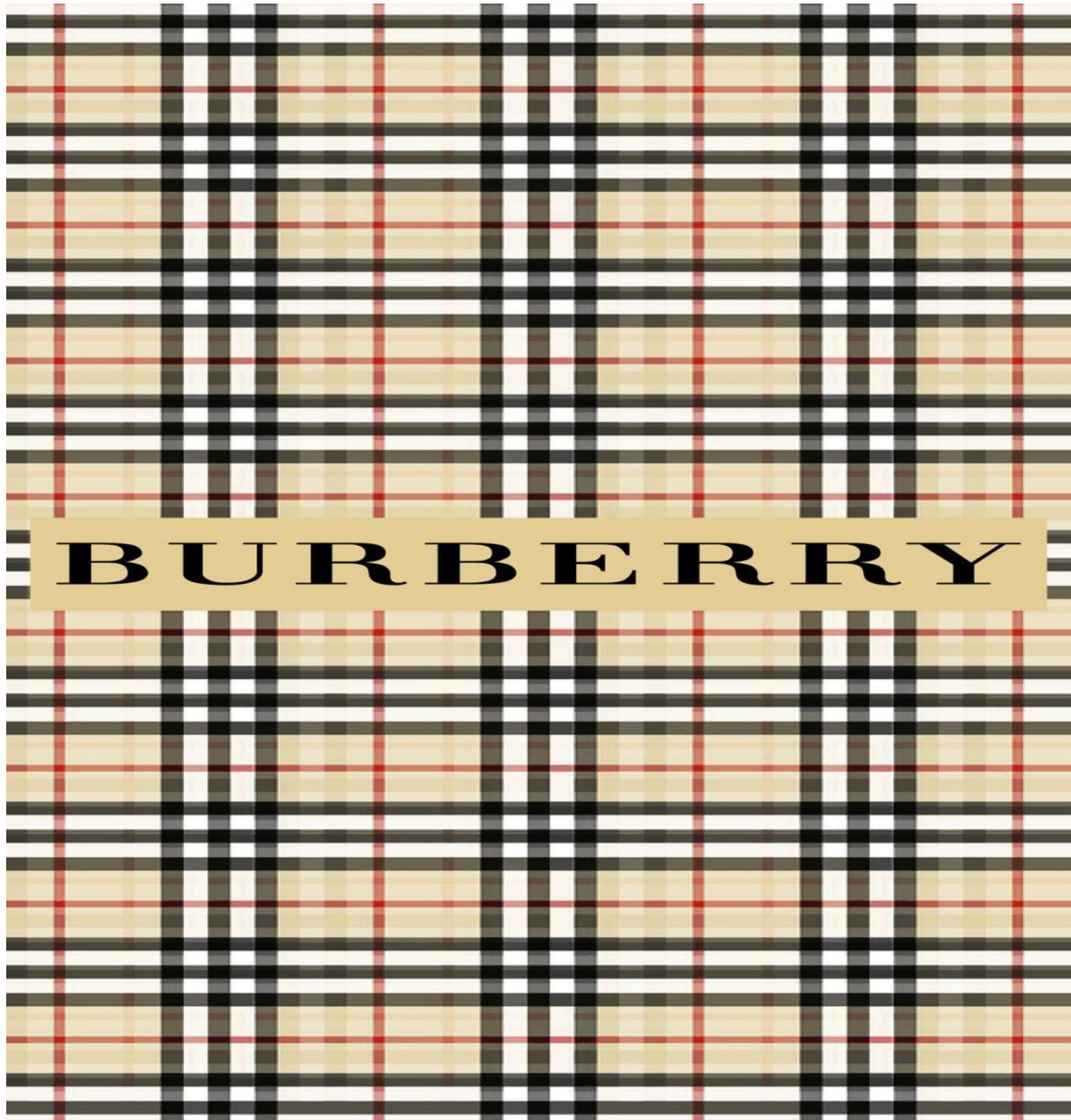


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1901-1968



1968-1999



1999-2018

BURBERRY

2018-PRESENT

INTRODUCTION

International Business Communication refers to a kind of communication which takes place between different cultures (Dhaundiyal, Chakravarty, and N. Joshi., 2020). It leads to improved corporation and teamwork between the countries. Due to globalisation and diversity among the nations countries are expanding their businesses in other countries to increase their market value and target new market and customers. However, this cross cultural communication has to go through various challenges such as the cultural diversity, language barriers and technological barriers which can vary largely between country to country.

MAIN BODY

Burberry is a British luxury fashion house established by Thomas Burberry in 1856. It currently has its headquarters in London, England. It is a luxury British brand dealing in products for both men and women providing clothing, accessories, bags and fragrances. To analyse and showcase the effects of expansion of this brand from the United States to Germany we are using two models.

Hofstede model:

The Hofstede model also known as the 6 – D Model of National Culture which uses the cultural values of a country to understand the differences among people belonging to different countries and improve the cooperation and communication between them. This framework is particularly used to distinguish between cultures of different nations and how these differences impact upon the business (Iskhakova, Hilbert, and Joehnk, 2021).

Power Distance Index:

The term refers to the extent to which power and inequality are tolerated in terms of distribution of power. It is measured from the point of view of both leaders as well as followers (Nagy, and Molnarne, 2022). Countries with high power distance index have a culture that accepts power differences and inequality showing high respect for bureaucracy and authority whereas countries with low power distance index lay emphasis in encouraging more organisational structures and power distribution. The UK has a power distance index of 35 which means people there usually believe in inequality and unequal distribution of power.(Shehawy, 2023) While country like Germany also ranks at 35 in terms of power distance index leading to a similar autocratic structure there indicating flat organisational structure. So, the company will not have to struggle a lot in terms of this criteria.

Individualism vs Collectivism:

This dimension refers to the degree to which a particular society shows whether it is segregated into groups or not. It shows their perceived notions, obligations and co-dependence on groups. An individualistic society lays more emphasis on personal achievements prioritising one's need and the needs of his family (Mi, and et.al, 2020). People there are expected to focus on their collective interests and the interests of their family members. Whereas societies following collectivism show greater importance towards the goals and aspirations of the group as a whole. In collectivistic societies the focus is always on 'We' rather than 'I' focusing more on loyalty and relationships. The UK highly opts for Individualism focusing on the personal interests of an individual, people belonging to such societies start giving more value to themselves focusing more on their personal interests and agendas and their fulfilment. (He and Filimonau, 2020) These people are more concerned with themselves and their own self-image rather than paying attention to their family or other members. Germany also follows individualist culture similar to the US but, Germans are slightly less individualistic as compared to the former. Here skills like self determination, independence and individuality are valued more as compared to family relations and ties. As the nature of both the countries are similar in terms of focusing on individuality so the company will not have to struggle more in this dimension (Jadil, and et.al, 2022).

Uncertainty Avoidance Index:

The dimension uncertainty avoidance index refers to how well a country deals with unknown situations, unexpected events and uncertain things. The countries with high uncertainty avoidance index will indicate a low tolerance for risk taking, uncertainty and vagueness. The institutions of these societies tend to reduce the effects of uncertainty by implying strong rules and regulations. Whereas the countries with low uncertainty index will have a high tolerance for abstruseness and uncertainty (Salas-Paramo, Escandon-Barbosa. and Ramirez-Urraya, 2022). In this culture the individuals are confident and relaxed with even fluctuating environments or environments lacking in structure. The UK has less interest in uncertainty avoidance leading to a comfortable environment for people here with uncertain situations or lack of information about situations arising in the future. These people tend to be intolerant about particular behaviours or ideas and are even considered firm in their approach. Their beliefs are deep rooted and may be even unacceptable to people belonging to other countries. Germany belongs to one of the countries with high uncertainty avoidance, relying highly on rules and regulations following a preferred set of

code and conduct (Minkov and Kaasa, 2021). The authority here focuses on proceeding step by step with changes and reducing risks. . In terms of business Germany will prove to be a convenient option for the brand Burberry as reduced risks will prove to be beneficial for the company leading to marginal profit in sales. As Germany proceeds step by step with changes which will not lead to drastic loss in sales or affect the company in negative pattern.

Masculinity vs Feminity:

This dimension refers to the differentiation between gender roles and focuses on to which extent the country values traditional masculine and feminine roles and how much a society values them. These terms lay emphasis on whether a society follow differentiated gender roles or not. The term masculinity deals with the traits of distinct gender roles , aggressiveness, power, heroism and rivalry (Bouderbala, Eljammi, and Gherib, 2020). The term feminity includes modest, nurturing, caring and concerned with quality of life. The UK is considered to be an impartially masculine country with 66 points in this dimension. The people here are more focused on achievements, success, competition and procurement rather than focusing on attributes such as quality of life, nurturing and caring, being humble and thoughtful. (Morlighem et al., 2020) They are used to working in an environment of long hours with high pressure and determination. Germany also scores 66 in terms of being a masculine society signifying a bias for competitiveness, aggressiveness and achievement. In terms of business the company will not face much issues other than transportation as both the countries are male centric.

Short- Term vs Long-Term Orientation:

This dimension refers to whether a culture is focused towards the future or deals only in present or past in particular. Societies focused on short term orientations will only focus on the events related to nearby past and present delivering success for a short span of time whereas societies focused on long term orientation will look towards a bigger picture focusing on long term plans for the future (Heydari, and et.al, 2021). The UK is a neutral country in terms of this dimension, it makes it's decisions for the present while keeping a check on it's impacts for the future. Societies like this are usually more practical in applying changes helpful in solving problems of future as well. While Germany highly follows a long term orientation approach . They follow a highly practical approach focusing on the future and taking decisions which will help in preserving and achieving the goals of future (Roy, 2020). The company might have to face some issues as

Germany is a long term orientated country but it might even prove beneficial at some point in terms of investing and saving. (Talalova and Werthschulte, 2020)

Restraint vs Indulgence:

This dimension refers to the extent a society can go to fulfil its desires. A restrained society lays more focus on restricting the desires and wishes of their individuals making their people less happy and leaving them with less freedom and more of moral discipline. Whereas an indulgent society gives more importance to the wishes and desires of the individuals giving more value to human satisfaction and happiness (Rojo, and et.al, 2020). The UK is an indulgent country being more acceptable towards the interests and happiness of their people. The people of this country are even allowed to be informal at their workplace and not take things more seriously offering flexible working hours and work life balance. Germany is a restrained country with strict workplace environment functioning low on indulgence. Germans lay more emphasis on traditional values and lifestyle, modesty, conservation, discipline and self control. The business might have to face some issues with their employees as they are not used to working in such a harsh environment and workplace in Germany. (Iskhakova, Hilbert and Joehnk, 2021)



CONCLUSION

The analysis done above shows the cultural environment of both the countries and how it affects the workplace there. The presentation shows the cultural environment of both the places on the basis of Hofstede's Model and how it will affect the business when shifted from the UK to Germany. As shown above both the countries have their own cultures and how it will impact upon the business when shifted from one place to another. The company will not have to face any major issues in terms of cultural changes as there are no such major differences between both the countries. The company might have to face issues in some dimensions apart from language barriers such as orientation and indulgence, but these are minor issues and can be resolved easily once the company opens in Germany.

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