

Programme : BA Business Management

Module: International Business Communications

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**Title: Expanding Deliveroo into
Germany: Navigating Cultural
Differences for Success**

Agenda

- Introduction to the Context
- Introduction to the German Culture
- Success and Failure Factors of Succeeding in Germany
- Cultural Similarities and Variations Between the UK and Germany
- Hofstede Cultural Dimensions: UK and Germany
- Recommendations
- Conclusion
- References



Introduction to the Context

Deliveroo Overview:

- Founded: 2013
- Headquarters: London, UK
- Industry: Online Food Delivery
- Operates in 10 countries worldwide

Expansion Rationale:

- Germany: A lucrative market with high demand for online food delivery
- Strategic presence in Europe

Vision and Mission:

- Vision: To be the definitive food company
- Mission: To transform the way customers eat, bringing them food from the best local restaurants



Introduction to the German Culture

Brief History and Cultural Background:

- Rich cultural heritage and history
- Strong emphasis on precision, order, and efficiency

Importance in Business:

- Understanding local customs and etiquette
- Building trust and long-term relationships

Key Cultural Traits:

- Direct communication style
- Punctuality and reliability
- High value on privacy and work-life balance

Introduction to the German Culture

Comparison with UK
Culture:

Communication Styles:
Direct vs. Indirect

Hierarchical Structures:
More formal in
Germany

Decision-Making
Processes: Consensus-
driven vs. Top-down

Success and Failure Factors of Succeeding in Germany

Success Factors:

- Adapting to Local Preferences: Tailoring products and services to local tastes
- Strong Local Partnerships: Collaborating with local businesses and stakeholders
- Effective Marketing Strategies: Utilizing localized and culturally relevant marketing campaigns

Failure Factors:

- Ignoring Local Regulations: Non-compliance with German laws and regulations
- Cultural Misunderstandings: Failing to understand and respect local customs and consumer behavior
- Ineffective Communication: Poor communication strategies that do not resonate with the local audience

Cultural Similarities and Variations Between the UK and Germany

Language and Communication Styles:

- English vs. German
- Indirect (UK) vs. Direct (Germany) communication

Social Structures:

- Class distinctions (UK) vs. Social equality (Germany)

Business Etiquette and Work Attitudes:

- Formality and punctuality in Germany
- Work-life balance emphasis



Germany

Low context

No delays

Result-oriented

Hierarchical

Ask and propose



Cultural Similarities and Variations Between the UK and Germany (Cont.)

Ethnic Makeup and Social Diversity:

Multicultural society in both countries

Differences in immigration patterns and integration

Religious Values:

Predominantly Christian in both, with secular tendencies

Influence on holidays and work schedules

Attitudes Towards Work and Management:

Hierarchical (Germany) vs. More flexible (UK)

Emphasis on efficiency and precision (Germany)

Hofstede Cultural Dimensions: UK and Germany



Power Distance: Both low (35)

Individualism: High (Germany: 79, UK: 76)

Motivation towards Achievement and Success: Equal (66)

Uncertainty Avoidance: High in Germany (65), Low in UK (35)

Long Term Orientation: Moderate (Germany: 57, UK: 60)

Indulgence: Higher in UK (69) than Germany (40)

Hofstede Cultural Dimensions: UK and Germany (Cont.)

The overall score of motivation for achievement and success is equal in both countries and is 66. But Germany has high scores on uncertainty avoidance, which makes Germans prefer rules and stability, while the UK has a low index, 35, thus the British embrace uncertainty (Demmler et al., 2018).

Both countries have moderate long-term orientation scores, while the indulgence index is much higher in the UK (69) than in Germany (40). Such insights will enable Deliveroo to fine-tune its approaches to accommodate German cultural norms.



Recommendations

Business Communication Solutions:

- Clear and direct communication
- Use of local language in customer interactions

Cultural Sensitivity Training:

- Training programs for employees on German cultural norms
- Workshops on business etiquette and communication styles

Marketing Strategies:

- Localized marketing campaigns tailored to German preferences
- Collaboration with local influencers and brands

Operational Strategies:

- Hiring local talent to understand market nuances
- Establishing partnerships with local businesses
- Compliance with German regulations and standards

Conclusion

Summary of Key Points:

- ✓ Importance of understanding cultural differences
- ✓ Key success and failure factors
- ✓ Recommendations for effective communication and operations



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