

BA Business Management

MODULE

International Business Communications

Coursework: Essay

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Introduction

Creating a positive environment for everyone at the workplace is one of the core engines of development and thriving of a business entity. Line managers are the main figures who play a pivotal role in fostering the growth of inclusive policies and procedures.

The following report will provide an in-depth analysis of the concept of cultural diversity, integration of policies and strategies and their importance for the effective operation of organizations. Inclusive processes lead to profitability and efficiency of the performance of firms and they are revealed throughout the report.

The report focuses on British organizations and the British communication culture within businesses. The revealing element of the British culture is that managers focus more on the processes rather than the social relationship among the workers (Dignen and McMaster, 2013). However, in terms of customer service and clients, UK organizations rely on negotiations which are competitive and assertive and which value individualism as a core value (Deresky, 2017). In addition to this, British culture values entrepreneurship and risk-taking as a way to introduce innovation approaches and novice strategies (Dunkerley and Robinson, 2002). Although British people implement indirect styles and develop high privacy in their operations, they are still very polite and try to manage the issues with tolerance and understanding (Liu, 2016).

In this setting, the report will reveal how the UK-based company Deliveroo can balance between the cultural norms and high diversity at the workplace in order to attain smooth performance and operation.

Introduction to Deliveroo Company

The chosen UK-based organization which will be described and analyzed in terms of inclusive policies is the delivery company Deliveroo. According to the company's official documents, Deliveroo is a British food delivery organization which strives to satisfy the customers by acquiring the best service and cuisine. The main goal of the

business entity is to provide sustainable, flexible and high quality delivery of the purchases by incorporating grocers, restaurants and end-users into one whole process (Deliveroo, 2022). In its mission and vision statement, the company hides the idea of creating and establishing customer experience which is based on transparency, collaboration, acceptance and trustworthiness. The company follows communication strategies and the latest market trends in order to provide optimal and resilient service and to create a network which minimizes risks of cultural differences and misunderstandings (Deliveroo, 2022).

As the company operates in the UK and the international segments, the cultural perceptions are of great importance to it. First and foremost, the company Deliveroo orients its efforts toward attracting customers from various backgrounds and regions in order to acquire higher market share and raise its revenues and profits (Deliveroo, 2021). In this way, it relies on a well-established culture which is differentiated and carefully planned. In addition to this, in terms of behavior, the aspect is mainly focused on establishment of personalized approach with essential highlight upon customers' experience, individualized schemes and clients' preferences. Via such a strategy, the company fosters innovative and highly individualized practices and thus retains customers in the most optimal way (Marketing Blog for Deliveroo, 2019).

Application of theories of international and intercultural communication in the UK context

The British business communication is a complex concept which is going to be briefly explained in this section of the report in order to outline the main challenges the Deliveroo company faces when establishing a solid ground for communicating between customers and the entity itself. There are many theories of international and intercultural communication.

The first theory which acts as an exemplary in the case of Deliveroo is the Geert Hofstede's Cultural Dimensions which focuses primarily on six cultural dimensions – power distance, individualism vs. collectivism, Masculinity vs. Femininity, Uncertainty

Avoidance, Long-Term vs. Short-Term Orientation, Indulgence vs. Restraint (The Hofstede, 2011.). Here, in the case of the food delivery company Deliveroo, the company integrates effectively the model in its practice. The first crucial element of it is the UK individualistic point of view which determines the great value and appreciation of the individual and the care towards creating a peaceful and high-valued customer service (Bradley, 2003). In addition to this, the food delivery company appraises personal matters, gives privacy and assistance when needed and motivates both employees and customers through challenging highly personalized activities (Deliveroo, 2022). Those factors contribute entirely to organizational growth and management and resolving of conflicts.

On the other hand, regarding the second element of the Hofstede Cultural Dimension theory, the company has a low power distance which relates to the extent of adaptation of the culture to inequalities and inequities of distribution (Chen and Starosta, 2005). What this means, is that the organizational hierarchy of the firm is flatter and with high delegation of power to leaders and managers (Hofstede, 2011). This is a company based on leadership values and motivation to high levels of achievements. Regarding uncertainty element, it corresponds with cultures which try to minimize instability over changes and to foster innovativeness throughout practices (Arasaratnam, 2011). In the perception of Deliveroo company, low uncertainty avoidance is a priority and the first step toward managing a relaxed and open culture. That is why the organization is sacrificing its efforts to changes, frequent engagement in management programs, building activities, adaptive actions, internal and external innovative practices (Deliveroo, 2022).

Last but not least, the UK business cultural communication is primarily long term oriented with a precise view over the attainment of future goals and realization of pre-set objectives. The Deliveroo company follows this pattern successfully and relates its activities to constant training and learning cycles, provision of equal opportunities, caring about obligations and CSR practices, executing modern philosophies of problem-solving attitudes and flexible operations (Deliveroo, 2022).

Apart from the theory of Hofstede, another main pillar in the performance of the company is the theory of Samovar which focuses on intercultural communication as

a core engine toward smooth communication between customers and organizations on different levels and in various locations (Samovar & Porter, 2004). The primary approach in this theory is a complex one and explores the dimension of intercultural communication across various contexts and channels and the focus on personal aspects of understanding and speaking to others (Porter & Samovar, 1994). Deliveroo maintains highly personalized culture that is devoted to the mission of introducing behavioral norms, communication rules and styles and patterns for personalized service with an emphasis on the client himself. In such a way, mitigating risks and resolving conflicts become easier.

Cultural sensitivity when doing business in the UK

Whenever a business is established in the UK, the concept of cultural sensitivity takes up a vital place in it. In its essence, cultural sensitivity reflects the knowledge and awareness capacity as well as the acceptance of others differences (Skarmeas et al, 2002). Of great importance to businesses and their resilient operations is the understanding of the differences between cultures and the ways to manage cultural gaps in order to affect positively the outcomes of the business activity (Su et al, 2008).

Deliveroo company is UK-based, but operates internationally and has a main priority of expanding its business operations abroad. Therefore, the strive for performing on international markets brings up the challenges of the cross-cultural differences (Alteren, 2007). The chosen food delivery company values diversity of backgrounds within the workforce and tries to promote tolerance, loyalty and understanding throughout the entire network of operation. This is the first crucial successive step which the firm decides to undertake in order to be optimal.

Apart from this, there are many studies and researches on cultural diversity which examine the correlation between cultural diversity awareness and economic and organizational growth (Hofstede, 1980). In one of the studies, the statistical result provides evidence that cross-cultural training leads directly to development of right

perceptions of other cultures and easy communication between members from different backgrounds (Madera, 2013). World-known organizations such as Coca-Cola, JP Morgan, Marriott and others adopt this practice and observe the raising motivation of the workforce, the inclusion of joint efforts and the positive effect on customers and clients (Madera, 2013). That is why, Deliveroo should continue to provide trainings and qualification practices as a way to promote cultural acceptance and awareness.

Communication barriers experienced by a diverse workforce in the UK

Although there are various communication theories and practices, maintaining the right communication language is a hard task to achieve and often there are emerging communication barriers which worsen the situation. To manage and control a diverse and culturally rich workforce creates some issues.

There are several barriers in communication which might be detrimental for the organization if they are not taken into consideration. According to the study by Kreitner (2001), the first and most important barrier reflects the idea of providing non-supportive and extremely harsh working environment. By not engaging all of the employees and by excluding some staff or customers from the network of the company, the organization would provide such a micro-climate of intolerance, fear and discrimination (Kreitner, 2001). The Deliveroo company has encountered this barrier into action and has systemized different ways of how to provide balance between the entire workforce. Another main obstacle which might emerge in communicative practices is the threat of forgetting that diversity should be viewed as an organizational priority (Kreitner, 2001). Each firm must include the concept of cultural diversity within its vision statement and must follow it strictly.

Another theory by Patrick and Kumar (2012) suggests that prejudices, ethnocentrism and stereotypes are very detrimental elements of ruining cultural stability within a firm. Such unjustified negative attitudes toward an individual or a group of people on the workplace might be a prerequisite for enlarging cultural gaps and negative communication tendencies (Patrick & Kumar, 2012). Therefore, in the case of

Deliveroo, the managers of the company should initiate practices of raising the issues of prejudice and stereotypical views in order to seek ways to minimize them.

In addition, another barrier to progression is the lack of opportunities for flexibility within the workplace. Flexibility and adaptability are main ingredients of robust, resilient and highly optimal performance, therefore this barrier must be minimized through systematic, business-oriented approach (MBS Intelligence, 2021).

The final barrier to effective communicative experiences is the inclusion. Cultural diversity and inclusion are leading elements of fairness and tolerance in companies (McKinsey and Company, 2020). Failing to address those topics or creating misconceptions regarding them leads to emerging critical issue (McKinsey and Company, 2020). Provision of support, inclusion, integrity and social acceptance is a great way to minimize such a problem and to create a proper atmosphere for work.

Communication strategies and recommendation to enable organizations to succeed in providing a positive environment

The previously addressed challenges might deteriorate the performance of organizations, but there are some ways this could be prevented if the appropriate communication strategies are integrated in the operation of organizations.

In the theoretical overview provided by Kotler (Dike, 2013), there is a systematization of well-established and highly-productive strategies for business communication success. Acceptance of diversity management principles and practices is the first pillar mentioned within the research (Dike, 2013). In order this to be attained, the management of Deliveroo company should implement rules and principles of diversity management and should provide them as guidelines for the workforce. By following such steps, the employees will become more motivated and tolerant and this will enhance in a positive manner the entire performance and operation leading to a positive customer service (Deliveroo, 2022).

Apart from this, cross-cultural training practices can be applied to refine the awareness and understanding of each other's cultures, communication styles, and

business practices (Digner and McMaster, 2013). To lead the change, the managers of the companies should utilize innovative training practices and meetings and share their experience with the others to enhance a flourishing working community. In the case of Deliveroo, the firm uses training and qualification activities on a daily basis which provides strategic steps of effective integration of diverse models and right vision for success (Deliveroo, 2022). The author Kibe (2014) states that engaging employees in such trainings is a novice way to open their mindset toward sharing, seeking for feedback and inclusion, helping the others and working collaboratively with the mission of attaining the same organizational goal.

A useful strategy which is highly applicable in many fields of work is the Corporate Social Responsibility (CSR), which is a concept of integration of social concerns in business operations (European Commission, 2010). CSR practices are modern and strive to strengthen relationships between the members of an organization, improving brand image and fostering innovative capabilities. All of these are prerequisites for bridging communication gaps and building resilience in the long run. Last but not least, development of effective vision and changing pattern through fostering transparent communication and regular meetings is another strategic movement into formulating optimal business performance (Kibe, 2014). Ensuring changes that are needed and urgent and empowering broadened actions will lead to successful implementation of those practices. All of the mentioned are pillars which if integrated properly might minimize every communication gap and issue.

Conclusion

The report provided an outline of the theoretical and the practical aspects of the concept of business communication and the ways how communication gaps and challenges might be minimized. Moreover, it highlighted the importance of implementing communicating strategies and enforcing them into action. The strategies which have been proposed are optimal and as a market leader in the UK food delivery services, Deliveroo should introduce, retain and apply them in practice.

There is a wide scope of various opportunities which one company might encounter in its practice. An abundance of training programmes, campaigns, CSR practices, strategies and personalized approaches are all corporate steps which should be proposed by the management teams and introduced as an alternative for success. Diversity in communication as well as providing a focus on intercultural communication are the ways through which the organizations might open their views to modern perspectives which would acquire their desired goal. Each organization strives for competitiveness, optimality of performance and resilience. To attain those pre-set objectives, the firm must work upon crafting a communication strategy and prioritizing inclusion, tolerance, acceptance and awareness. By fulfilling such steps, the challenges and the downturns might be completely erased from the background. Such best practices are not only exemplary for the organizations, they should be used as a gateway to their success and to the foundation of their change toward innovativeness, market gain and prosperity.

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