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Module: International Business Communications

Module code: LCBB6001

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A photograph of a Lush Fresh Handmade Cosmetics storefront. The main focus is a black rectangular sign with white text that reads "LUSH FRESH HANDMADE COSMETICS". To the right of this sign, the word "LUSH" is mounted on the wall in large, white, three-dimensional block letters, with "FRESH" and "HANDMADE" visible below it. The building has a grey facade and a corrugated metal roof. A brick wall and a downspout are visible in the background.

LUSH
FRESH
HANDMADE
COSMETICS

LUSH
FRESH
HANDMADE

Introduction

- LUSH is a British multinational company operating in 51 global cosmetic markets, and the total turnover of the company is “£816.8 *million*” by 2022 end (LUSH, 2023).
- The *purpose* of the presentation is to assess the cultural differences between Germany and the UK and recommend strategies for the business expansion of LUSH.
- Examination of differences between the UK and Germany’s markets helps to identify the scope for LUSH to expand its management office in Germany.

Hofstede Theory

- “*Hofstede Cultural Dimension*” is common useful theory for managers of LUSH during market expansion in Germany.
- The six dimensions of “Hofstede Cultural Dimension” help managers to identify cultural differences to ensure cultural fit (Rojo *et al.* 2020).



Figure 1: 6 Dimension of Hofstede
(Source: Hofstede-insights, 2024)

Explanation

- A comparison of “Power distance, Individualism, Motivation, Uncertainty Avoidance, Long Term Orientation and Indulgence” illustrated the cultural difference between the UK and Germany (Hofstede-insights, 2024).
- Both nations are lower power distance countries.
- Similar individual scores of the UK (76) and Germany (79) give scope to LUSH for reduced cultural barriers.
- Similar scores (66) of “motivation towards achievement and success” of the UK and Germany ensure higher self-esteem for LUSH.

Hofstede graph

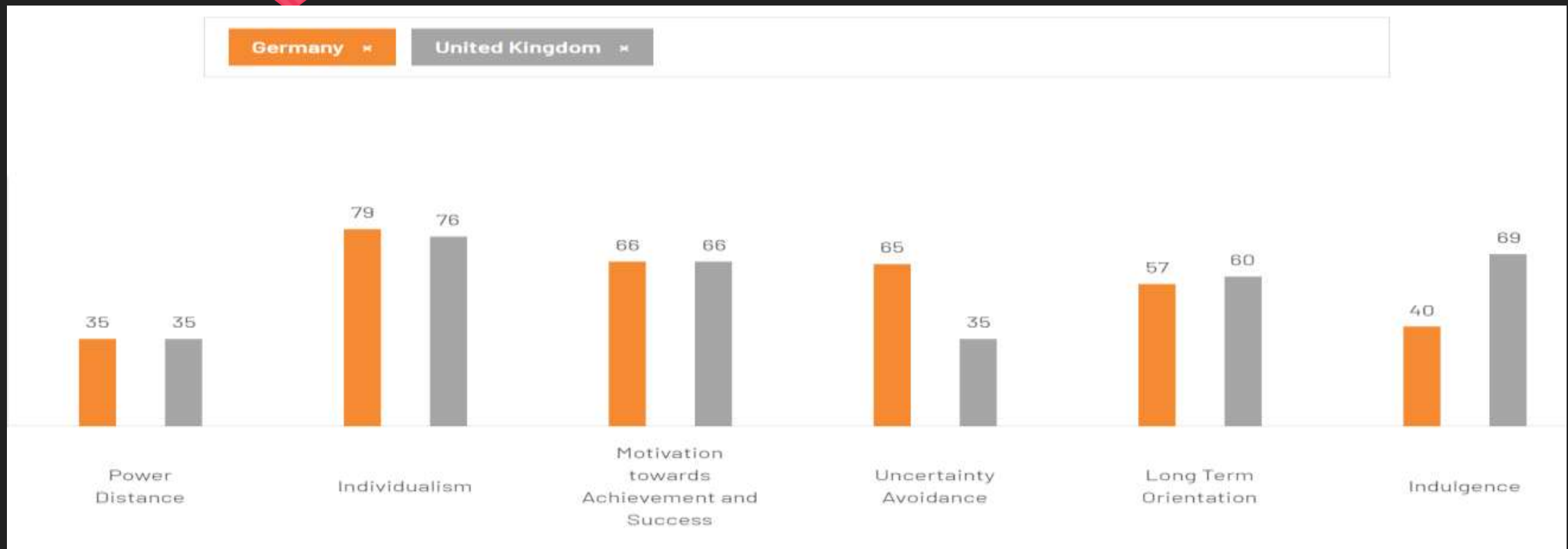


Figure 2: Differences between the UK and Germany

(Source: Hofstede-insights, 2024)

Hofstede dimensions

- A high score of uncertainty avoidance is seen in Germany (65) compared to the UK (35), which reduces the scope for innovation (Hofstede-insights, 2024).
- A similar score for “Long Term Orientation” is examined in the UK (60) and Germany (57), giving a higher scope for starting a new business.
- The lower indulgence score seen for Germany (40) in contrast with the UK (69) raises the possibility of “cynicism and pessimism” within society (Hofstede-insights, 2024).

Cultural Similarities and Differences between the UK and Germany

- Differences in language directly influence the organisational culture and performance (Akpa *et al.* 2021).
- LUSH can face challenges due to language (German) differences in Germany.
- In 2019-20, up to “**36.39 million**” German people have no knowledge or limited knowledge of English (Statista, 2023).

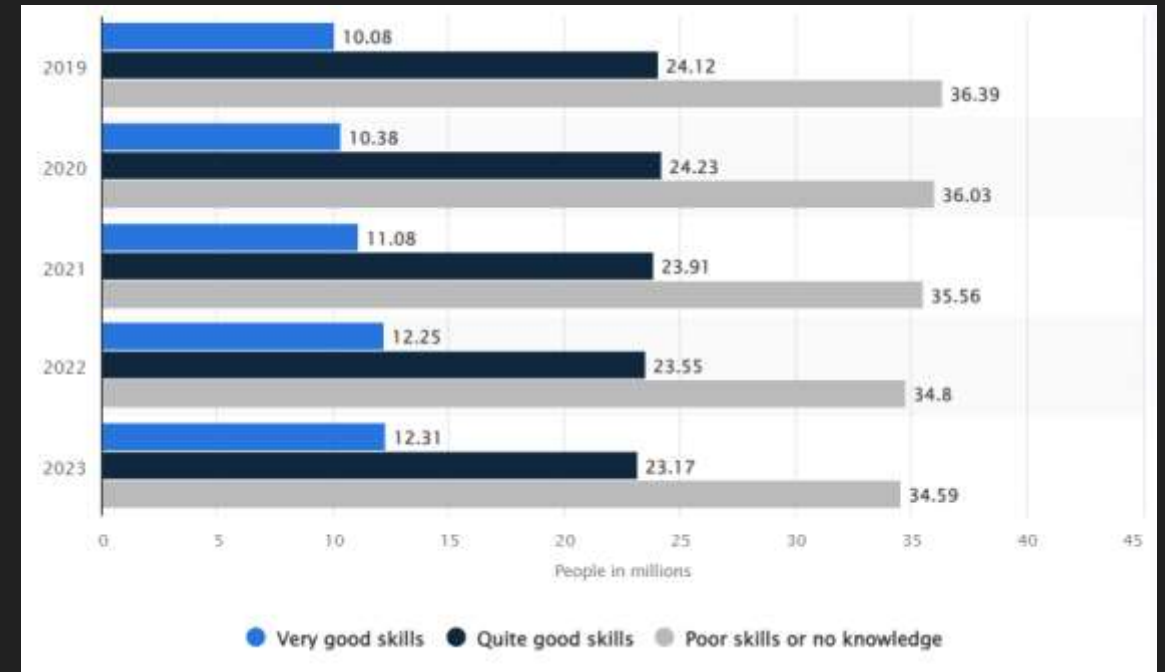


Figure 3: English Language Skill in Germany

(Source: Statista, 2023)

Cultural Similarities and Differences between the UK and Germany (Ethics)

- Ethical values and beliefs of people directly influence workplace behaviour.
- Germany and the UK are both believers in ethical ideologies and green consumption (Halder *et al.* 2020).
- Similar ethical values help LUSH managers expand their management offices in Germany by reducing the possibilities of conflicts between teams.



Figure 4: LUSH's Products

(Source: LUSH, 2023)

Cultural Similarities and Differences between the UK and Germany (Social Structure and Religious Values)

- The German Society depends on “civil society, social cohesion and democracy” (Grande, 2023).
- The feudal systems and beliefs of Britain followed in the social attitudes of the UK (The Guardian, 2023).
- Higher equality values in German society give LUSH the opportunity to introduce business.
- Similar religious beliefs are examined in the communities of the UK and Germany (Becker *et al.* 2021).

Cultural Similarities and Differences between the UK and Germany (Work and Business-Related Attitude)

- Less work-focused attitudes are examined in Britons as only “22%” of the community are highly prioritising their work (Sky News, 2023).
- The less flexible working hours and psychological detachment are examined in the work or business-related attitudes within Germany (Vieten *et al.* 2022).
- The less flexible workforce of Germany is different from the working atmosphere of the UK, which raises challenges for Britons of LUSH while operating a management office.

Recommendations

- *Research about foreign country culture.*
- *Transparent communication and cross-cultural* communication strategy inclusion.
- Inter-firm communication and the promotion of two-way communication prevent cross-cultural communication barriers (Srivastava *et al.* 2020).
- The managers of LUSH can benefit from the adoption of transparent and cross-cultural communication.
- Equal opportunities for German and UK workers can address the less flexible workforce issues for LUSH.

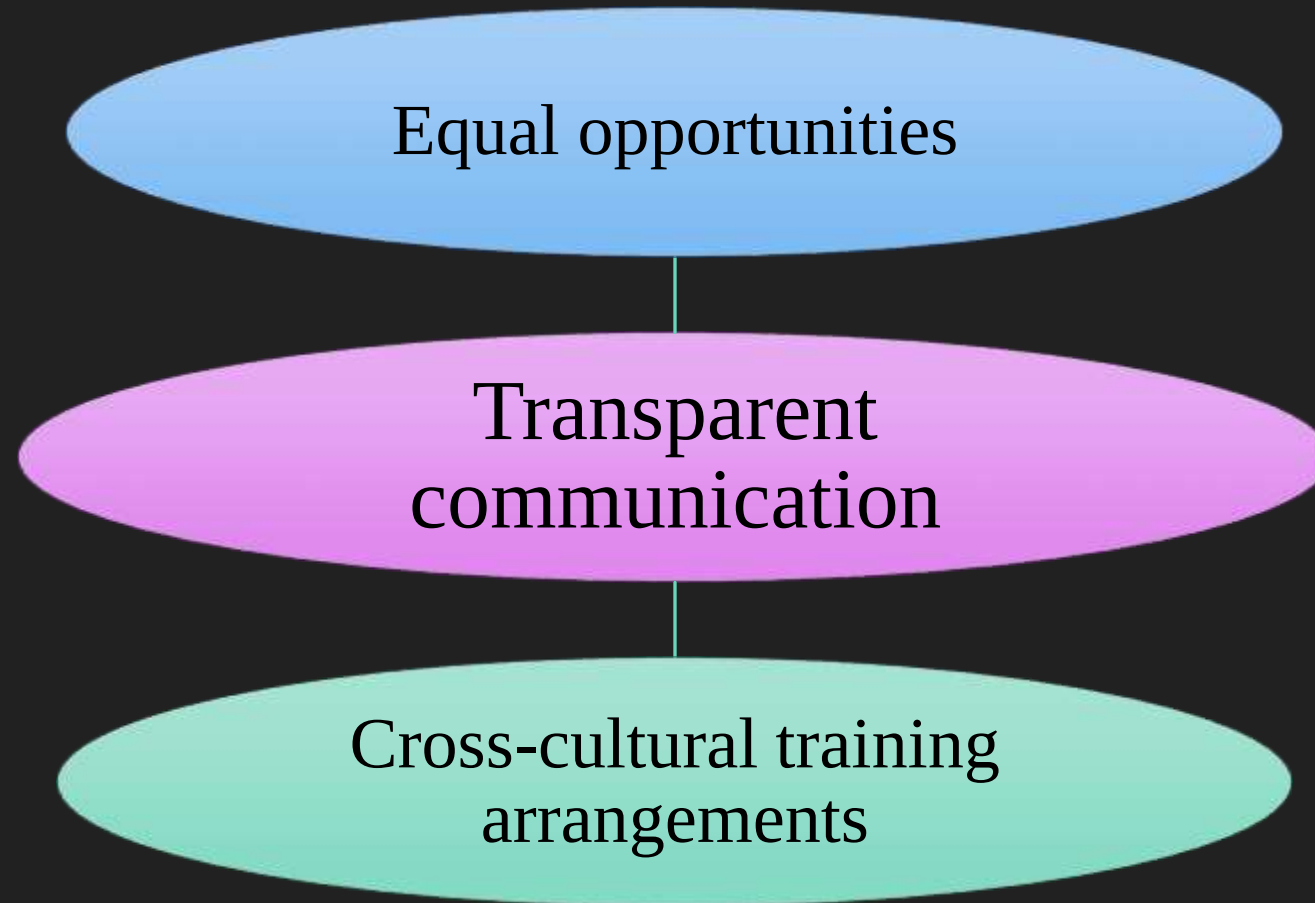


Figure 5: Recommendations

(Source: Self-developed)

Recommendations

- *Cross-cultural training arrangements* can help LUSH's workers understand the cultural differences between Germany and the UK.
- The cultural intelligence of the workers improves through “cross-cultural training and adjustment” (Kour, S. and Jyoti, 2022).
- Arrangement of training for the workers of LUSH before expansion within Germany can reduce the barriers to cross-cultural thinking.

Conclusion

- The presentation's purpose was mitigated by assessing the cultural differences between Germany and the UK and recommending communication and training strategies for the business expansion of LUSH.
- In conclusion, cross-cultural communication and cultural training will help the managers of LUSH to prevent cultural barriers while expanding business in Germany.
- Lush will probably Offer EBT to German offices.
- This presentation will give a scope for future discussion of cross-cultural business expansion.



Figure 6: LUSH's Employee Engagement

(Source: LUSH, 2023)

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