



Welcome to

# Doing Business In Brazil

with

**Almiro dos Reis Neto**

[Almiro.dosreisneto@Hofstede-insights.com](mailto:Almiro.dosreisneto@Hofstede-insights.com)

## Almiro dos Reis Neto



Almiro is the President and Senior Consultant at Franquality, representative of Hofstede-insights in Brazil.

Formerly he was the CEO of the Brazilian Human Resources Association in São Paulo -ABRH-SP.

He teaches “Organizational Culture” at the MBA of the Fundação Getúlio Vargas (FGV), one of the most prestigious business school of Latin America.

He is an expert in organizational culture, competency management, top executives coaching, and leadership development.

Almiro is graduated in Industrial Engineering at the Escola Politécnica of the University of São Paulo and post graduated in Human Resources Management at the Université d'Aix-en-Provence, France. Formerly, he was a McDonald's and a Hay Group Director in Brazil.

He has conducted seminars and workshops at organizations such as Worldwide Training & Development Congress, Brazilian Congress, South American Human Resources Meeting, Brazilian Franchising Association, and Brazilian Retail Federation Congress. In 2009 Almiro was pointed out as one of the Top of Mind HR professionals in Brazil.

Almiro has conducted projects in Argentina, China, México, Oman, Singapore, and Switzerland, and visited 40 countries.

Almiro has advised dozens of prestigious companies such as: Abbott, Akzo Nobel, Anglo American, Avon, Basf, Carrefour, COFCO, Ericsson, Liberty Insurances, Merck Sharp and Dohme, Midea Carrier, SAP, Santander, Standard Chartered Bank, and Vale.

Almiro is based in São Paulo, Brazil, and speaks fluently Brazilian Portuguese (mother tongue) and English.

[almiro@franquality.com.br](mailto:almiro@franquality.com.br)



States of Brazil

Brazil has around 200 million inhabitants

It is the world's fifth-largest country in land size

It has around 8,000 km of beautiful beaches

The official language is Portuguese

The main religion is Christianity and its variations



Brazil has 27 States,  
plus the Country  
Capital

But only 3 States  
generates 52% of the  
GNP of the country:

- Minas Gerais (9%)
- Rio de Janeiro (11%)
- and Sao Paulo (32%),

# The 3 main influences of Brazil culture are



But you will also find large communities of people from

- Italy
- France
- Germany
- Lebanon
- Japan
- Korea

# Brazil is a multicultural country



Let`s try to describe the  
“average” Brazilian

# Main traits of Brazilian culture

- Hierarchical, but informal
- Collectivist and Relational
- Flexible in relation to laws and rules
- Spiritual and religious, multiple faiths
- Indulgent and cheerful



# Power Distance

Brazil has a **high** score on the **Power Distance dimension**.

This means that **hierarchy is accepted & expected**; viewed as normal ...even good


This also means that **rank and status** affect business interactions.

Subordinates will **defer** to their boss; in turn, the boss is supposed to look after their needs.

A Brazilian subsidiary of a global company may operate as its HQ

**You can relate to almost anyone, but you must find out who take the decisions**





# Individualism versus Collectivism

Brazil has a lower score for **Individualism**, it is therefore a **Collectivist** Culture.

This means that life is structured around the **multiple in-groups**; typically, this is the extended family, close friends, colleagues, business relationships etc.

The responsibility an individual has is to **their group** and they are obliged to show loyalty and sacrifice for the well being of the group, knowing that in return, the group will show this same loyalty to them.

**Facebook, WhatsApp, Twitter, LinkedIn** are largely used in Brazil

# Kisses and hugs are very frequent among work colleges and friends

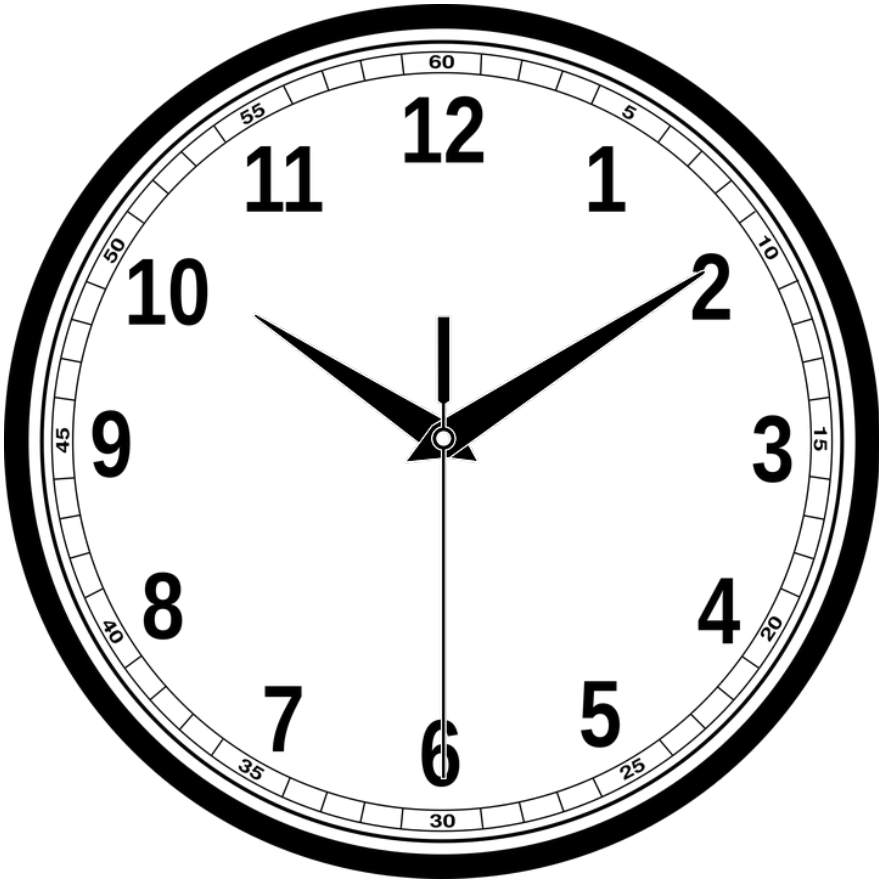


# Brazilians like to be with friends, to celebrate



@HofstedeInsights

## When invited to a meeting or a dinner...



...be aware that Brazilians are rather flexible than punctual, clockwise

A delay of 15 minutes is expected

A confirmed meeting is **NOT** confirmed till you reconfirm it



## Greetings in first meetings

- Handshake and exchange business cards
- As a foreigner you will be treated with Brazilian hospitality, regardless of your position
- Addressing the attendees:
  - You may use first name in general
  - You will need to use Mr. (last name) or Ms. (last name) for doctors and lawyers



## How to dress for business meetings

- Formality is safe in first meetings:
  - Wear a suit or smart casual jacket and trousers for men (smart watch, polished shoes)
  - Dress or suit for women
  - The weather is generally hot in Brazil and many company have abolished ties and suits
- Later meetings:
  - Check how the counterpart is dressed



Small talk to  
create a  
positive  
atmosphere

- Food and drink (caipirinha)
- Sports – e.g. football
- Family



# Masculinity versus Femininity

Brazil score medium on the Masculinity/Femininity dimension, indicating that the society values the symbols of success and achievement as much as taking care of people

Competition is in general not seen as a regular aspect of life, and conflict should be avoided within in-groups.

Group recognition is highly appreciated

# Uncertainty Avoidance

Brazil score high in **Uncertainty Avoidance**, indicating that the country is **uncomfortable with ambiguity**.

**Be prepared for heavy bureaucracy** – but also for suggestions on how to avoid it/cut corners.

**Queue jumping**, not following rules and regulations properly and can be seen quite visibly in the chaotic driving and traffic conditions in all big cities.

# Brazil is a religious country



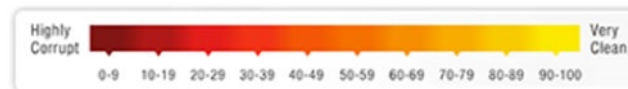
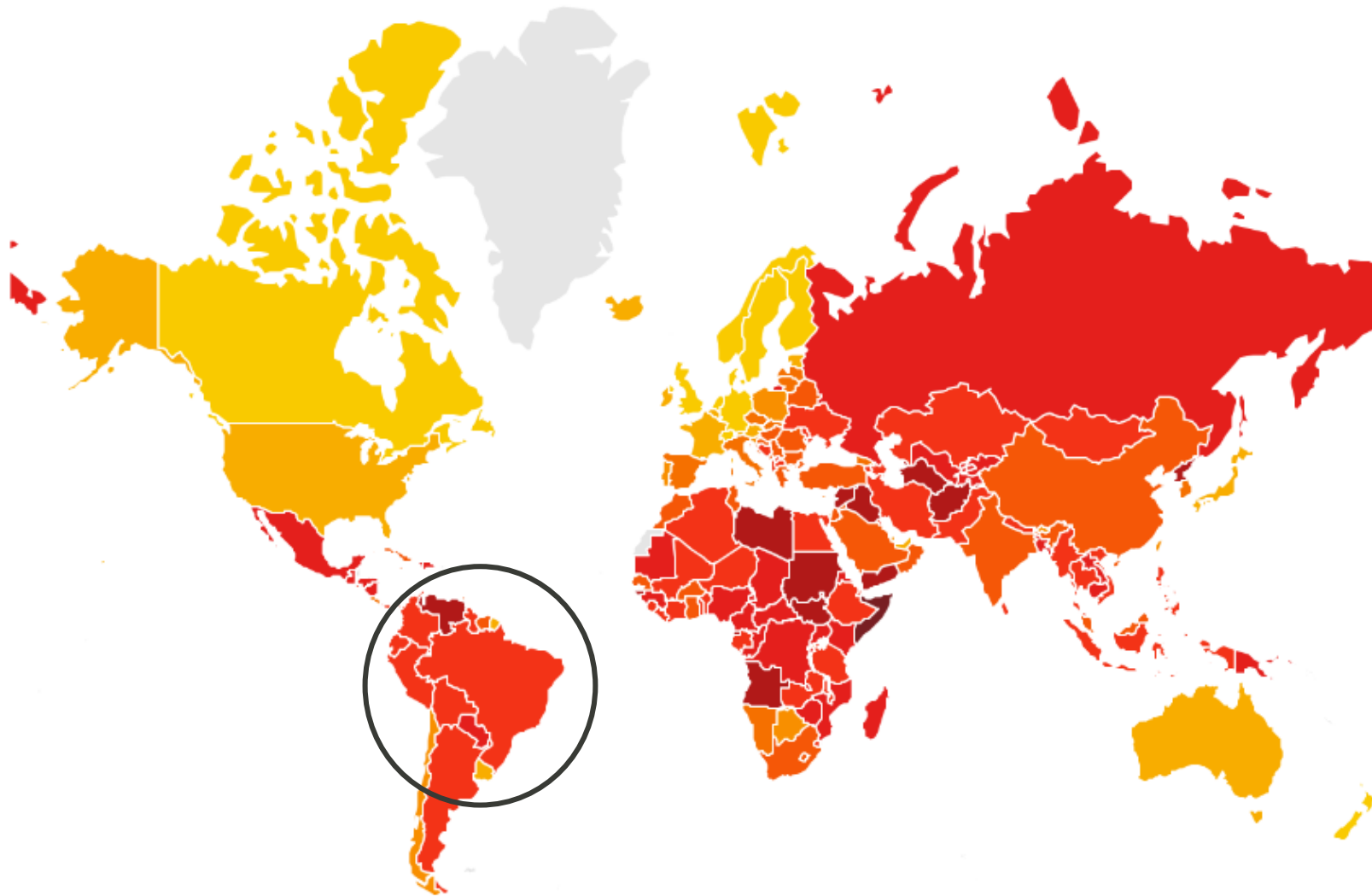
The Christian catholic church represents the majority of the Brazilian people, but also can be found Protestants, Jews, Muslims and rituals of Afro origin

There is no religious conflict in Brazil

## Brazilians are flexible in relation to laws and rules



# Corruption Perception Index 2017



Source: <https://www.transparency.org/>



# Indulgence

Brazil scores high for Indulgence

A typical good weekend will be a barbecue and beer with friends

Brazilian also like to tell jokes and laugh

# Brazilians like to indulge themselves



# Questions?

Спасибо

RUSSIAN

Gracias

SPANISH

ありがとう  
ございました。

JAPANESE

Ευχαριστώ

GREEK

شكراً

ARABIC

Merci

FRENCH

Almiro dos Reis Neto

[almiro@franquality.com.br](mailto:almiro@franquality.com.br)

CẢM ƠN

VIETNAMESE

Thank  
You!

ENGLISH

谢谢

CHINESE

고맙습니다

KOREAN