

EXPANDING THE JEWELLERY BUSINESS INTO THE ASIAN MARKET

by Siping Xue

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EXPANDING THE JEWELLERY BUSINESS INTO THE ASIAN MARKET

Choice of country: Indonesia



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UNIVERSITY OF WALES TRINITY SAINT DAVID

Executive Summary [Zhuoer Tan(1901688)]

 This handout is going to talk about the preparation research of this business in Asian market.

 Two main parts are considered in the analysis.

The first part is the general analysis of the Asian market. First of all, through theoretical analysis, there are great cultural differences in different regions. Emphasising the skills and competencies is required in international business communication and is important to the organization's potential business. In addition, through language, communication and some cultural beliefs, the potential failures in international business relationships are analysed.

The second part first analyses the reasons of choosing Indonesia. For example, the gap between the rich and the poor is shrinking. Moreover, there is a strong consumer market and abundant natural resources. By looking at the benefits that the organization should expect, it is possible to clarify what they should do, what the goals are and what they really want, and understand the consumer's preferences to meet market needs. Gifting is essential in international business. Due to the religious beliefs in Indonesia, many gifts were found to be unacceptable to them.

The handout concluded why Indonesia is the best choice for Jewellery Retail group expansion and the appropriate methods must be used to achieve the goal of expansion, including mutual respect, appropriate gifts, building credibility and proper expectations.

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1. Introduction [Siping Xue (1904774)]

In international business communications, a significant number of skills and competencies are needed to build successful relationships. Generally, building strong and stable relationships can generate considerable profits (Zaefarian, et al. 2017). However, this communication needs to analyse not only the foreign markets and products, but their cultural differences, theory of gift-giving and model of communication effectiveness. In addition, it is significant to take all considerations of Asia into account, and finally choose a best country to cooperate with (Pratt, 2008). good

This handout analyses the required skills and competences of international business communications, applies Gerard Hofstede's cultural dimensions theory, cultural differences and gift-giving theory. Finally, make a decision of choosing ideal country to enlarge jewellery business. 5

2. General Analysis of Asia

2.1 Cultural Differences [Zhuoer Tan(1901688)]

In this section, the cultural differences between Asia and the UK will be analysed using Hall's high-context and low-context cultures theory and Hofstede's cultural dimensions theory. Based on cultural differences, product design will be considered and analysed.

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2.1.1 Context of Culture

7 According to Hall's theory (Pacific, 2019), UK belongs to the low-context cultures, where they speak more directly (Carolina, 2014). Most Asian countries are high-context cultures such as China and South Korea. They explain by speech, gestures and implied meaning (Carolina, 2014).

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2.1.2 Hofstede's Cultural Dimensions Theory

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- **Power Distance Index (PDI):** UK has a lower PDI. There is a relatively low inequality of power distributed among the people (Culture matters, 2019). In Asia PDI is high, there is a big gap between people in power and their subordinates (Hofstede, 1973).
- **Individualism and collectivism (IDV):** UK is individualistic, advocating that interests of the individual should be achieved over the state or social groups (The Free Dictionary, 2019). Most countries in Asia belong to collectivism, their individual cohesion and group prioritize over themselves.
- **Masculinity and femininity (MAS):** 10 index is high. For Long-term orientation, Asia generally has a higher score. The UK is at a medium level (Hofstede, 1991).
- **Indulgence and restraint (IND):** The UK is indulgent and they can meet and enjoy life relatively freely. Most countries in Asia are restrained and they need to comply with social regulations (Hofstede, 2019).

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2.2 The Required Skills and Competencies [Siping Xue (1904774)]

2.2.1 The Importance of Building Relationships

For the external aspect, great relations can provide huge opportunities (Askopinion, 2018). For example, if jewellery business is expanded in Asia, it will be possible to open joint ventures with local companies (Cao, et al. 2018). For the internal aspect, costs can be reduced by cooperating closely with manufacturers, retailers and suppliers, because demand can be predicted more accurately to produce in case to oversupply.

2.2.2 Skills and Competencies of Building Relationships

To analyse the competences of building relationship, a model of communication effectiveness is applied (see Fig.1, Griffith, 2002).

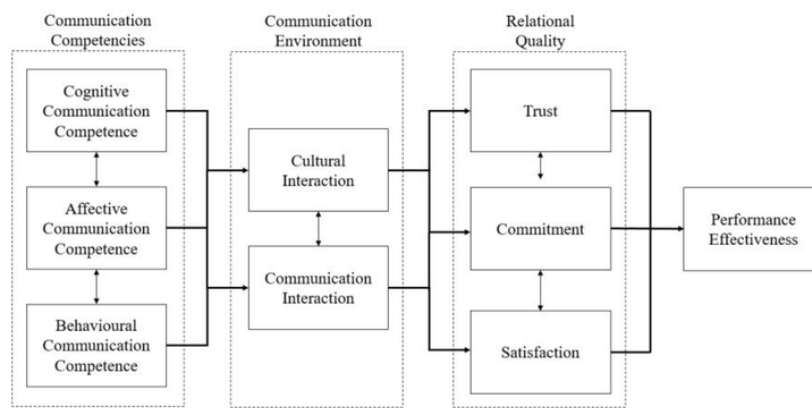


Fig.1 A model of communication effectiveness (Griffith, 2002)

Throughout this model, three competences are needed to build relationships. Cognitive competence helps understand international business subtly, affective competence determines people's willingness to accept and respond to communication, and behavioural competence indicates behavioural flexibility and communication authenticity (Kenny, 1991).

Those three competences are key to cultural and communication interactions. When improving all skills, trust can be built, commitment can be made, needs can be satisfied. Therefore, relationships can be built.

2.2.3 Appropriate Approaches to Build Successful Relationships

After applying communication effectiveness model, there are several appropriate approaches to build successful relationships.

- **Develop mutual respect:** Building mutual esteem is significant for growing relationships. Especially in international business, knowing how people greet to each other is basic but very essential (Ali, 2015).
- **Send thoughtful gifts:** Recognize partners' or consumers' culture and taste, send appropriate and not expensive gifts when meeting (Veem, 2017).
- **Build credibility:** Be authentic and visible to partners and customers, let them know what you do so that they can trust you more (Askopinon, 2018).
- **Set the right expectations:** Accept what you can do, and never exaggerate your ability to others because it is related to reputation and integrity (Ali, 2015).

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2.3 Potential Failures in a Business Relationship [Seroja Ruslan (1903964)]

2.3.1 Language Barrier

Potential language barrier may be an issue when doing business in Asia. As most people in Asia are non-native English speakers and only speak it as a second language, they may have a limited vocabulary and poor pronunciation (Browaeys and Price, 2015). This can cause miscommunication among their business counterparts (Sayer, 2013).

2.3.2 Different Communication Styles

Some cultures in Asia have different conversational styles compared to westerners. In Japan, it is not about what you say but how you say it (Trucker, 1971). Since Asian countries tend to have a big power distance, relationships are distinctly defined and strong hierarchies are in place (Hofstede and Bond, 1988). Work may not get done properly if the supervisors do not clear instructions to their subordinates (Farh, et al. 1991).

2.3.3 Offensive Symbols

Different areas of Asia subscribe to different beliefs. Some countries with a Muslim majority may take offence in jewellery with crosses as it goes against their religion. Selling a cross necklace in countries such as Brunei would deter customers from buying from the brand (Leong, 2018). As for countries such as China, where superstition is big, it is taboo to have their names in red colour as it symbolises death (Ming, 2016). However, specific symbols in the UK are not of concern when it comes to jewellery products.



3. The country of Choice- Indonesia

Through detailed analysis, the suggested Asian country to expand the jewellery business is Indonesia. Indonesia is located in the South East Asia region (Andaya, 2019), which is rich in main raw materials for jewellery such as copper, gold, nickel and diamonds (Oec world, 2017). There are many benefits that the organisation can expect to achieve when doing business in Indonesia.

3.1 Benefits the Organisation Should Expect to Achieve [Seroja Ruslan (1903964)]

3.1.1 Growing Middle Class

As of recent years, the wage gaps between rich and poor in Indonesia are slowly closing in (Efendi, et al. 2019). Indonesia's economic outlook continues to be positive, with domestic demand being the main driver of growth (World Bank, 2019). A growing middle class implies a bigger ability for Indonesian customers to purchase the jewellery.

3.1.2 Strong Domestic Consumption

Indonesia has a strong domestic consumption mainly because they are the largest economy in South East Asia. With a population of 264 million, Indonesia has a huge market that can benefit the company in a way of a large volume of customers (World Bank, 2019). This means that setting a business in Indonesia would be fruitful because of their good economy.

3.1.3 Strong Business Relationships

In Indonesia, the negotiation behaviour has elements of relationship building and task orientation which would suggest that relationship building is important in Indonesia (Gray, 2019).

3.1.4 Substantial Jewellery Consumption

Jewellery in Indonesia is expected to continue to sell well due to the fact there is an increased state support for creative industries such as jewellery production in Indonesia (Euromonitor.com, 2019). This means that the Indonesian market is interested in buying jewellery.

3.2 Gift Giving in Indonesia [Hongli Shang (1904764)]

In Indonesia, giving gifts is regarded as an effective way to start a business. Generally, they prefer carefully wrapped gifts which are presented by the right hand rather than the left. They also tend to refuse them at first to avoid losing face (Veem, 2017).

Considering different ethnics and religions such as Muslim, Hindu and Chinese Indonesian (See table1), there is also different etiquette of gift giving in Indonesia (FactsofIndonesia, 2017).

- Muslim. ⁴⁰Indonesia is the home of the largest Muslim group in the world (FactsofIndonesia, 2017). It will not be welcomed if a gift is alcohol or pork. Moreover, any food substances must be Halal according to their belief. (Veem, 2017)
- Hindu. It is a major religion in Indonesia (Veem, 2017). They would not like to receive beef and alcohol. (FactsofIndonesia, 2017)
- Chinese Indonesian. For this group, they dislike gifts in number four which are not lucky in their perspective. Besides, any sharp items like scissors are regarded as signals to server the relationship (FactsofIndonesia, 2017).

Different Etiquette of gift giving in Indonesia				
Fields		Ethnics		
		Muslim	Hindu	Chinese Indonesian
Similarity	Wrapping the gift	A carefully and concisely wrapped gift is welcomed		
	Hand the gift	The gift should be presented by the right hand		
	Refuse the gift	The gift will be refused up to three times before it is received		
	Open the gift	Do not ask them to open it immediately		
Difference	Wrapper colour	A solid, clean colour is expected		Red or gold which mean happiness and wealth
	Inappropriate gifts	Alcohol and pork	Alcohol and beef	Sharp items and umbrella

Table 1: Different Etiquette of gift giving in Indonesia (Source: Data for Veem (2017); FactsofIndonesia (2017))

Meanwhile, giving gifts is an ethically problematic issues in business (Fritzsche,2005). Therefore, how appropriate is gift-giving needs to be considered.

- Be feasible. Givers always focus on the moment of gift exchange while recipient focus on the gift ownership (Galak, et al. 2016). Based on it, gifts should be feasible for the recipients rather than surprising but hard to exact the value. inverted commas
- Not be expensive. An expensive gift may be regarded as a bribe in order to influence the judgement or conduct of a person in a position of trust (Merriam-Webster Dictionary,2017). Therefore, a safe gift will not be too expensive in Indonesia (Veem,2017).

4. Conclusion [Hongli Shang (1904764)]

Considering the positive outlook of Indonesia's economy, the huge market and the strong business relationship (World Bank,2019), Indonesia is an ideal choice for the Jewellery Retail group.

However, based on Hall's and Hofstede's theories, there may be potential barriers in relationship building with Indonesian partners (Hofstede and Bond,1988). The following four specific approaches are to avoid them in communication.

- Mutual respect development. Respecting the esteem of each other is significant for international business (Ali,2015).
- Gift-giving. It is widely used in business relationship building (Fisher, 2005; Bruhn, M.,1996). An appropriate gift is a positive start of a business relationship. Besides, using right approaches to keep it appropriate.
- Credibility building. Keeping the information visible is the matter (Askopinion, 2018).
- The appropriate expectations setting. Be honest about competences is related to the reputation of a company (Ali, 2015).

In conclusion, international business communication is inevitable if the jewellery group expands its business overseas. With proper approaches, they can achieve it successfully in Indonesia.

source?

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GENERAL COMMENTS

Instructor

PAGE 1

PAGE 2



Comment 1

you need to set the scene in the first paragraph. avoid orphan sentences, expand your discussion or include this information within a appropriate paragraph



Comment 2

Use appropriate wording. The handout does not talk



Comment 3

is evidence of



Comment 4

You needed to make reference to the Jewellery business and the purpose of the handout and presentation, which is to advise the business with regard to moving into the Asian market, and which country is recommended as the first step.

PAGE 3

PAGE 4



good

good



Comment 5

you do not need to repeat the purpose of the handout in the introduction

PAGE 5



Comment 6

avoid wasting words having a section introduction



Comment 7

avoid starting a section with a source



Comment 8

you should begin by discussing the cultural differences between different countries and how these differences needed to be considered by businesses. Particularly those trading globally



Comment 9

you need to briefly introduce the concepts associated with Hofstede's theory. Never assume that the reader has prior knowledge



Comment 10

What does this mean exactly?



Comment 11

rather than just describe, critically analyse the impact of the dimensions or the relatedness of the dimensions for global business operations and planning

PAGE 6



Comment 12

This is the first mention of the jewellery business



introduce sources earlier

try and apply your sources earlier in the paragraph. Generally, when a source is placed at the end of a paragraph, it indicates to the reader that the source only applies to the last sentence.



source?

source?

PAGE 7



Comment 13

example?

PAGE 8



Comment 14

avoid large empty spaces

PAGE 9

QM

inverted commas

ensure that all direct quotes are appropriate cited and placed within inverted commas

QM

inverted commas

ensure that all direct quotes are appropriate cited and placed within inverted commas



Comment 15

Are there previous successful relationships between UK and Indonesians companies?

PAGE 10

PAGE 11

QM

inverted commas

ensure that all direct quotes are appropriate cited and placed within inverted commas

PAGE 12



Comment 16

But you also need to clarify the relationship between the two countries and how that can support the jewellery company moving forward.



Comment 17

You haven't worded these as barriers. It reads more like advise

QM

source?

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PAGE 13



Comment 18

Firstly, avoid including two titles. Secondly the reference list should be presented in alphabetical order by author surname. Do not number your list.

PAGE 14

PAGE 15

PAGE 16
