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Introduction

Haleon is thinking about expanding its business to Ireland because the country has modern infrastructure, a highly qualified workforce, and a government that is usually stable. Ireland is an island in the western part of Europe. Their business sector is doing very well. A lot of people in the technology, pharmaceutical, financial services, and industrial sectors use Haleon's goods. Because the country is now an EU member, Haleon will be able to reach a huge market of more than 500 million people. Ireland values education a lot, as shown by the fact that its workers are very well trained (IAS, 2023). Ireland is a good place to do business because it encourages investment and growth. Ireland's low company tax rates, business-friendly laws, and many incentives would be beneficial. Ireland has an environment that encourages new ideas, which is good for research and development. The country is also dedicated to inclusion, which supports both equality and variety. Finally, Haleon would be smart to spread its business to Ireland, where there are many untapped markets.

Organisational Overview



Figure 1: Company LOGO

Source: (Haleon, 2023)

Haleon is a global company that makes health care products for consumers. It is best known for its generic drugs and personal care products. The company has been doing business since 2021, and it offers many healing services, such as dental care, pain relief, digestive health, and cold and flu medicines. Haleon has a wide range of well-known brand-name drugs to meet the needs of a wide range of customers. Some of the names of their products are Sensodyne, Voltaren, PolaGic, Otrivin, Parodontax, and Panadol (Haleon, 2023). Haleon's history can be traced back to the early 1800s, when many British drug and consumer health care companies first started for business. It was in 1995 that Glaxo Wellcome and SmithKline Beecham joined together to form GlaxoSmithKline (GSK, 2023). One of GSK's plans is to split its consumer healthcare business from its drug and vaccines businesses in 2021. Sensodyne, Voltaren, and Panadol were all part of Haleon's consumer healthcare section before it changed its name to Haleon. Innovation, brand growth, and regional expansion are main parts of the company's business strategy. At its core, Haleon is an innovation company that tries to meet unmet customer wants by creating new technologies and products. A big part of Haleon's plan for building its brand is using marketing and advertising to get more people to buy its other brands. As a part of its business strategy, regional growth is what Haleon is focused on to strengthen its position in existing markets and break into new ones through strategic partnerships and the growth of its distribution network. Haleon cares about using sustainable methods and being a good business citizen. Some of the group's goals are to cut down on waste, use more renewable energy, and lower greenhouse gas pollution. Haleon works with non-governmental organizations and local partners on charitable and philanthropic projects to help the areas where it operates. These projects try to fix problems in society like getting to healthcare and schooling.

Evaluation of Ireland, Greece, and Croatia through the lens of cultural differences and Hofstede's framework

The picked country will be where the company plans to grow and run its business. Three European Union countries—Ireland, Greece, and Croatia—have been chosen as possible locations for Haleon's growth after a lot of study.

Greece

Haleon should grow its business to Greece for many reasons, such as the country's strategic location in south-eastern Europe, its skilled workers, its low taxes, and its support from the government. Still, if Haleon is thinking about expanding to Greece, they need to think about the country's infrastructure, especially its transportation and logistics systems, as well as its high jobless rates and huge public debt (Brautzsch and Holtemöller, 2021). Haleon will face problems with power distance and avoiding doubt because of the hierarchical structure of Greek society (Nakos and Hajidimitriou, 2009). The company may need to change the way it manages to fit with this cultural aspect. On the other hand, a high indulgence score and the fact that Greek culture is very collectivist may lead to good relationships and a nice place to work.

Ireland

The country of Ireland is in the northwest of Europe. It has low company tax rates, a skilled labor force, and easy access to European markets. Ireland has a more equal society with a more even spread of power. Its power distance score is only 28. They a high personality score of 70, which means it really values independence, uniqueness, and success (Walker, 2020). A moderate masculinity number of 68 means that people in this country value being aggressive, competitive, and successful. Ireland is a popular place for international companies to set up shop because it has a strong economy and a government that is mostly stable. It shares the same values as Haleon, which makes it a good place for the company to grow. However, the country's unusually high taxes and high cost of living may have an effect on Haleon's funds and the cost of hiring people.

Croatia

Croatia is a country in south-eastern Europe. Haleon would have access to markets in south-eastern Europe and the Mediterranean, a workforce with a lot of education, help from the government, a thriving tourism industry, and a strategic position on the Adriatic Sea. Issues that could arise are problems with infrastructure and an unstable economy. The educated people

who work in Croatia and the fast growth of its economy make it a growing market with a lower cost of living than Greece and Ireland. Because it is close to both domestic and foreign markets and the Adriatic Sea, it is a great place for businesses that want to grow. Croats, on the other hand, are not good at power distance or doubt avoidance. This means they want more inclusive ways to make decisions and are willing to try new things. This cultural fit could be good for Haleon because it would make it easier to combine management jobs (Srdelić and Dávila-Fernández, 2023). With a score of 73, Croatia is clearly a hierarchical society where differences in power are accepted and even praised. Its individualism number of 33 shows that it likes being independent. People in this country are good at planning for the future and living in the present, as shown by their scores of 80 for uncertainty avoidance and 40 for moderate masculinity.

With its good business environment, large pool of qualified workers, low corporate taxes, and closeness to European markets, Ireland seems to be Haleon's best choice. Haleon's idea goes well with Ireland's culture traits that encourage independence, personal freedom, and adaptability (Brautzsch and Holtemöller, 2021). Still, Haleon needs to carefully consider all the factors and do all of their research before making a final choice. Haleon needs to think about how well its deal fits into each country's culture. It needs to think about factors like language, social norms, risks, and job prospects. By using Hofstede's theory of cultural aspects, Haleon can learn more about how well each country's culture fits with its own.

Discussing and analysing the communication barriers Haleon could face in Ireland, Greece, and Croatia

Greece

It's a good idea for Haleon to expand its business to Greece, but language and culture differences can make it hard to communicate. Greek is the national language of Greece, and 98% of Greeks speak it. The Greek language is an Indo-European language (Nakos and Hajidimitriou, 2009). Albanian and Macedonian are minority languages that are spoken in Greece. This variety of languages can make it hard to communicate, especially in places where they are spoken by a small group of people (Machado, Hack and José Sousa, 2019). In Greece, it might be hard for British companies and workers who don't speak Greek to do business because of the language barrier. British businesses will need to change how they talk to people

and build relationships if they want to take advantage of the Greek culture's strong focus on human connections and hospitality.

Ireland

Ireland does a lot of business with the UK and is known for being a friendly place to do business. Business people from the UK don't have to worry about how to talk to each other because English is the official language. When British companies do business in Ireland, they need to know about the country's unique business practices and cultural norms. There is less organisation and less formality in Irish business than in the UK. They value humility, friendliness, and working together as a team. About 15% of people in Ireland, or about 1.8 million people, speak Irish Gaelic as their first language. Even though English is spoken by many people, Irish Gaelic is a big part of Irish culture and identity (Walker, 2020). People who speak Irish Gaelic in rural places may find it harder to communicate with each other because of the language barrier. By changing the way, it communicates to fit Irish business culture, Haeon can create a setting that is good for growth in Ireland. To reach this goal, it is important to show genuine interest in local issues while also being more friendly and willing to help.

Croatia

Croatia is a member of the European Union. The country's economy is carefully placed and growing quickly. In Croatia, Croatian is the official business language. This could be hard for workers who don't speak the language well. Communication problems in Croatia are caused by a number of issues. Croatian is a South Slavic language that about 5.8 million people speak. It is the main language of the country (Srdelić and Dávila-Fernández, 2023). People who don't speak Croatian will find it hard to talk to Croats, even though a lot of them speak English very well. Through a mix of Eastern and Western traditions, Croatian society values family gatherings and being polite. Haeon would need to hire local translators or interpreters and teach its workers the language so that they can work with people from Croatia and get past the language barrier (Machado, Hack and José Sousa, 2019). To set Haeon up for success, they need to make a lot of connections with local companies and follow proper workplace behavior. Most Croatian businesses put most of their decision-making power at the top of the organization. To communicate well at any level, Haeon needs to understand and follow the hierarchical system.

By proactively addressing these issues and adapting its communication strategies to local cultural norms, Haleon can create an atmosphere that is good for growth and makes sure that its new management teams can work together well.

Recommendations on expanding Haleon into Ireland

Haleon is a multinational technology company that wants to grow into Ireland. This can only happen if the company teaches its workers how to talk to people from other cultures, makes sure its lines of communication fit local needs, hires and keeps local workers, adapts to local partnerships, and does a lot of market research.

Ireland is a great place for businesses to grow because it has low corporation tax, protects intellectual property rights, helps with research and development, is easy to do business in, and is welcoming to people moving there because of Brexit. Companies that make, buy, or sell intellectual property will get tax breaks from the Irish government. 56.3% of workers between the ages of 30 and 34 have a college degree (IAS, 2023). After Brexit, companies from all over the world have set up shop in Ireland. A deal called the Common Travel Area means that Britons can still come, work, and live there. Businesses that want to grow in other countries would be smart to start in Ireland, which is close to the EU and has a big consumer market. Businesses that aren't Irish need to stay up to date on the regulations that guide PPSN statements and registering beneficial ownership, since these rules can change (Saha and Sridhar, 2011). In 2019, the Fourth Prevention of Money Laundering Law was passed by the European Union. This led to the establishment of the General Record of Proper Shareholders. Companies that aren't based on Ireland but want to start a business there must show their PPSN or IPN to the Irish Companies Registration Office. In order for Haleon to be effective, it needs a plan that includes goals, targets, and forecasts (IAS, 2023). Before preparing for Haleon joining the Irish market, it needs to learn about its rivals and the people who live there, what they buy, and how they like to shop. Reading Euromonitor International's research on the Irish consumer goods market can give a better idea of its major competitors, future potential, and market dynamics (Walker, 2020). If Haleon wants to do business in Ireland, they need to know all of the local laws. It's very important to look at regulatory standards and make sure they are followed. The Irish Government and the Irish Tax and Customs Authority both have websites that Haleon should check out if they want to learn more about Ireland's laws and rules.

Marketing, social media, and writing could be online ways for Hialeah to get in touch with Irish people. Hialeah could reach more people through established media like radio, TV, and newspapers. Hialeah workers need to be able to speak both English and Irish very well in order to talk to Irish people (Sahadevan and Sumangala, 2021). Chatting in two languages makes it easier to talk to Irish people. Everything should be easy to get to, from marketing papers to options for customer service. Hialeah will be able to win the trust of Irish people, groups, and businesses by taking part in events held in Irish and offering personalized services in Irish. Hialeah needs to hire Irish people, set up reliable ways for people to communicate, create an atmosphere where employees feel free to speak their minds, regularly evaluate and change their communication methods, and work to improve understanding between cultures if they want to be successful in Ireland. Motivating people from different cultures to get to know each other, creating effective ways to communicate, hiring native speakers, evaluating and changing their communication methods, improving their language skills, and getting past other issues that get in the way of good communication is vital.

Conclusion

A complete plan for going global should include marketing, delivery networks, a price strategy, changes to the product, and other ways to get into new markets. Haleon should know a lot about the rules that govern business, employment, intellectual property, and the law. It is important to have a local footprint, make local contacts, and hire local talent before going into a target market (Sahadevan and Sumangala, 2021). It's important to keep the company's mind focused on the goals and adapt to changes in the market. Key Performance Indicators that have already been set up can be used to track success, and regular comments from the market can help find ways to make things better. The business world moves very quickly, so Haleon needs to be able to change and think on its feet.

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