

# **Case Study on a Global Company: Between Ethical Principles and Reality.**

**Joe Wild**

**Abstract—** . Since the first process of Globalization between 1870-1914 our World is challenging more and more interactions to one another, and even if diversity could be a paramount advantage, it leads with it a certain complexity. We have a World, Continents, Countries and Citizens, living and working with their Culture and their past, their education... and their respective economy.

As the acculturation process for a foreigner, Companies must fit to the new country to conquer. We saw in the past some of them achieved so well to this aim that they reached to influence an entire society (Amazon, Coca-Cola Comp, Mc Donald, ...). We'll think about that, as a hypothetical German Company wishing a Global expansion, worldwide and without delocalization.

In this entire FICTIVE scenario, we'll be the executive of "LooCat" Co., we'll try to establish and define what kind of model we are.

We'll think over various assumptions in the process to implement four of our main principles in other countries. What are the possible results? How to make a guideline based on our German model in China, United States, and South Africa? What are the risks? Ethically speaking, what would be potential tricky?

*Keywords: Utilitarianism; Categorical imperative, sinocentrism, Hofstede's Principles, statement of work, consequentialist, non-consequentialist, Hedonism, monochronic, polychronic (time), acculturation, enculturation.*

## **I. Depiction of LooCat.Co and our Principles**

An implanted Company in a foreign country might be seen like a Cat amid Tigers. Acceptance involves adaptation into a new home, and new Rules. But at what cost? How does this new "family" work? What might be a "success" or not, and how to keep "our" identity, which makes our own brand, dealing with new rules? Are we able to accept all the necessary changes or will our tolerance cost us the price of our primary identity and notoriety? What is the Culture which links these Humans with their own ethical rules into it? (like for the nesting dolls, there is always one world within another one).

Loocat: On board, our employees actively participate, the "Decision-Making process" is usual. We want to ensure that no immoral behaviors occur, thence, we request everyone to report misconduct.

Our point of view about ethics is formal and follows a non-consequentialist system (Kant) and in this last principle, we want equal opportunities for all members in the corporation without regarding age, sex, origin or religion...

## **II. Solve the problem, find the challenge: Ethic, Categorical Imperative or Utilitarianism?**

Hence,

we have four principles making our Identity: \_Decision-Making Process,

\_Report to hierarchical superiors' misconducts,

\_Rejection of the corruption and,

\_Equal opportunity.

### **1. Decision-Making Process:**

According to Hofstede's principles, the Decision-Making process would reflect a low power distance between employees and superiors. But, what if the majority of employees are Men for example, and are for a team without Women? (Obviously the opposite could happen). As in a Democracy, "Decision-Making", in the interest of a majority, might not be in concordance with our values. Following an Utilitarianism view with a quantitative result (Jeremy Bentham), it may be ethical to accept despite everything, for the well-being of the greater number. This kind of action would lead to a bigger amount of happiness for a larger number.

Sticking to this approach, the benefit of such an action would also be good at a qualitative level considering the mental advantage of having co-workers agreeing with each other and having chosen all together this rule they would be more likely to respect it. Generally, the outcome of a participatory decision is respected. Assume your choice, Respect your rules.

The process could be validated and relationships into our company would have a good likelihood of "serenity". Ok but is it ethically correct? [1]

Let's go back to this first point with another example. Imagine, 90% of a Team loves "Chips" and vote for eating Chips five times a week, the country where we want to be has a strong "GREEN" lifestyle (Italia, Greece, with their Mediterranean diet, or Japan and its semi-vegetarian food low in fat and sugar).

If all members of the Team "impose" their own decision, we will have a severe problem of adaptation with the Japanese Culture. Looking at a Categorical Imperative dimension, the rule of "eating chips" can't be adopted because it's not an Universally applicable rule. We need to be rational and how Kant wrote "Without rationality, the universe would be a waste, in vain, and without purpose."

### **2. Report to Hierarchical superior's misconducts:**

Should this be adopted in our chart? Utilitarianism or Categorical imperative ethic?

Is this a good principle for "Loocat" Co ? Or for a more Communitarian sphere?

A bold unity begins with a solid Trust. Trust is solidarity. Working day after day in a suspicious ambiance, suspecting one another of being more in the side of their superiors than on their own may lead to a sharp deterioration in relationships with other team members.

An Utilitarian probably would think that these kinds of actions, here called as “denunciation” are just civic acts, in an individual process wherein the “end justifies any means”, and if you are untainted, therefore, you should accept the fact that you could be denounced by anyone.

We don’t want to peddle fear, and fear will be hawked if a non-direct speech is established.

With Qualitative Utilitarianism, we’ll consider that experiences would generate the most fulfilling result for the group. Quantitative is more about limited distribution, for example, assigning a numerical score to each potential project, with different parameters, and comparing which one will produce the maximum positive impact. Outcomes here are measurable.

Categorical imperative? A sensitive subject.

### Reason and Empirical truth:

“According to Kant moral law is universal, impartial and rational by which any action can pass the test of: universality, impartiality, and rationality.”

1/ Universality: yes we could, but not without creating some other potential bad results.

2/ Impartiality: yes

3/Rationality: yes

On the scale of Global values, any Human being may evolve in a World where a fault would be reported, but at the cost of privacy and under the threat of a constraint on freedom; in this case, the answers could have been: Yes, No, Yes.

No one has to adopt bad behavior simply because we can’t all live together in this way. The pleasure or the ease of succumbing to temptation doesn't excuse the morality of the action. Utilitarianism is not appropriate. To succeed further, we ask them no corruption and we want “betrayers”. Should the “Divide and rule” policy (Philip II of Macedon) rule? Enculturation and the past of one single agent come into consideration. This brings us to the third point,...

### 3. Corruption and Ethic.

Even if a white flowers bouquet might save the World? A good leader acts for the health of all. OK, but at which price? According to World population review [2] there would be 32 countries at War currently (2023) on Earth, it means more than 32 legal representatives working on negotiations for the final interest of :

1. Utilitarianism = Peace <-> Consequence (for themselves?)
2. Kantian Ethic = Peace <-> Action (for a bet on the future?)

Either we make decisions by acting for the greatest number, or we act for the Peace of all populations. Thus, either LooCat principle, either adaptation? Either we remain ethically correct for us, or we will be discarded from a new culture and the state of implantation. Denying our own Ego is a tricky dilemma because we just don’t know what consequences of our acts will be, nor their repercussions. What might be considered as bribery?

## Corruption, Politic, Culture and Ethic.

Even a breath of peace could turn into a war again, just by lack of firmness or by misunderstanding. But let us return to the matter at hand. In our case, it's important to highlight that we don't want to lose our identity. We are in the field of Economy and have certainly a hard local concurrence to "fight".

"Masculinity stands for a society in which social gender roles are clearly distinct: Men are supposed to be assertive, tough, and focused on "material success"; Women are supposed to be more modest, tender, and concerned with the quality of life." (Hofstede Masculinity /Femininity Traits)

Following this precept, Men would be more inclined to indulge in corruption for material things, in war for example, for lands, weapons whereas Women would be more for a social aspect such as human beings, health or comfort...

But let's be clear, it would be unfair to say that Women are less corrupt than Men and vice versa. Accurate Datas are very arduous to legitimize. [3] With a Masculinity trait and always with supposition a Decision-making setting, we might suppose that they would be more susceptible to accept some "briberies", or gifts, in a quantitative aspect of Utilitarianism. Women would be more in the qualitative aspect, accepting "briberies" for a better quality of life. Our own Principle as LooCat Corporation follows a Categorical Imperative approach. We touch on Integrity, and even if not accepting a such behavior isn't in the ten commandments, moral value and our responsibility to maintain them under the eye of the World and under the laws are primordial. [4]

### 4. Equal opportunity:

"A company or organization that understand and obeys its legal duty not to treat employees or people applying for jobs unfairly because of their race, religion, age, etc..." (Cambridge dictionary).

Let's consider our first point as an Utilitarian:

Diversity might be seen as complexity, relationships are a win-win game in the best case, but we must learn how to play. For instance: Men and Women and hired Women with the risk of pregnancy.

Possible Utilitarianism thinking, seeking Hedonism:

An equal opportunity could lead to competitive spirits for a better rank, emphasizing a single craving behavior and could create bad reasonings or immoral misbehavior. Ex: "I don't care if she is pregnant, the only thing I notice is I must work more to make up for his absence." Or from a Woman: "I don't care if he broke his leg skiing, the only thing I notice is I must work more to make up for his absence."

Now, what could be gained to accept Equal opportunity? The chance for someone with a lower position to be upgraded, no matter who will be ejected in the higher status? (e.g. Sam Altman and OpenAI, regardless he returns back as CEO).

From a Categorical imperative perception:

We are for Equal Opportunity, with this point of view, we are for complexity and social aspect in our original country is essential. The same rules are established at all levels with an "universal"

compassion. “She or He is absent, that bothers me, but maybe one day I’ll be on the sick-lists and at this time I’d like a comprehensive behavior from my coworkers”.

Another illustration just to emphasize the complexity in the collective process and for knowing would be good for us or not:

-working more to earn more- <versus> -choosing if we want to work more- (or not, for additional free time). The first one is equalitarian while the second one plays equity. Our principle clearly disproves fraud, hence, are we on the first or the second case?

It’s very difficult to find a general rule for all, everybody must work equitably, or they should be paid accordingly otherwise, and as we previously said, it would be inequitable that certain make the work for others without a financial compensation. Furthermore, if our Categorical imperative attitude (all of the members work a lot, either they don’t) without giving them the choice is established, we could drive us to an aggressive competition for a better salary.

The Equal opportunity principle seems to be good if only because diversity is a wealth, however, rules are necessary for a good environmental frame of work.

Having choice as entity into a team to come into a competitive mode or not may be the better alternative between:

A General rule opens to everyone with a risk for each one,

and

A General rule imposed on everyone and unsuitable for each one.

When equality and equity are summarized as:

“we can’t make an omelette without breaking a few eggs” but maybe everyone doesn’t want to eat eggs. [5]

### **III. Risks of unadaptable Guidelines across the World: Ethic, Social and Economic.**

Space, context and time... or how to be in the right place at the right time with the best conditions. All negotiations happen in the best possible environment. Whether in Politic, or in Business, the social aspect is decisive. It would be very inappropriate to talk to someone who is starving how delightful was our past thanksgiving meal or serving a Muslim guest pork as dinner. LooCat wants make profits. We have principles, strong principles, but the aim of this study is to know how to make profits worldwide without damaging our personality based on our own code of Ethic. Why not consider creating a simulation of these principles dictated in each continent. What are the risks of an unadaptable “code” of guidance? We have a whole world to define, similar to a “little big planet” into a galaxy.

Religion generally leads to morality, to law and to Ethic.

Japan for example, which is a good case of impartial country, with a narrow margin of tolerance concerning rate of flexibility in moral behaviors, will adopt a conduct with a high level of Masculinity, Uncertainty Avoidance, and Long-term orientation. Taking risks and “betting” on external elements wouldn’t be taken in consideration a lot, not as much as Russia, more pragmatic, accepting more flexibility on external elements in situations, context and time (lower Long-Term Orientation). [6]

Rate of Moral Deviation Rules is the Key. Hence, since Taylorism in the end of 19<sup>th</sup> century (**Statement of work (SOW)**), Fordism as a symbol of effective mass production in 20<sup>th</sup> century, and Toyotism; the different strategies of Economic, Social et Politic management have changed. Keeping a good Team where 35,711 thousand employees work together (e.i Starbucks stores worldwide in 2022) with the “common force”, or like Tesla [7] would deserve a in-depth analysis.

### Simulation of LooCat Principles Worldwide:

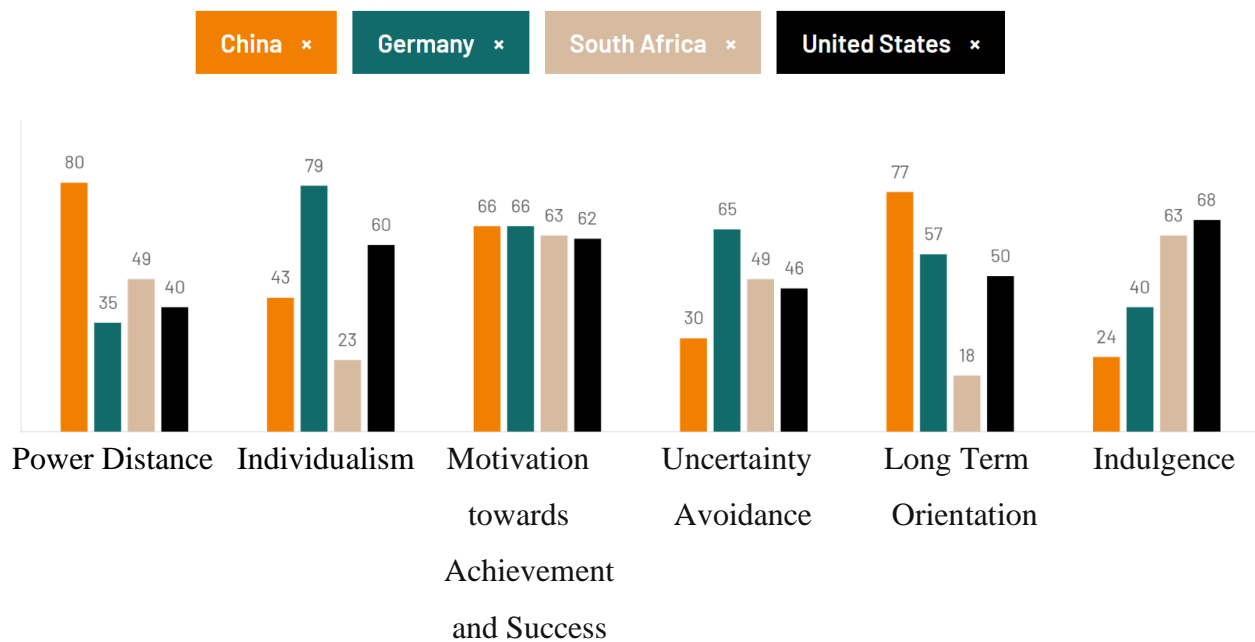
1.Decision-Making Process

2.Report to hierarchical superiors' misconducts

3.Rejection of the corruption

4.Equal opportunity

In Germany\*,China(a), United States(b), and South Africa(c)



(Chart made with the Culture Factor Group) [8]

#### 1. Decision-Making Process:

Germany\*(Us: taken as a first point of comparison, with a frank and direct speeches)

Kant: Individual <Company <Country (State & Culture)

As we know and according to Hofstede's effects:

Collectivism indicates a greater importance of well-being for a group.

**a.** We established a high level of “Decision-Making” concerning our primary team Guideline. Allowing employees to criticize their superiors and thus, the authority, without cutting corners, without 360-degree of speech should drive to some disagreements in Asia, and particularly in

China wherein Hierarchy is seen has an incontestable established order. Differences about ethics and acceptance of all actions implemented and imposed by the “Empire” are real. It would be unthinkable for European citizens to approve more than 700 million surveillance cameras watching you in the streets every time (even though all countries in the world look like following the same path).[9]

With China, we are faced with Sinocentrism, characterized by collectivism, an adaptive behavior is appropriate.

Similarly to Japan, Long-term relationships and stable interactions are adopted. With our manner to act we are more in dynamic interactions, reporting and accepting mistakes. Tolerance rate from Chinese employees to direct speeches isn't the same, they may feel very uncomfortable confronting aggressive interactions and situations like that would generate confusion and a questioning of our trust. An adaptative method is suggested.

**b.** In the case of the United States, direct speech- and decision-making processes are easily assimilated. As we can see on the chart, Germany and United States share similarities in almost every aspect except Indulgence whereinto a bigger gap is indisputable. Both managers and employees expect to be consulted and information is shared frequently. At the same time, communication is informal, direct and participative.

**c.** In South Africa it's a mix between both aspects, on one hand and like in China, collectivism is strong.

That could mean a weak Internal Conviction (Julian Rotter 1966 study on various forms of control conviction from people of different cultures) provoking a lack of stance when we expect them to share personal opinions, as individuals. A strong respect for the hierarchy would support this fact.

On another hand, long term orientation is very low, maybe because the life expectancy is low. Fast interactions should be implemented and having a Power Distance barely equal to Germany, communications for options might be easy.

## **2. Report to hierarchical superiors' misconducts:**

Germany\*(Us: taken as a first point of comparison)

Kant: Underlying of this principle: \_ General truth? \_Applicable globally as a general truth in reality?

Loocat: Yes

**a. China:** A state where a citizen rating has been set in 2020, to punish bad behaviors and reward the good ones... We saw during the Covid-19 how a rise of the collective fear mixed with a strong power of authority could strengthen denunciations from each other's.

Always on the side of the government? One sure thing, China isn't a Democracy. How to accost this point? [10]

Following this aspect, reporting misconducts to supervisors would be acceptable. Nevertheless, we have taken a crisis period as an example, a very particular situation. Power Distance in this Country is very strong and obedience to the superiority too: report of misconducts might be accepted, but in a very discreet mode and with some precautions.

**b. US:** Very similar to Germany in the average of the chart except about Indulgence (control of their desires and impulses or not). Here, weak control is called indulgence. It's a contradictory country in attitudes and behaviors.

"Work hard and play hard."

Hard to define how a competitive "game" could turn out and to determine if reports will be false or true testimonies for a better position or other interests.

**c. South Africa:** Along the same lines of "Decision-Making process", this action is led by an Individual willingness to act. It's not a standard procedure in Africa where Ubuntu encompasses the community power. Moreover, as in a family, it would be very difficult to ask them to "betray" their neighbors since each one exists thanks to another. The bar chart seems to support this thesis. We can see a very low level of Individualism on this place. Asking such a thing could lead to considering our company like a double-faced company, in which we can't trust, playing a personal game for our own interests. They might not want to work for us, and at a bigger level, we might undergo a rejection from politic and suffer from a bad reputation.

### 3. Rejection of the corruption:

Germany\*(Us: taken as a first point of comparison) - Kant: Categorical Imperative Principle?  
Yes

## POWER DISTANCE COMPARISONS

### CHINA 80

At 80 China sits in the higher rankings of PDI - i.e. a society that believes that inequalities amongst people are acceptable. The subordinate-superior relationship tends to be polarized and there is no defense against power abuse by superiors. Individuals are influenced by formal authority and sanctions and are in general optimistic about people's capacity for leadership and initiative. People should not have aspirations beyond their rank.

### GERMANY 35

Highly decentralised and supported by a strong middle class, Germany is not surprisingly among the lower power distant countries (score 35). Co-determination rights are comparatively extensive and have to be taken into account by the management. A direct and participative communication and meeting style is common, control is disliked and leadership is challenged to show expertise and best accepted when it's based on it.

### SOUTH AFRICA 49

South Africa scores 49 on this dimension which means that people to a larger extent accept a hierarchical order in which everybody has a place and which needs no further justification. Hierarchy in an organization is seen as reflecting inherent inequalities, centralization is popular, subordinates expect to be told what to do and the ideal boss is a benevolent autocrat

### UNITED STATES 40

The United States score low on this dimension (40) which underscores the American premise of "liberty and justice for all." This is also evidenced by the focus on equal rights in all aspects of American society and government. Within American organizations, hierarchy is established for convenience, superiors are always accessible and managers rely on individual employees and teams for their expertise. Both managers and employees expect to be consulted and information is shared frequently. At the same time, communication is informal, direct and participative.

### a. China:

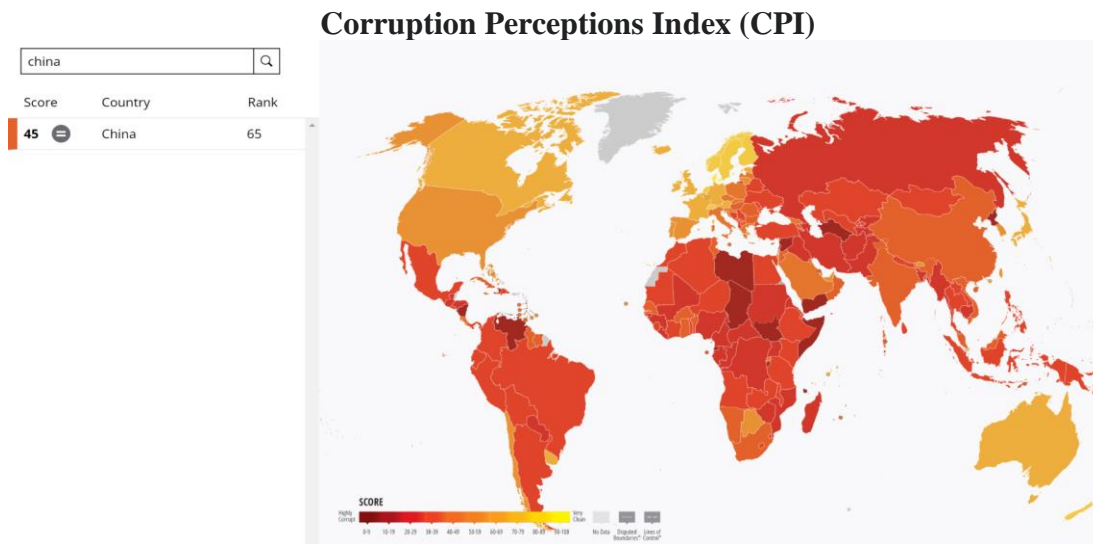
High score of power distance, hence an acceptance of superior's decisions without questioning.

Perceiving the meaning of corruption reaching to define "Ethic" very clearly is a complex task as



we know that one definition varies on the perception of our acts defined as good or bad. China where Government and People are very divided, uses a double-face politic wherein what it's perceived doesn't reflect reality of things. A non-direct language full of subtilities drives us to be vigilant. Referring to Edward T. Hall's Cultural Iceberg Model and the 360-degree feedback, the Book's cover doesn't reflect the Story. [11]

If we strictly defined China as an Utilitarian state and according to the **CPI** (Corruption Perceptions Index) it looks like we are facing a case where corruption is present and doesn't cease to increase lately.



[12][13]

Culturally speaking now and going back to the Hofstede's chart, the rate of Indulgence is lower than in Germany. In contrast, corruption isn't. Interior Politic plays a huge impact in the society.

“China is a Restrained society as can be seen in its low score of 24 in this dimension. Societies with a low score in this dimension have a tendency to cynicism and pessimism.”

#### **b. US:**

A low score, barely like Germany and a questioning of Authority. Hence a more social aspect might be taken into consideration. Zero tolerance about corruption might be accepted as a rule but one risk is present. Nuance in the definition of corruption acts must be implemented clearly first and foremost. Why?

Let's take an example: an American Team of 50 employees working together is going to celebrate Christmas (Loocat in this case is a company in the US and team doesn't work via internet worldwide).

Hence, 50 employees working at the same place. It doesn't mean that the 50 employees are all Women, or Men, neither all Christian, and even less that they all have the same affinities, as Human beings. We are in US, and we celebrate Christmas in our company because it's a national holiday and we know one important aspect, that is compared to France for e.g., a stronger patriotic feeling exists. Americanization during the Cold war propagated the American culture Worldwide and strengthened this sense of belonging in the mind of every resident.

What can we consider about a situation in which a young American woman in a lower job position offers to one of her superiors, an older man; a gift for the nativity?

Assumptions: \_ She just has more closeness with him (as human it could happen)

or \_She is trying to corrupt him

A General rule imposed would be:

\_ An anonym gift draw will be organized for this special event for ALL,

or \_ No gifts will be offered on company premises.

We avoid ambiguity in the situation, acting with general rules and equality and with the risk of losing our Humanity.

(NDR: Differences between Equality and Equity deserve particular attention)

### **c. South Africa:**

Regarding the Index chart of corruption, South Africa shares a score equivalent to China.

Ubuntu empowers community, division of resources and goods, and a very low Individual aspect. Correlations with capitalism and money are very different from the Economic Triad for instance. (The **Triad** refers to the three centers dominating the world economy until the late 1990's: the United States (US), the [European Union \(EU\)](#) and Japan (JP); or, somewhat more broadly, North America, (Western) Europe and Japan.)

South Africa hasn't preference for avoiding uncertainty.

*"Low uncertainty avoidance cultures display greater ease when in unpredictable situations. They require as few rules as possible and they can approach change through adaptability, pragmatism, and comfort."* [14]

If we refer to the effects of Hofstede's cultural dimensions, this should not lead to an emphasis on adherence to certain bad group codes of conduct regarding ethical Decision-Making. Everyone should then have the right to decide in full conscience what course of action to follow. However, under general rules like we talked about in the United States.

Individualism in South Africa is low, and they act with values of a common aim under respect of the Hierarchy.

In Germany where Individualism is Higher for e.g., risks of corruption are more real. (This doesn't mean there is more corruption, but stricter rules might have been established to tackle bad actions motivated by individual competitiveness).





Back to the previous case with the offering of gifts. An African employee may not understand why being generous with someone else is prohibited. Moreover, hierarchy is well accepted without justification needed, "the boss is a benevolent autocrat" or someone able to make good decisions for everyone.

The question of whether if she is trying to corrupt him (suggested for being promoted) has no longer really arises since SHE is supposed to be US, and hierarchy is intangible. A strong Leadership is however necessary in this context, and WE must choose the better guideline. [15]

#### 4. Equal opportunity:

Germany\*(Us: taken as a first point of comparison)

### Motivation towards Achievement and Success

CHINA 	GERMANY 	SOUTH AFRICA 	UNITED STATES 
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#### a. China:

Difference between power of the “Empire” on citizens and private foreign corporation.

Homosexuality was decategorized as a mental disorder by the Chinese Psychiatric Association in 2001. In the reality of facts non-acceptance et reluctances from the state persist.

Work, yes, but for China? Are we going to be the bad company which causes the “Brain drain” of Chinese?

Here is a political question. Since the pandemic, China has been trying to attract the outside world and investors but under what conditions? With the same score as in Germany we could assume there will be no major adaptations to make nor many problems to guarantee equal opportunities for all, regardless of age, gender... But what about the overall aspect of this country? Are the Chinese able to accept a young woman as superior? What is our scope for action? Are we going against the domestic politics and culture of the country?

Sinocentrism:

“In modern [Chinese foreign policy](#), the People’s Republic of China has repeatedly stated that it will never seek to establish [hegemony](#) beyond its borders ([Chinese](#): 永不称霸).<sup>[57]</sup> However, some historians, such as John Friend and Bradley Thayer believe there are individuals in the Chinese government who doggedly hold onto Sinocentric beliefs.<sup>[58]</sup> [Chinese Communist Party](#) (CCP) [general secretary Xi Jinping](#) has called for a 'pan-Asian security concept', which has been compared to [Imperial Japan](#) by commentators.” [Wikipedia]

Is the definition of equality defined by the State?

### Play by my rules

For example:

- According to United Nations data from 2021, China’s population comprises approximately 703.8 million females and 740.4 million males. Although they represent roughly 48.7% of the population, women occupy less than 8% of senior leadership positions.
- The absence of diversity is noteworthy given the Chinese Communist Party (CCP) leadership’s stated commitment to equal opportunity. [16]

So, we could offer Women the opportunity to get involved, but there is not much demand due to a lack of skills for the senior positions.

“As women have been, more frequently than men, confined to the least qualified industrial jobs and low-skilled service jobs, they are hit hard by sectoral restructuring. While men are promoted to managerial positions, women are pushed out of jobs that simply disappear.” [17][18][19][20]

#### b. US:

A country with strong internal conviction and where the willingness for a better life is already anchored in routine. This could be accepted without problem. Nevertheless, United States is controversial and varies by state.

“The United States of America is a federal republic<sup>[1]</sup> consisting of 50 states, a federal district (Washington, D.C., the capital city of the United States), five major territories, and various minor islands. Both the states and the United States as a whole are each sovereign jurisdiction.”

For example, we would have check whether our good concept of equality will be respected in certain and specific states.

If Loocat has legal Mexican employees, and if the local district hardly struggling against Mexican immigration, even if our employees are integrated as American workers, we will have to impose equality of opportunity into the hierarchical process of evolution with firmness.

“A dimension of masculinity leads to increased acceptance of unethical behavior”. If the majority is anti-immigration in the district, giving the same opportunity to “our” employees might take some real effort.

### **c. South Africa:**

In South Africa, Community and Femininity dimension are empowered.

The social aspect and links are important at all levels. Time isn't money as in our monochronic society. As long as the Polychronic aspect states that transactions are more important than deadlines or schedules, we may see our principle of equality adapt to it.

Respect for others and recognition of “him” as well as “us” probably offer the potential of tolerance for equal opportunities. We just need to be careful not to change their culture by imposing competition that could divide them. In reference to the film: *“THE GODS MUST BE CRAZY”*,

Or: how a simple object from outside can completely disrupt a calm and peaceful world.

## **IV. Conclusion Of the Analytic Exploration**

Ok, let's try to summarize the facts.

In Chapter we described a fictional German Company named Loocat, having four main principles ethically based on Kant's Categorical imperative line. These four rules were: Strong Decision-Making Process, Report misconducts to hierarchical superiors, Rejection of the corruption and Equal opportunity for all.

In Chapter II, we tried to differentiate our principles from Utilitarianism, which falls into two branches:

\_Quantitative and Qualitative. We could draw the conclusion that this second one follows the rules for a larger number, with the risk of having an “Unethical” majority.

Chapter III, meanwhile, highlights the risks of our guideline if it were applied Worldwide taking as an example three other countries on different continents: China, United-States and South Africa.

We tried to predict the Ethical, Social, Economic and Political facets and what attitude could be adopted for good acceptance and the potential risks for our own identity, our principles, using a

statistical Hofstede's chart.

At the end of this study, we can certify that adaptation is the key to success but not at any price. The ultimate question for LooCat Company, as for any other corporation and people in this new world might be now:

After pandemic, Economic or Ethic?

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