# PRESENTATION

*by* Florentina Damian

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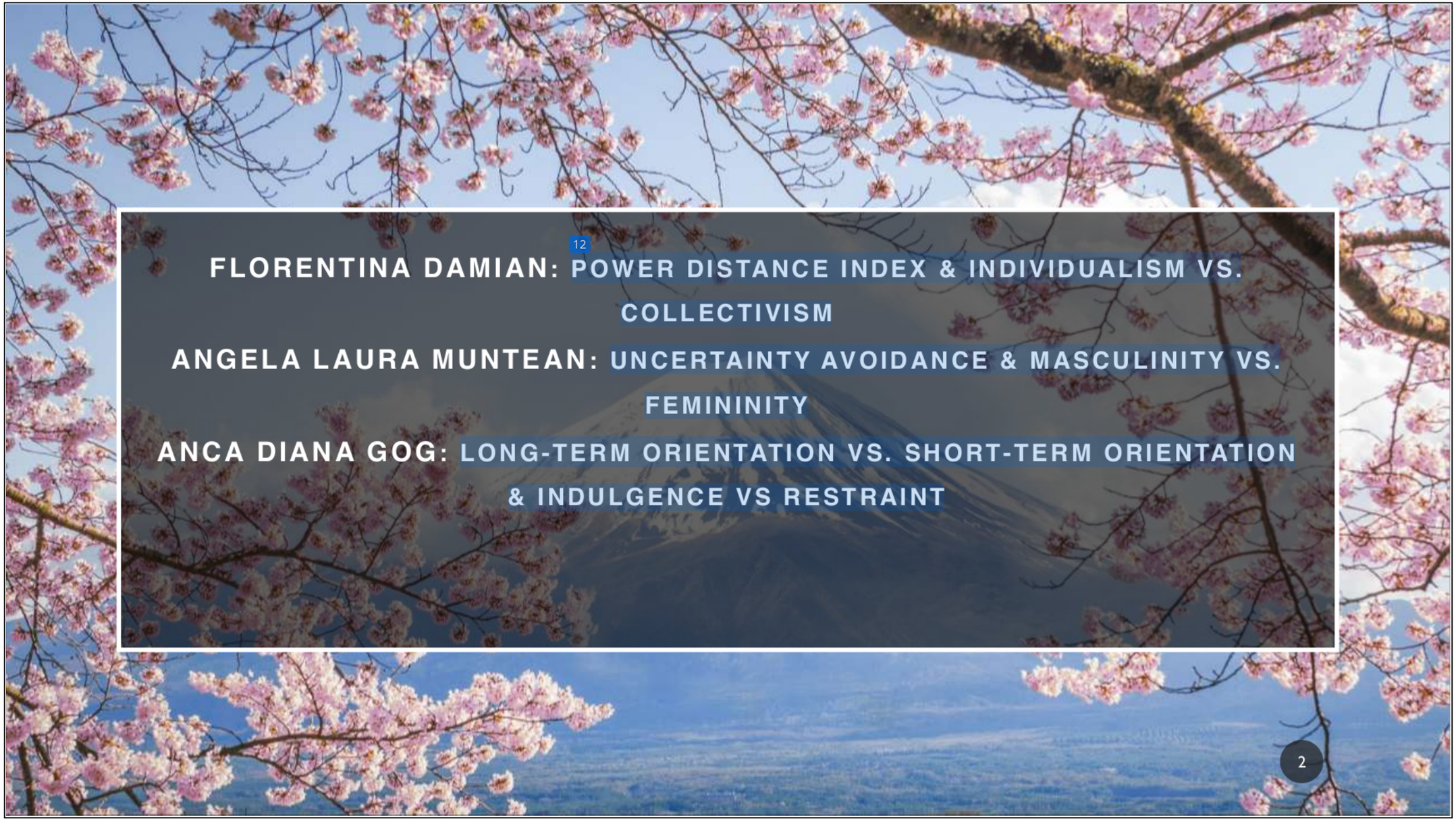

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FLORENTINA DAMIAN: POWER DISTANCE INDEX & INDIVIDUALISM VS. COLLECTIVISM
ANGELA LAURA MUNTEAN: UNCERTAINTY AVOIDANCE & MASCULINITY VS. FEMININITY
ANCA DIANA GOG: LONG-TERM ORIENTATION VS. SHORT-TERM ORIENTATION & INDULGENCE VS RESTRAINT


FLORENTINA DAMIAN



## POWER DISTANCE INDEX & INDIVIDUALISM VS. COLLECTIVISM

***A methodology section***

- The secondary research approach has been chosen in order to complete the work and in this context, a qualitative approach has been undertaken for conducting an analysis of the cultural dimensions set out by Hofstede (Haven and Grootel, 2019).
- Furthermore, authentic journals, books, websites and articles have been outlined to enhance the quality of the search while increasing the reliability and validity of data.
- Recently updated and reviewed articles or books have been chosen for understanding the current cultural diversification in China while ensuring that Farmfoods in the United Kingdom is able to enter and operate within the Chinese market.

### *A theory section*

Amidst the two dimensions – collectivism vs individualism and power distance index – China scores more than the United Kingdom in its power distance index reflecting 80 points and 35 points respectively.

China believes that inequality among society and individuals can be widely accepted.

On the other hand, individualism and collectivism in China reveal that the economy is highly collectivist scoring only 20 on the scale of individualism when compared to the UK with 89 points (Hofstede's Insights, 2023).

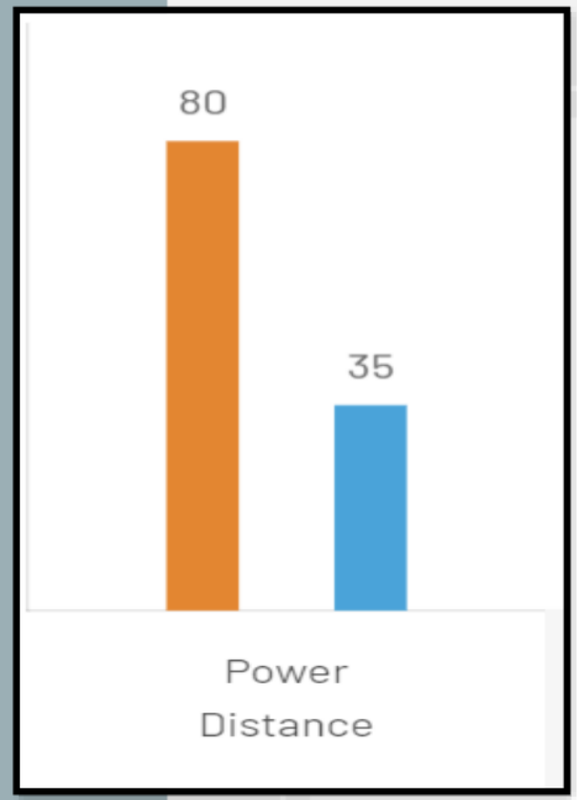



**Figure 1: Power Distance Index**

(Source: Hofstede's Insights, 2023)

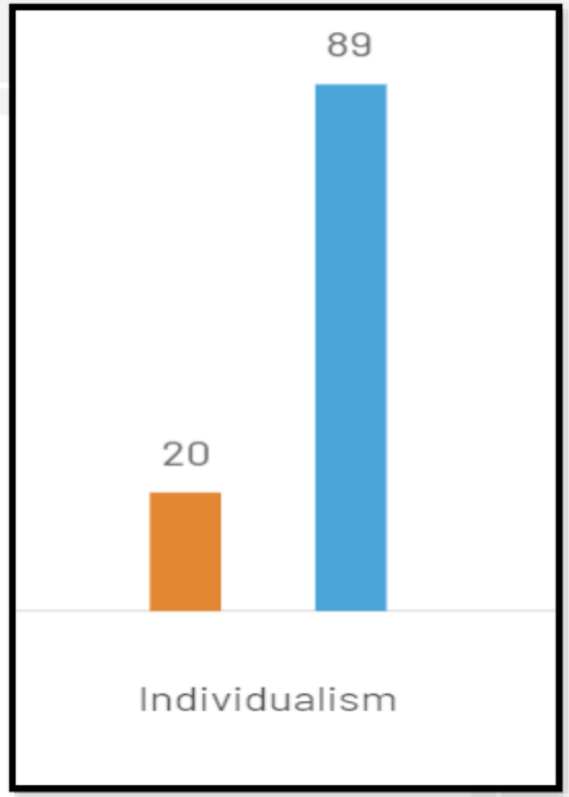



**Figure 2: Individualism vs Collectivism**

(Source: Hofstede's Insights, 2023)

*Orange – China*

*Blue – United Kingdom*

***Why Organisational Leaders should understand the national culture of the overseas country based on your chosen dimension.***

- It is necessary for organisational leaders to understand the cultural dimensions of the country they are thriving in to engage.
- Furthermore, it is essential to analyse the market structure and cultural implications in accordance with the extension policies set out. In this context, Farmfoods UK can extend its business to China with reference to the cultural dimensions set out within the economy.
- It is necessary for leaders to understand the scope of development after entering a new market (Sharma, 2022).





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***Possible challenges that Organisational Leaders will face in the overseas subsidiary and how they could be resolved.***

The most established challenge that Farmfoods UK may experience in its extension practices within the Chinese market is the approach to a more intense power distance index in China.

Since the United Kingdom believes in equality and China revolves around inequality being accepted within society, expanding a business to the Chinese market may be an issue in terms of addressing employees with respect.

China believes that inequality is not much of a concerning factor while the UK has an individualistic economy.

In this context, leaders in Farmfoods can develop Transformational Leadership approaches corresponding to changing possibilities and adapting to the changes taking place all around (Asbari, 2020).



# CONCLUSION

From the discussion on Hofstede's Cultural Dimensions, it can be derived that in terms of the power distance index, China has scored higher than the United Kingdom while the UK has scored more in individuals than China. This has evolved as a contradictory dimension within the Chinese and the UK market leading to second thoughts about the expansion approaches of Farmfoods.

# ANGELA LAURA MUNTEAN

***A methodology section***

- A secondary research approach for conducting a study on the cultural dimensions of China in accordance with the expansion purposes of Farmfoods in the United Kingdom.
- In this context, qualitative research has been chosen in order to analyse the current cultural condition in the Chinese market for understanding the benefit and challenges that the organisation may experience after extending the business within the economy (Largan and Morris, 2019).



## *A theory section*

- In terms of uncertainty avoidance, China has scored 30 points and the United Kingdom has recorded 35 (Hofstede's Insights, 2023).
- Uncertainty avoidance is the factor that emphasises the approach to believing in going along with changes while handling unprecedented impacts with efficiency (Weishut, 2020).
- However, both economies have a low score in this factor leaving a risk of adverse impacts taking place in the operational functions of a business, where even the Chinese are not bothered by ambiguity.

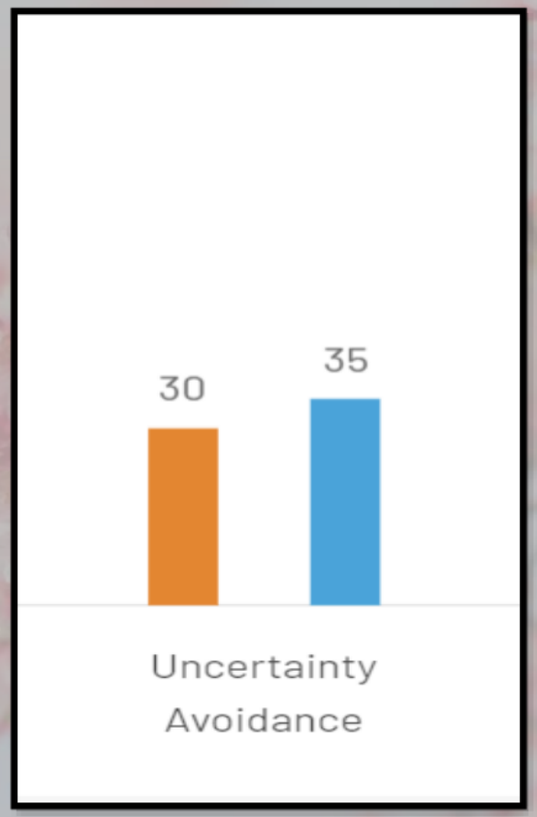



**Figure 3: Uncertainty avoidance**

**(Source: Hofstede's Insights, 2023)**

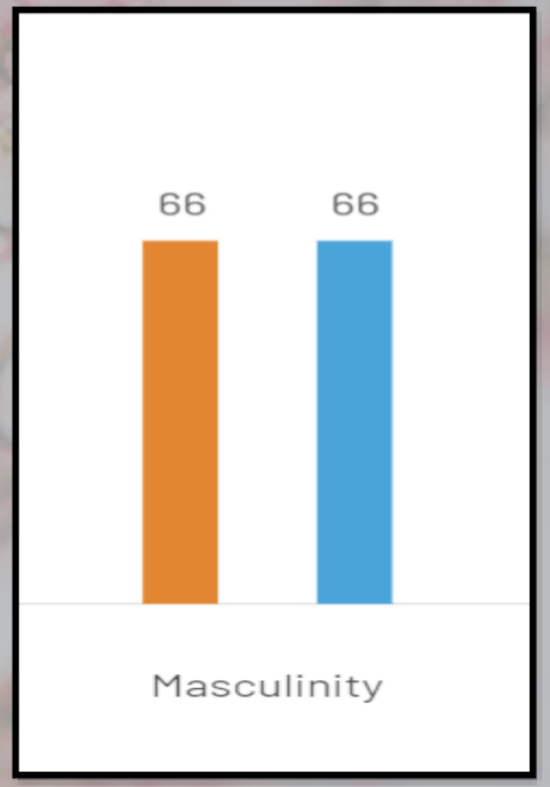



**Figure 4: Masculinity vs Femininity**

(Source: Hofstede's Insights, 2023)

*Orange – China*

*Blue – United Kingdom*



***Why Organisational Leaders should understand the national culture of the overseas country based on your chosen dimension.***

It is necessary for organisational leaders to understand the approach to management decisions in terms of the cultural differentiations between China and the United Kingdom.

Furthermore, the approach to understanding cultural collaborations and market structures is the responsibility of organisational leaders.

Leaders at Farmfoods need to implement risk management approaches and theories of management such as the Classical Management Theory emphasising specialised roles, single leadership, optimised efficiency and a hierarchical structure for an organisation (Haveman and Wetts, 2019). The theory can help Farmfoods opt for managing changes for its expansion purposes to China.

***Possible challenges that Organisational Leaders will face in the overseas subsidiary and how they could be resolved.***

- Although the scores acquired by China and the United Kingdom are similar, it is challenging for both economies in terms of operations with such low scores in uncertainty avoidance.
- Furthermore, it is going to be challenging for Farmfoods in terms of its expansion strategies because neither China nor the United Kingdom can be prepared for unprecedented changes.
- In this context, the Democratic Leadership approach can be identified as a potential solution to overcoming such challenges because it is relevant to consider the opinion of every individual (Tedla, 2022).

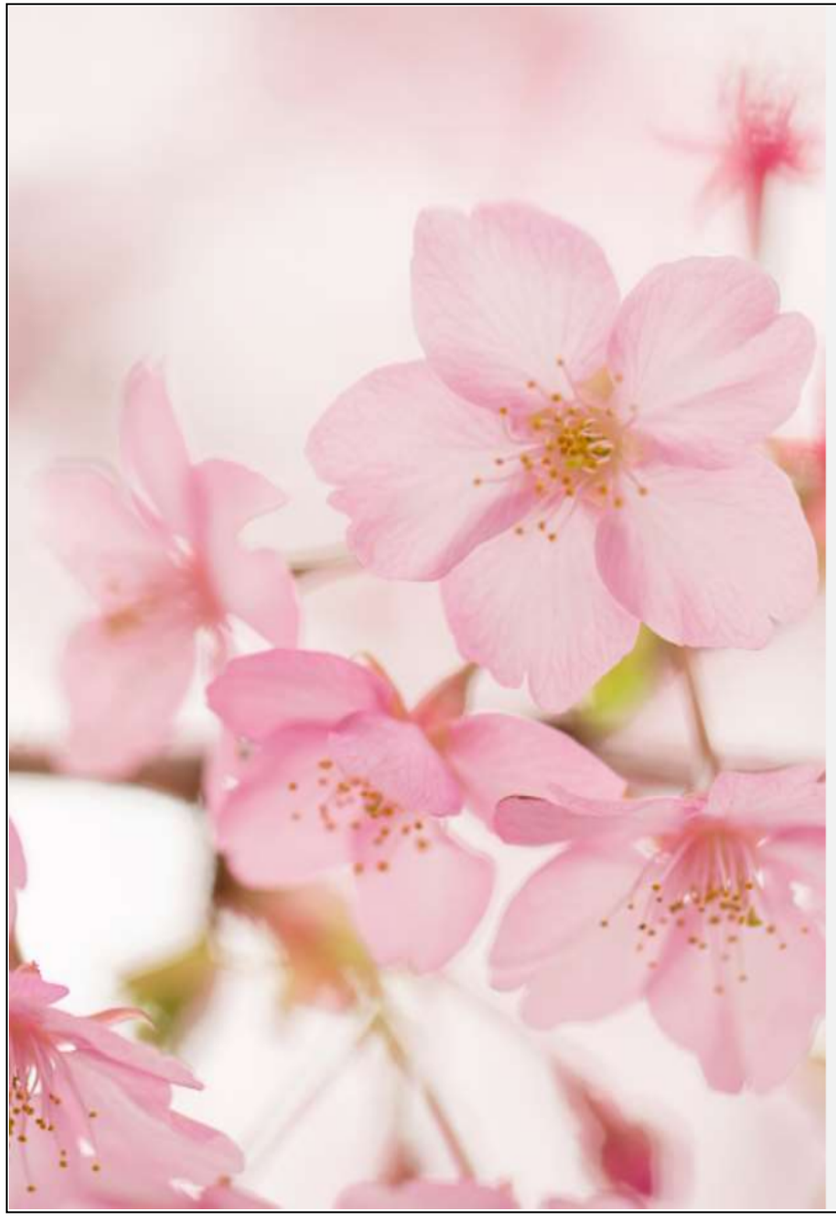




# CONCLUSION

From the discussion regarding Hofstede's cultural dimensions, it has been derived that the Chinese market and the UK economy both have low scores in uncertainty avoidance. This is the concept of delivering approaches to expanding Farmfoods UK to the Chinese market that revolves around the acceptance of cultural diversification within the economy. However, both China and the United Kingdom have scored low in the uncertainty avoidance index.


ANCA DIANA GOG



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## LONG-TERM ORIENTATION VS. SHORT-TERM ORIENTATION & INDULGENCE VS. RESTRAINT

***A methodology section***

- Hofstede's Cultural Dimension created for comprehending the cultural differences between nations will be utilised here to discuss long-term orientation and indulgence (CFI, 2023).
- The data utilised in the paper have been collected from secondary sources such as journal articles, academic papers and credible websites. Relevant sources which provide adequate information on the selected dimensions of Hofstede were chosen.

### *A theory section*

- China has a high score of 87 indicating a ***long-term orientation*** which has been selected (Hofstede Insights, 2023).
- The fifth dimension of Hofstede's Cultural Dimensions is a long-term orientation indicating the degree of considering the future and postponing gratification for accomplishing long-lasting success and goals.
- Short-term orientation emphasises the near future and focuses on achieving short goals (Chun *et al*. 2021). China's score for indulgence is low at 24, denoting it to be a ***restrained*** society, the chosen dimension (Hofstede Insights, 2023).
- Indulgence can be defined as the inclination to allow the satisfaction of basic human wants associated with enjoying various aspects of life (Chudnovskaya and O'Hara, 2022).

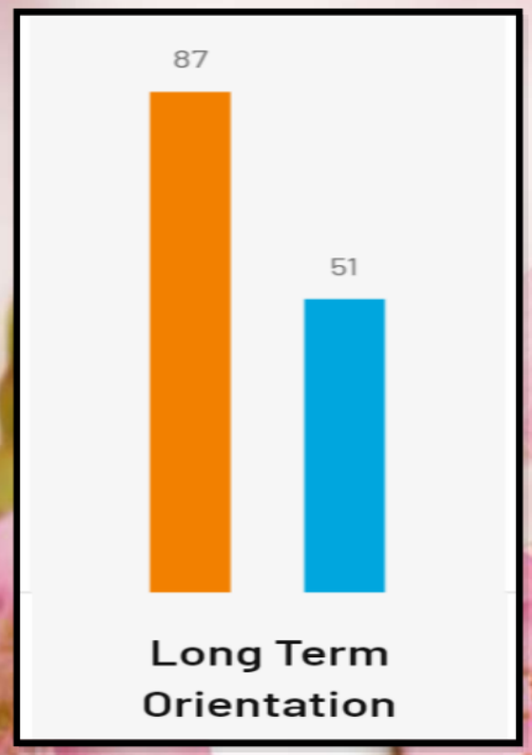



**Figure 1: Long-term vs Short-term Orientation**

**(Source: Hofstede Insights, 2023)**

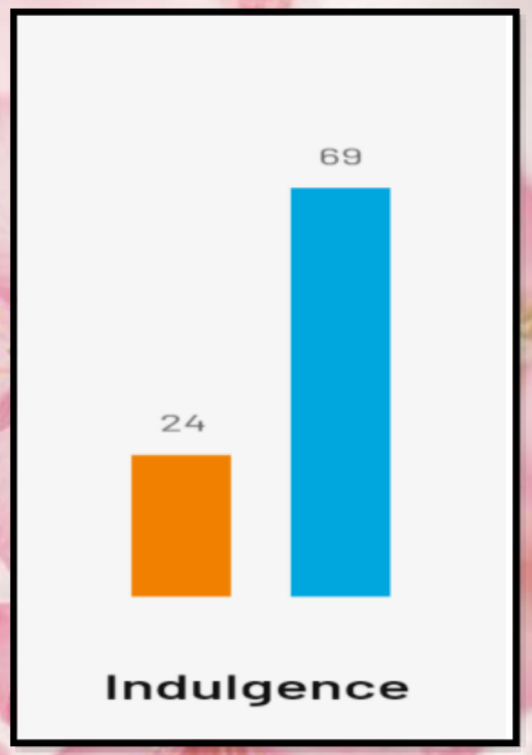
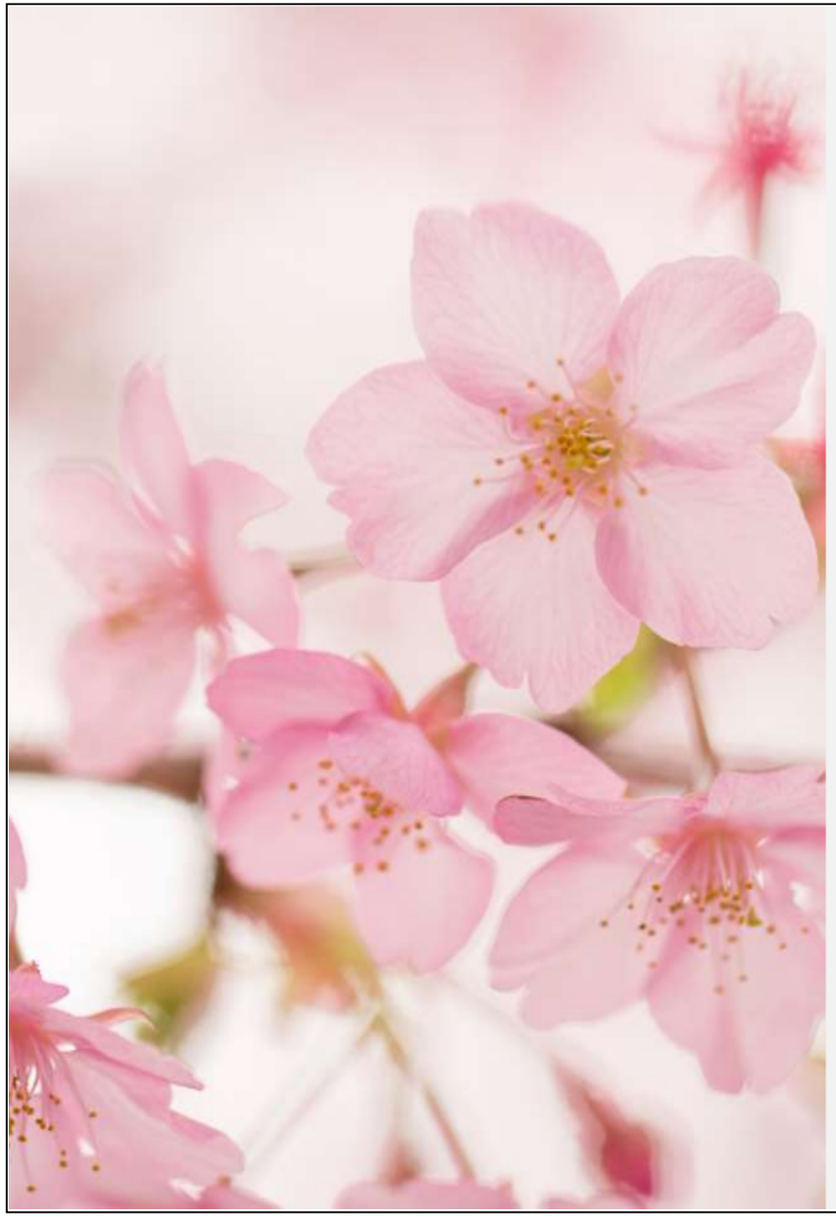



**Figure 2: Indulgence vs Restraint**

**(Source: Hofstede Insights, 2023)**

***Orange – China***

***Blue – UK***



***Why Organisational Leaders should understand the national culture of the overseas country based on your chosen dimension.***

- The high score of China in long-term orientation indicates a pragmatic culture which enables the people to be extremely dependent on the situation, setting and time.
- It is the cultural value which enables the nurturing of virtues related to gaining future rewards (Figlio *et al.*, 2019).
- China has an extremely low score in indulgence, thus, denoting a more pessimistic culture. Through this dimension, a culture's tendency to satisfy individual desires can be evaluated. Being a restrained society, Chinese people depend on financial satisfaction before purchasing products (Li *et al.*, 2022)
- Max Weber's bureaucratic administration suggests control by force through the power of knowledge rationally (Serpa and Ferreira, 2019).

***Possible challenges that Organisational Leaders will face in the overseas subsidiary and how they could be resolved.***

- Farmfoods could face a challenge in this regard since it has to conduct extensive market research and forecast future outcomes which could impact its businesses in Shanghai City.
- The subsidiary in China might face negative responses from Chinese employees since they do not feel the need to satisfy their own desires. In order to overcome these challenges, Farmfoods could adopt ***situational leadership***.
- According to this theory, leaders need to evaluate a particular situation where they operate and select the appropriate leadership style which would be befitting the context (Benmira and Agboola, 2021).
- This theory does not consider any one set of leadership behaviour and characteristics to be best and thus, with this Farmfoods leaders could assess the Chinese environment and modify their actions accordingly.



## CONCLUSION

With a high score of 87, China has a long-term orientation which enables people to dedicate their efforts to earning positive results. However, the UK economy is neutral in this regard and enterprises do not exert adequate effort in long-term planning. Farmfoods, being a UK company, would need to enhance its strategies and plan for the long run if it wants to survive in China after expansion.

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# THANK YOU

# CONCLUSION

From the discussion on Hofstede's Cultural Dimensions, it can be derived that in terms of the power distance index, China has scored higher than the United Kingdom while the UK has scored more in individuals than China. This has evolved as a contradictory dimension within the Chinese and the UK market leading to second thoughts about the expansion approaches of Farmfoods. There is a gap between the cultural dimensions of the two economies revealing a warning regarding entering the market without completely understanding the prevalent culture of China. Over the course of time, it may be a challenge for organisational leaders to follow the collective culture of China while Chinese employees can find it difficult to maintain equality as they have a higher power distance index.

Moreover, it is essential to take into account the fact that the United Kingdom believes in equality while the Chinese market revolves around accepting discriminative practices. This is likely to emerge as a major problem for Farmfoods in terms of maintaining equal salaries and ensuring fair treatment. Furthermore, issues regarding discrimination and inequality for Chinese individuals are not much of a concern, but corresponding to expansion purposes, it is a major problem for employees in the United Kingdom. In this context, leaders in Farmfoods can practice appropriate management strategies relevant to Scientific Management that can help the business ensure practices of harmony, cooperation and diversification while delegating tasks according to fields of specialisation. From another perspective, Chinese culture is collective while British culture follows individualism which is a huge factor for differentiating expansion purposes.

The Chinese believe in moving ahead with everyone while Farmfoods UK is likely to be concerned about individual success. In this context, it can be mentioned that the leaders within the organisation can ensure practices regarding Transformational Leadership following approaches where changes need to be accepted and moved on with while ensuring healthy relationships with every individual. Employees of Farmfoods UK can practice undergoing changes relating to the prevailing culture in China while delivering the best to avoid individualistic activities. From the range of discussions, I believe that I have been able to secure areas of my personal leadership development while managing individuals and shaping organisational requirements according to my own experience of authentic leadership. Qualities such as team working have improved while I experienced being a team leader for an internship for a short span of time, developing qualifications.

# PRESENTATION

ORIGINALITY REPORT

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