest Industries	Oil and gas Machine building Chemical industry Processing precious stones and metals Mining	
Top Brands	Sberbank of Russia Gazprom LUKOIL Rosneft Russian Railways	
Largest PR Firms	FleishmanHillard Vanguard Be-It Agency Ketchum PBN Hill + Knowlton Strategies Mikhailov & Partners	

Also good to know

## Visitor and Business Tips



Emergency Contacts	General — 112 Police — 102 Ambulance — 103
Dialling Code	+7
Taxis	Most people will use mobile apps, such as Uber and Yandex to book taxis. Otherwise, it’s recommended that you pre-book.
Tap Water	Generally unsafe. It is recommended that you use bottled water for drinking, making ice and brushing teeth.
Tipping	10-15% recommended.
Greetings	Handshakes are standard, but avoid shaking hands by a doorway, as many Russians believe this to be bad luck.
Punctuality	Important, but don’t be offended if your Russian counterpart is late.
Business Meeting Etiquette	Meetings can be very long and are often held around mealtimes. Russian business people will often prefer to get to know their business counterparts on both a professional and personal level. Business cards and documentation should be printed in both Russian and English.
Other	

### Local Association

Association of Consultancies in the Field of Public Relations (AKOS)

akospr.ru  
director@akospr.ru

# Saudi Arabia

## Quick Facts

Currency	Saudi Riyal (SAR)	
Biggest Cities	Riyadh — Capital, Jeddah, Makkah, Madinah	
Main and Official Language(s)	Arabic	
Average Level of English	Low proficiency	
Form of Government + Media Status	Monarchy Restricted	
Largest Broadcaster(s)	<b>Press:</b> Al-Watan, Al-Riyadh, Okaz, Al-Jazirah, Al-Sharq, Asharq al-Awsat, Arab News, Saudi Gazette, Saudi Press Agency (SPA), Elaph, Sabq. <b>TV:</b> Al Saudiya TV. <b>Radio:</b> Saudi Radio, MBC FM.	Saudi investors are major players in the pan-Arab TV industry, but the country has one of the region’s most tightly-controlled media environments.
Main Social Media Platforms (B2B, B2C)	YouTube Facebook Instagram Twitter Snapchat	
Largest Industries	Crude oil Petroleum refining Ammonia	
Top Brands	Aramco SABIC Al Rajhi Bank Saudi Telecom Company Saudi Electricity Company Samba Financial Group	
Largest PR Firms	TRACC Orient Planet MSL Group Middle East FleishmanHillard Havas Saudi Arabia	

Also good to know

## Visitor and Business Tips



Emergency Contacts	Central emergency number — 911 (This number is new and can connect you to all the relevant parties such as police, ambulance, etc.) Ambulance — 997 Fire — 998 Police — 999
Dialling Code	+966
Taxis	SaudiTaxi is an app that allows you to book taxis. MyTaxi is also available and widely used. Otherwise, it is recommended that you pre-book ahead with a registered taxi rank.
Tap Water	Generally unsafe. It is recommended that you use bottled water for drinking, making ice and brushing teeth.
Tipping	10-15% recommended, but not mandatory.
Greetings	Handshake (between men) is standard. Physical contact between men and women is often frowned upon, so when greeting someone of the opposite sex, perhaps wait until a hand is extended to you.
Punctuality	Punctuality is appreciated, though often not reciprocated.
Business Meeting Etiquette	Business can be nepotistic and often centred around trust. Initial business meetings will mainly revolve around getting to know counterparts. Detailed discussions should not be expected.
Other	Religious obligations such as prayer times are embedded into public and business life and are not considered flexible. Most businesses will close on a Friday, the Muslim holy day.

# Serbia

## Quick Facts

Currency	Serbian Dinar (RSD)	
Biggest Cities	Belgrade — Capital, Novi Sad, Niš	
Main and Official Language(s)	Serbian	
Average Level of English	High proficiency	
Form of Government + Media Status	Parliamentary republic Free press	It is a constitutional right, in Serbia, to freely establish media without prior authorization (art. 50). Licenses, required for TV and radio stations, are granted by an independent body, the Republic Broadcasting Agency (RBA). Censorship is prohibited by the Constitution. However, the lack of transparency of media ownership is reported (European Centre for Press and Media Freedom, 2015).
Largest Broadcaster(s)	Press: Politika, Blic, Danas, Glas Javnosti, NIN, Vreme, Večernje Novosti, Tanjug, Beta, FoNet. TV: Radio Television of Serbia (RTS), B92 TV, RTV Pink, Prva Srpska TV, Happy TV, Studio B TV. Radio: Radio Television of Serbia (RTS), B92, Association of Independent Electronic Media.	Television is, by far, the main source of news and information. The flagship public network, RTS1, is among a handful of outlets that dominate the market.
Main Social Media Platforms (B2B, B2C)	Facebook YouTube Twitter	
Largest Industries	Energy Automotive Machinery	
Top Brands	Naftna Industrija Srbije (NIS) FCA Kragujevac Mercator-S d.o.o. Telekom Srbija Delhaize	
Largest PR Firms	V+O Communication Serbia PR Solutions B2 — PR & Media Solutions	

### Also good to know

## Visitor and Business Tips



Emergency Contacts	Police — 192 Fire — 193 Ambulance — 194
Dialling Code	+381
Taxis	Taxify is a mobile app that is used widely for hailing taxis in Belgrade. It is otherwise quite easy to hail taxis from the side of the road, or to pre-book. Both options are largely reliable. It is worth agreeing on a price beforehand, and, as usual, avoid getting into taxis where the driver claims the meter is broken.
Tap Water	Generally safe.
Tipping	Not expected, but appreciated. 15% recommended.
Greetings	Handshake is standard.
Punctuality	Important.
Business Meeting Etiquette	Address superiors by their professional title: e.g. “Director, would you mind...”. Serbians often do business with those that they trust; it is therefore likely that they will try to develop a good relationship with business counterparts. Serbians may raise their voice in meetings, so don’t be too put out if this happens.
Other	

### Local Association

Public Relations Society of Serbia (DSOJ/PRSSRB)

pr.org.rs  
drustvo@pr.org.rs

# Slovakia

## Quick Facts

Currency	Euro (EUR)	Also good to know
Biggest Cities	Bratislava — Capital, Košice, Prešov	
Main and Official Language(s)	Slovak	
Average Level of English	Moderate proficiency	
Form of Government + Media Status	Republic Free press	
Largest Broadcaster(s)	Press: Denník N, Pravda, Sme, Nový čas, Plus 7 Dní, The Slovak Spectator, TASR, SITA, Azet. TV: Slovak TV, TV Markíza, TA3, TV Joj. Radio: Slovak Radio, Rádio Expres, Rádio Jemné, Europa 2, Fun Radio.	
Main Social Media Platforms (B2B, B2C)	Facebook Instagram YouTube	
Largest Industries	Engineering and power engineering Chemical industry Mining industry Food and beverages	
Top Brands	Slovnaft VŠZP U.S. Steel Košice, s.r.o. Slovenské elektrárne	
Largest PR Firms	Trumpeter DIVINO PRime Time Botticelli, s.r.o. Seesame	

## Visitor and Business Tips



Emergency Contacts	General — 112 Fire — 150 Ambulance — 155 Police — 158
Dialling Code	+421
Taxis	Almost any car can be registered as a taxi and it will have a yellow taxi plate on the roof. Uber is operational in Bratislava.
Tap Water	Generally safe.
Tipping	Large tips are not necessary — 10-20% will however be appreciated.
Greetings	Greetings are warm but not overly warm. The most common greeting is a handshake.
Punctuality	Very much appreciated.
Business Meeting Etiquette	Slovak business people can often appear reserved during initial meetings — so don't be offended or put off if this is the case. First names are seldom used in business meetings. Business cards are often exchanged without ritual.
Other	

### Local Association

Association of Public Relations Slovak Republic (APRSR)

aspsr.sk  
info@aprsr.eu



# Slovenia

## Quick Facts

Currency	Euro (EUR)	
Biggest Cities	Ljubljana — Capital, Maribor, Celje	
Main and Official Language(s)	Slovenian	
Average Level of English	High proficiency	
Form of Government + Media Status	Republic Free press	
Largest Broadcaster(s)	<b>Press:</b> Dnevnik, Delo, Večer, Slovenske novice, Finance, Nedeljski dnevnik, Mladina, Primorske novice, The Slovenia Times, Slovenian Press Agency. <b>TV:</b> RTV Slovenia (various channels), Pop TV, Kanal A, TV3, Planet TV, Nova 24. <b>Radio:</b> RTV Slovenia (various channels), Radio Hit, Radio City, Radio 1, Radio Ognjišče, Radio Center.	Slovenia’s media scene is diverse and free, and the constitution supports freedom of expression. The main papers are privately owned.
Main Social Media Platforms (B2B, B2C)	Facebook Pinterest Twitter Instagram	
Largest Industries	Metal industry Car industry Chemical industry Pharmaceutical industry Electronics (incl. military electronics)	
Top Brands	Elan Gorenje Argeta Cockta Fructal Barcaffe Radenska Krka	
Largest PR Firms	Futura Novelus Epic Grey Luna \TBWA Publicis iPROM Pristop PM, poslovni mediji Arnoldvuga Sonce.net	

Also good to know

## Visitor and Business Tips



Emergency Contacts	112
Dialling Code	+ 386
Taxis	Taxis can often try to rip off tourists, so be wary and agree on a price ahead of travel if hailing from the street. Make sure the taximeter is in use. Taxis from the airport to the centre of Ljubljana shouldn’t cost more than 25 Euros. Always use official taxis. Uber equivalents Hopin and Hitreje Domov are recommended.
Tap Water	Generally safe.
Tipping	10-20% recommended, but tipping is not required.
Greetings	Handshake is standard.
Punctuality	Appreciated.
Business Meeting Etiquette	Don’t be offended if Slovenian counterparts seem reserved at first. Once a relationship is built, Slovenians will likely be warm and friendly. Shake hands at the beginning and end of the meeting. It is customary to shake hands with women first. Especially upon first meeting, use honorific titles such as “Gospa” (Madam) and/or “Gospod” (Sir).
Other	

# South Africa

## Quick Facts

Currency	South African Rand (ZAR)	
Biggest Cities	Cape Town, Durban, Johannesburg, Soweto, Pretoria — Capital	Bloemfontein is the judicial capital.
Main and Official Language(s)	11 Official Languages: Zulu, Xhosa, Afrikaans, English, Tswana, Northern Sotho, Southern Sotho, Tsonga, Swazi, Venda, Southern Ndebele	
Average Level of English	High proficiency	
Form of Government + Media Status	Republic Free press	
Largest Broadcaster(s)	<b>Press:</b> The Star, The Sowetan, Beeld, Mail & Guardian, Business Day, Financial Mail, Sunday Times/The Times, News24, African News Agency. <b>TV:</b> SABC, e.tv, M-Net, DStv. <b>Radio:</b> SABC, Primedia.	South Africa is a major media player. There is an established state-owned and private broadcasting scene, and a thriving satellite and cable TV industry.
Main Social Media Platforms (B2B, B2C)	Facebook Instagram Twitter LinkedIn YouTube	
Largest Industries	Finance Real estate and business services General government services Trade Catering and accommodation Manufacturing	
Top Brands	MTN Vodacom First National Bank ABSA Group Limited	
Largest PR Firms	Publicis Groupe Be-cause Integrated Communications Epic MSLGROUP Wired Communications Livewired Public Relations MANGO-OMC	

### Also good to know

## Visitor and Business Tips



Emergency Contacts	General — 112 Emergency — 10111 Ambulance — 10177
Dialling Code	+27
Taxis	Uber is operational in a number of urban areas, and can be the safest option. It is otherwise recommended that you pre-book with a trusted, reviewed, and official cab (make sure to use the word “cab” as a “taxi rank” is a minibus taxi that is often taken by the poorest groups in society, and is not recommended for foreigners. The term “cab” refers to a private car).
Tap Water	In large urban areas, it is safe. In rural areas, it is not recommended that you drink or use tap water. If travelling to rural areas, use bottled water for drinking, brushing teeth and making ice.
Tipping	10-15% recommended.
Greetings	Greeting etiquette differs depending on which culture your South African counterpart comes from. Shaking hands is a safe standard.
Punctuality	Appreciated, but don’t be offended if your South African counterpart is late.
Business Meeting Etiquette	Business can often be conducted in a somewhat reserved, transactional way. Building relationships is, however, crucial to long-term business success. Respect seniority and hierarchy. Respect different cultures in South Africa, as there are massive variations across them (e.g. between Zulu and Xhosa).
Other	

### Local Association

The Public Relations Institute of Southern Africa (PRISA)

prisa.co.za  
info@prisa.co.za

# South Korea (Republic of Korea)

## Quick Facts

Currency	South Korea (Official name: Republic of Korea)	
Biggest Cities	Seoul — Capital, Busan, Daegu	
Main and Official Language(s)	Korean	
Average Level of English	Moderate proficiency	
Form of Government + Media Status	Republic Free press	
Largest Broadcaster(s)	<p><b>Press:</b> Chosun Ilbo, Dong-a Ilbo, The Korea Times, The Korea Herald, The Hankyoreh, JoongAng Ilbo, Hankook Ilbo, Korea Economic Daily, Munhwa Ilbo, Segye Ilbo, Yonhap News Agency.</p> <p><b>TV:</b> Korea Broadcasting System (KBS), Munhwa Broadcasting Corporation (MBC), Seoul Broadcasting System (SBS), Educational Broadcasting System (EBS), Jeonju Television Corporation (JTV).</p> <p><b>Radio:</b> KBS, KBS World Radio, Munhwa Broadcasting Corporation, Seoul Broadcasting System, Christian Broadcasting System (CBS), Buddhist Broadcasting System (BBS), tbs eFM.</p>	TV is influential and the major terrestrial networks, including market leaders KBS and MBC, command the biggest audiences. Most South Koreans subscribe to digital cable, satellite or Internet Protocol TV (IPTV).
Main Social Media Platforms (B2B, B2C)	YouTube Facebook KakaoTalk Instagram Naver (search engine)	
Largest Industries	Service industry Car manufacturing Shipbuilding Electronics Telecommunications	
Top Brands	Samsung Hyundai SK Telecom KT	
Largest PR Firms	KPR Medicom Communications Korea INR Prain Global Inc.	

Also good to know

## Visitor and Business Tips



Emergency Contacts	Fire and Ambulance — 119 Police — 112
Dialling Code	+82
Taxis	Korea has two major types of taxis: Ilban (regular grey, white or blue taxis) and Mobeom (deluxe or black taxis with yellow detailing), although generally only larger cities have Mobeom taxis. An increasing number of taxi drivers speak English. Uber is operational in Seoul, but KakaoTaxi is more popular and can be accessed through the KakaoTalk app.
Tap Water	Generally safe.
Tipping	No tipping.
Greetings	A bow is the traditional greeting, but is often accompanied with a handshake.
Punctuality	Very important.
Business Meeting Etiquette	Exchanging business cards is a vital part of a first meeting. Emphasize your title so that the appropriate hierarchy is assumed. Use both hands when exchanging business cards. Read them carefully and place them on the table in front of you. Gift giving is common practice when doing business in Korea. Gifts of increasing value should be given in accordance with hierarchy.
Other	

# Spain

## Quick Facts

Currency	Euro (EUR)	Also good to know
Biggest Cities	Madrid — Capital, Barcelona, Valencia	
Main and Official Language(s)	Spanish	
Average Level of English	Moderate proficiency	
Form of Government + Media Status	Monarchy Free press	
Largest Broadcaster(s)	<b>Press:</b> El Mundo, El País, ABC, La Razón, La Vanguardia, El Periódico de Catalunya, EFE, Europa Press, Colpisa. <b>TV:</b> TVE, Telecinco, Antena 3, Cuatro. <b>Radio:</b> RNE, Cadena SER, Onda Cero, Cadena COPE.	
Main Social Media Platforms (B2B, B2C)	Facebook YouTube Twitter	
Largest Industries	Tourism Manufacturing (pharmaceuticals and automobiles) Agriculture Energy	
Top Brands	Zara Santander BBVA Movistar El Corte Inglés	
Largest PR Firms	Lina Ortas Comunicación Uvedoble Marketing eVerythink PR Boutique Punta Alta	

## Visitor and Business Tips



Emergency Contacts	112
Dialling Code	+ 34
Taxis	Most taxis are reliable and affordable — just make sure they’re official and metered. Uber is operational in Madrid and Barcelona.
Tap Water	Generally safe.
Tipping	10-15% recommended.
Greetings	Handshake is standard. In informal situations, two kisses are preferred, one on each cheek.
Punctuality	Important.
Business Meeting Etiquette	Use “Señor” (Sir) or “Señora” (Madam) rather than first names. In the first meeting, Spaniards will want to become acquainted with you before proceeding with business, so you should be accommodating and answer any questions about your background and family life. It is unlikely that a meeting will stick closely to a detailed agenda. Negotiations in Spain tend to be quite open with one party taking the lead, but agreements can be flexible.
Other	

### Local Association

The Association of Communications and PR Consultancy Companies (ADECEC)

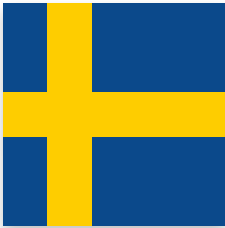
adecec.com  
adecec@adecec.com

# Sweden

## Quick Facts

Currency	Swedish Krona (SEK)	Also good to know
Biggest Cities	Stockholm — Capital, Gothenburg, Malmö	
Main and Official Language(s)	Swedish	
Average Level of English	High proficiency	
Form of Government + Media Status	Monarchy Free press	
Largest Broadcaster(s)	<b>Press:</b> Aftonbladet, Dagens Nyheter, Expressen, Svenska Dagbladet, Göteborgs-Posten, Sydsvenska Dagbladet, The Local, TT News Agency. <b>TV:</b> Sveriges Television (SVT), TV4, TV3, Kanal 5. <b>Radio:</b> Sveriges Radio, RIX FM, NRJ, Mix Megapol.	
Main Social Media Platforms (B2B, B2C)	Facebook Instagram Twitter	
Largest Industries	Engineering Automotive Telecommunications Pharmaceuticals	
Top Brands	IKEA H&M Nordea Ericsson Telia Company	
Largest PR Firms	Kreab PR Prime Hallvarsson & Halvarsson Diplomat Communications	

## Visitor and Business Tips



Emergency Contacts	112
Dialling Code	+ 46
Taxis	Uber is operational in Stockholm. If hailing a taxi, make sure that it's metered. Otherwise, pre-book with an established taxi rank.
Tap Water	Safe.
Tipping	10% recommended.
Greetings	Handshake is standard.
Punctuality	Very important.
Business Meeting Etiquette	Swedes like to be prepared for meetings, so rescheduling or changing the agenda or venue at short notice will be frowned upon. For a nation famous for its diligent work ethic, many meetings are relaxed and may even have a friendly tone.
Other	

### Local Association

The Association of Public Relations Consultancies in Sweden

precis.se  
info@precis.se



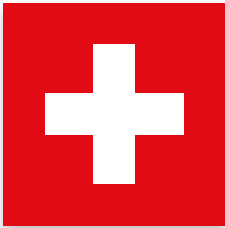
# Switzerland

## Quick Facts

Currency	Swiss Franc (CHF)	
Biggest Cities	Zürich, Geneva, Basel, Lausanne, Bern — Capital	
Main and Official Language(s)	German, French, Italian, Romansh	
Average Level of English	High proficiency	
Form of Government + Media Status	Republic Free press	
Largest Broadcaster(s)	<b>Press:</b> Neue Zürcher Zeitung, Tages-Anzeiger, Le Temps, La Tribune de Genève, Corriere del Ticino, swissinfo.ch, SDA. <b>TV:</b> SF-DRS, RTSI, TSR. <b>Radio:</b> SR-DRS, RSR, RSI, RR.	Broadcasting is dominated by the public Swiss Broadcasting Corporation (SRG/SSR) which operates seven TV networks and 18 radio stations. Most of its funding comes from licence fee revenues; a smaller proportion comes from TV advertising.
Main Social Media Platforms (B2B, B2C)	Facebook Instagram Pinterest Twitter	
Largest Industries	Services Chemical and pharmaceutical products Precious metals and gemstones Machinery and electronics Watches	
Top Brands	Nestlé UBS ABB Zurich Credit Suisse Roche Group Rolex Swisscom Nescafé	Switzerland is home to 15 of the 500 corporations with the highest stock market value in the world. These include Novartis and Roche (pharmaceuticals), UBS and Credit Suisse (finance), and Glencore Xstrata (commodity trading). While there are many top global brands calling Switzerland home, it's worth noting that most Swiss firms (over 99%) are small- and medium-sized enterprises (SMEs). These are defined as companies with fewer than 250 employees.
Largest PR Firms	Open Up Lemongrass Communications Reichl & Partner Communications Group Cohn & Wolfe Edelman	

### Also good to know

## Visitor and Business Tips



Emergency Contacts	Police — 117 Fire — 118 Emergency — 144
Dialling Code	+41
Taxis	Uber is operational in Zurich, Geneva and other urban areas. Otherwise, it is easy to hail taxis from the street or pre-book.
Tap Water	Safe.
Tipping	No particular obligation, though a 10% tip is recommended if you are particularly appreciative of the service.
Greetings	Handshake is standard.
Punctuality	Very important.
Business Meeting Etiquette	Always dress formally. Men and women are equal in business. Show respect for hierarchy.
Other	Use of Swiss motorways is subject to charge. The charge is levied in the form of the motorway charge sticker, which costs CHF 40. Anyone using the motorway without a motorway charge sticker is subject to a fine of CHF 200. This also applies if the motorway charge sticker is misused (not affixed correctly or affixed in the wrong place). The motorway charge sticker can be purchased in post offices, petrol stations, garages, TCS outlets, as well as from road traffic authorities.

### Local Association

Association of Swiss PR Agencies (BPRA)

bpra.ch  
info@bpra.ch

# Trinidad and Tobago

## Quick Facts

Currency	Trinidad and Tobago Dollar (TTD)	Also good to know
Biggest Cities	Chaguanas, San Fernando, Port of Spain — Capital	
Main and Official Language(s)	English	
Average Level of English	Native	
Form of Government + Media Status	Parliamentary republic Free press	
Largest Broadcaster(s)	Press: Newsday, Guardian, Daily Express. TV: CCN TV6, CTV, CNC3. Radio: Trinidad Broadcasting Company, Talk City 91.1, One Caribbean Media, CL Communications.	
Main Social Media Platforms (B2B, B2C)	Facebook Pinterest YouTube	
Largest Industries	Petroleum products Liquefied Natural Gas (LNG) Methanol Agriculture Manufacturing	Privately-owned TV6 dominates the ratings. State-owned Caribbean New Media Group runs a TV network and radio stations.
Top Brands	Caribbean Airlines (Formerly BWIA) House of Angostura Bmobile (Parent company TSTT) Bermudez Biscuit Company Republic Bank	
Largest PR Firms	Starters Capital Marketing Paradox Studios TT The BrandTUB Ramdin (Digital) Proudfoot Communications	

## Visitor and Business Tips



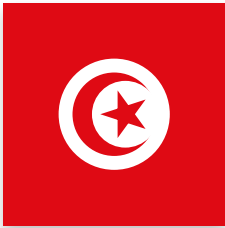
Emergency Contacts	Police — 999 Ambulance — 811 Fire — 990
Dialling Code	+1 (868)
Taxis	Regular taxis are readily available at airports, cruise-ships, ferry terminals and hotels. All are unmetered but follow rates established by the government. DROP Taxi is an Uber equivalent.
Tap Water	Generally safe.
Tipping	10-15% recommended.
Greetings	Handshake is standard.
Punctuality	Important.
Business Meeting Etiquette	Business people are often friendly and kind. Use honorific titles rather than first names.
Other	

# Tunisia

## Quick Facts

Currency	Tunisian Dinar (TND)	Also good to know     Tunisia is home to one of the freest media environments in the region (Freedom House).
Biggest Cities	Tunis — Capital, Sfax, Sousse	
Main and Official Language(s)	Arabic, French	
Average Level of English	Low proficiency	
Form of Government + Media Status	Republic Free press	
Largest Broadcaster(s)		
Main Social Media Platforms (B2B, B2C)	Facebook YouTube	
Largest Industries	Oil Mining Tourism Agriculture	
Top Brands	Tunisie Telecom Tunisair Monoprix Délíce	
Largest PR Firms	TRACCS MAAP Cicero & Bernay	

## Visitor and Business Tips



Emergency Contacts	Police — 193, 197 Ambulance — 190 Fire — 198
Dialling Code	+216
Taxis	Avoid taxis that are parked up, especially outside hotels and tourist attractions. Flag down taxis in the street — they tend to be available for work and are less likely to try to inflate the fare. Otherwise, apps or websites such as ALLO TAXI can be used to order taxis.
Tap Water	Generally safe.
Tipping	10-15% recommended.
Greetings	Handshake is standard. When greeting a person of the opposite sex, wait for them to extend their hand first as some Tunisian, Islamic cultures discourage contact between unmarried men and women.
Punctuality	Important.
Business Meeting Etiquette	Business often functions on trust, so building good relationships with your business counterparts is important. Avoid scheduling large meetings or projects during Ramadan.
Other	

# Turkey

## Quick Facts

Currency	Turkish Lira (TRY)	
Biggest Cities	İstanbul, Ankara — Capital, İzmir	
Main and Official Language(s)	Turkish (official), Kurmanji and Arabic (spoken, not official)	
Average Level of English	Very low proficiency	
Form of Government + Media Status	Republic Restricted	
Largest Broadcaster(s)	<p><b>Press:</b> Hürriyet, Hürriyet Daily News, Milliyet, Cumhuriyet, Sözcü, Yeni Asır, Sabah, Ensonhaber, T24, İnternet Haber, NTV.</p> <p><b>TV:</b> Turkish Radio and Television (TRT), Star TV, Show TV, Kanal D, ATV, Fox, NTV, Samanyolu TV, CNN Türk.</p> <p><b>Radio:</b> Turkish Radio and Television (TRT), Kral FM, Süper FM.</p>	Turkey's failed coup in 2016 had a profound impact on the media. A government clampdown on the plotters and their alleged supporters has extended to media outlets and journalists.
Main Social Media Platforms (B2B, B2C)	Facebook Twitter Instagram WhatsApp (main texting platform)	
Largest Industries	Textiles Steel and manufacturing Automotive Food processing Trade and banking	
Top Brands	Turkish Airlines Türk Telekom Turkcell Akbank Garanti	
Largest PR Firms	İletişim Ofisi PR Promedia TimePR TRACCS	

Also good to know

## Visitor and Business Tips



Emergency Contacts	Ambulance — 112 Fire — 110 Police — 155
Dialling Code	+90
Taxis	Uber is operational in İstanbul. The BiTaksi app is also used. If using other taxis, it is recommended to pre-book with taxi ranks to avoid being overcharged.
Tap Water	Not regarded as safe to drink, but used in cooking, in tea/coffee and for brushing teeth. It is recommended that you use bottled water to drink and make ice. Many people have filtering systems attached to their taps to make the water drinkable at home.
Tipping	5-10% recommended.
Greetings	Shake hands. If greeting someone of the opposite sex, wait for them to extend their hand to you.
Punctuality	Important, but don't be offended if your Turkish counterpart is late.
Business Meeting Etiquette	Respect authority. Use honorific titles and avoid using first names alone. After introductions, if your Turkish counterparts offer their business cards, this can be a sign that they are interested in developing a business relationship and you should offer your card in return.
Other	If entering a Turkish house as a guest, don't forget to take off your shoes. Turkish shops/sellers have a tendency to overcharge foreigners: always do your research and bargain.

### Local Association

Communications Consultancies Association of Turkey (IDA)

ida.org.tr  
ida@da.org.tr

# UAE

## Quick Facts

Currency	UAE Dirham (AED)	
Biggest Cities	Dubai, Abu Dhabi — Capital, Sharjah	
Main and Official Language(s)	Arabic (official), English (main)	
Average Level of English	Low proficiency	Higher proficiency in a business context.
Form of Government + Media Status	Monarchy Controlled press	
Largest Broadcaster(s)	<b>Press:</b> Al-Bayan, Gulf News, Khaleej Times, Emirates 24/7, The National, 7Days, Emirates News Agency (WAM). <b>TV:</b> Dubai Media Incorporated (DMI), Abu Dhabi TV, Ajman TV, Sharjah TV, MBC, Al-Arabiya, Sky News Arabia. <b>Radio:</b> Abu Dhabi Media Company, Radio Asia, Al-Arabiya FM, Dubai 92, Noor Dubai 93.9, City 101.6.	The UAE is a regional and international centre for TV and media, alongside Egypt and Lebanon. Dubai Media City and twofour54, Abu Dhabi's media zone, were all set up to attract key players.
Main Social Media Platforms (B2B, B2C)	YouTube Instagram Twitter WhatsApp	
Largest Industries	Oil and gas Construction and manufacturing Financial services	
Top Brands	Etisalat National Bank of Abu Dhabi First Gulf Bank Abu Dhabi Commercial Bank Emirates NBD	
Largest PR Firms	Weber Shandwick APCO Worldwide ASDA'A Burson-Marsteller Hill + Knowlton Strategies Mamac Ogilvy FleishmanHillard	

Also good to know

## Visitor and Business Tips



Emergency Contacts	Police — 999 Ambulance — 998 Fire — 997
Dialling Code	+ 971
Taxis	A number of apps, including Careem, Abu Dhabi Taxi and ITC, are operational in cities. Uber is operational in Dubai. Otherwise, pre-booking is recommended.
Tap Water	Not safe. It is recommended that you use bottled water for drinking, making ice and brushing teeth.
Tipping	10% is appreciated, but not expected.
Greetings	Gentle handshake. Handshakes between men and women can be frowned upon, so wait until the opposite sex extends their hand before shaking it.
Punctuality	Important.
Business Meeting Etiquette	Business meetings can take place in offices, but they can often be informal and take place in restaurants or cafés.
Other	

# UK

## Quick Facts

Currency	Pound Sterling (GBP)	Also good to know
Biggest Cities	London — Capital, Birmingham, Manchester	
Main and Official Language(s)	English	
Average Level of English	Native	
Form of Government + Media Status	Constitutional monarchy Free press	
Largest Broadcaster(s)	<b>Press:</b> The Daily Telegraph, Financial Times, The Guardian, The Independent, The Times, The Sun, The Mirror, The Daily Mail, The Daily Express, The Scotsman, Western Mail, The Press Association. <b>TV:</b> BBC TV, BBC World News, ITV, Channel 4, Channel 5, ITN, Sky. <b>Radio:</b> BBC Radio, BBC Radio Scotland, BBC Radio nan Gàidheal, BBC Radio Ulster, BBC Radio Wales, BBC Radio Cymru, BBC Asian Network, BBC World Service, Absolute Radio, Talk Sport, Classic FM.	
Main Social Media Platforms (B2B, B2C)	Facebook Instagram Twitter LinkedIn YouTube	
Largest Industries	Finance and banking IT Construction Oil and gas	The UK has a strong tradition of public service broadcasting and an international reputation for creative programme making.
Top Brands	Vodafone HSBC Shell BT Sky BP	
Largest PR Firms	Edelman Weber Shandwick Brunswick Teneo Blue Rubicon Freuds	

## Visitor and Business Tips



Emergency Contacts	999
Dialling Code	+ 44
Taxis	Uber is operational in many cities, including London. Black taxis are otherwise available, and are only about 10% more expensive. Addison Lee is a premium taxi company, typically for business purposes.
Tap Water	Safe.
Tipping	10-15% recommended.
Greetings	Handshake is standard.
Punctuality	Important.
Business Meeting Etiquette	People are very polite in business meetings and can come across reserved. Gifts aren't required. Depending on the company, business meetings can be somewhat egalitarian, and each person present might be expected to contribute. Business cards are exchanged without ritual. Small talk is common prior to meetings. Business relationships thrive on personal relationships, so be sure to build a strong relationship with your business counterparts.
Other	

### Local Association

Public Relations and Communications Association (PRCA)

prca.org.uk  
francis.ingham@prca.org.uk

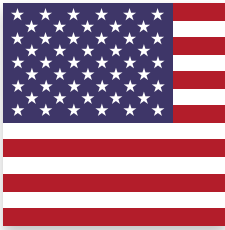


# USA

## Quick Facts

Currency	US Dollar (USD)	Also good to know
Biggest Cities	New York, Los Angeles, Chicago, Houston, Washington D.C – Capital	
Main and Official Language(s)	English	
Average Level of English	Native	
Form of Government + Media Status	Republic Free press	
Largest Broadcaster(s)	<b>Press:</b> USA Today, The Wall Street Journal, The Christian Science Monitor, LA Times, The Washington Post, The Boston Globe, New York Post, The New York Times, The Philadelphia Inquirer, The Baltimore Sun, Chicago Tribune, Newsweek, Time, US News & World Report, Associated Press, Bloomberg Business News, UPI, Houston Chronicle, Newsday, The Seattle Times, New York Daily News, The Dallas Morning News, Tampa Bay Times, The Denver Post. <b>TV:</b> ABC, CBS, NBC, Fox, CNN, MTV, HBO, PBS, EPSN, HGTV, The CW. <b>Radio:</b> NPR, iHeart Media, CBS Radio, Cumulus Media.	
Main Social Media Platforms (B2B, B2C)	Facebook Instagram Twitter	
Largest Industries	Healthcare Technology Construction Retail Nondurable manufacturing	The US has the most highly-developed mass media in the world. US dramas, comedies, soap operas, animations, music videos and films have a global audience and are part of the staple fare of broadcasters worldwide.
Top Brands	Amazon Apple Google Samsung Facebook AT&T	
Largest PR Firms	Edelman Weber Shandwick FleishmanHillard Ketchum Burson-Marsteller	

## Visitor and Business Tips



Emergency Contacts	911
Dialling Code	+1
Taxis	Uber is operational in most major urban centres and is often the cheapest option. It is otherwise easy to flag down taxis, and they should be metered. It is recommended to pre-book if travelling longer distances.
Tap Water	Mostly safe. However, in some cities, for example Flint in Michigan, it is definitely not safe.
Tipping	15-20% expected.
Greetings	Handshake is standard.
Punctuality	Important.
Business Meeting Etiquette	Business can often flourish when trustworthy, friendly relationships are fostered – so get to know your co-workers. Don't interrupt. Allow your counterparts to express their views freely.
Other	Culturally, Americans tend to be very extroverted and friendly. It may be a bit overwhelming to some cultures, where individuals are more reserved.

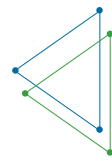
### Local Association

PR Council

prcouncil.net  
kristin@prcouncil.net



# DISCLAIMER



Research for this guide document was conducted using a range of sources over the course of a number of months between 2018-2019. Please note that if you are reading an older version of this document, some of the data or content may be outdated.

ICCO and Creative Culture also acknowledge the subjective nature of topics such as etiquette and common cultural practice; therefore, this information should be taken as an amalgamation of guidance gathered to serve the PR professional in general. Circumstances, people and regions within countries may operate in ways that are different to what has been suggested in this guide, such is the fluid nature of human culture and business travel.

# PR | INTERNATIONAL BUSINESS HANDBOOK

The PR Practitioner's Guide to International PR



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