

INTERNATIONAL BUSSINESS COMMUNICATION

LAUNCHING VODAFONE'S MANAGEMENT OFFICE IN GERMANY

LECTURER NAME:CHARLES NWAOGWUGWU
STUDENT ID:2115133
STUDENT NAME:MIHAIL ROUSSEV



INTRODUCTION

- Launching Vodafone's management office in Germany
- Expanding into German market
- Opportunities & challenges of cultural differences
- Recommend adapting processes, management, branding, communication



GERMAN CULTURE:

Biggest consumer economy
& market in EU

Cultural attributes:
structure, order, punctuality,
reserved/blunt
communication, formal
professionalism, hierarchy

Historical roots of cultural
tendencies

SUCCESS FACTORS FOR VODAFONE



RESEARCH COMPLEX
REGULATIONS



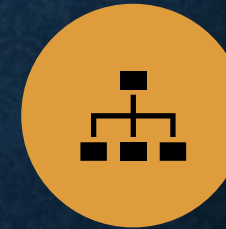
TAILOR
MARKETING/BRANDING
TO SUBTLETY &
QUALITY FOCUS



ALLOW TIME FOR
METHODICAL BUSINESS
DEALS



LONG-TERM
RELATIONSHIP
BUILDING OVER
RUSHED CHOICES



FORMAL HIERARCHY &
ROLES

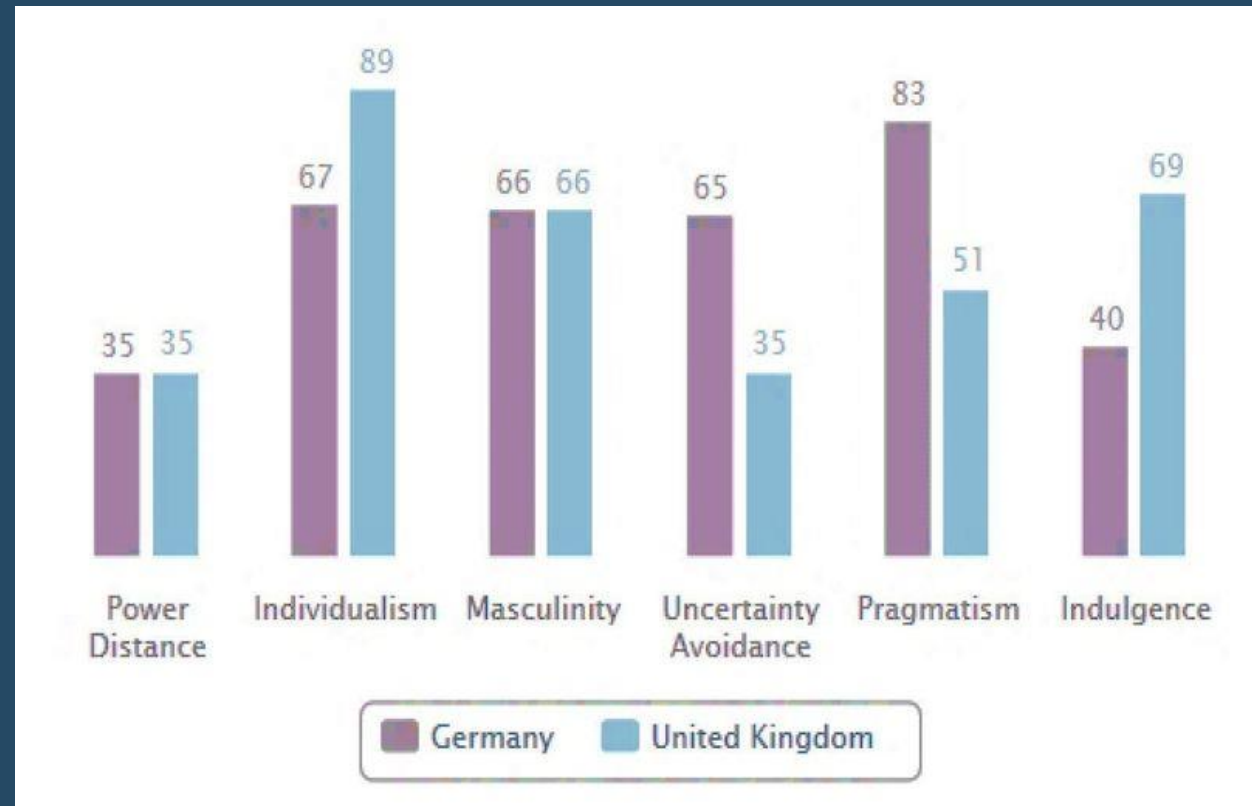


CULTURAL SENSITIVITY IN GERMANY VS. UK

- Communication norms - direct vs indirect
- Formality in Germany vs casual UK
- Work-life separation in Germany
- Group vs individual mindsets
- Uncertainty avoidance higher in Germany

HOFSTEDE'S DIMENSIONS - UK VS. GERMANY:

- Power distance
- Individualism vs collectivism
- Masculinity vs femininity
- Uncertainty avoidance
- Long term vs short term orientation
- Indulgence vs restraint





RECOMMENDATIONS FOR VODAFONE:

- Cross-cultural training on German business etiquette
- Management structure with clear hierarchy
- Plan meetings in advance, minimize changes
- Detailed project plans and timetables
- Localize branding and marketing assets
- Demonstrate long-term commitment



CONCLUSION:

- Key cultural differences require proactive adaptation
- With training and sensitivity, can leverage global expertise for success in Germany

THANK YOU!

- Barker, A. & Goncalo, J. (2016). Cross-Cultural Collaboration: Leadership, Public Goods, and Common Ground. *Advances in Culture and Psychology*, 6, 219-244.
- Barmeyer, C. & Mayrhofer, U. (2002). The Contribution of Intercultural Management to the Success of International Mergers and Acquisitions: An Analysis of the EADS Group. *International Business Review*, 11(1), 1-38.
- Carr, C. and Walther, C. (2014). *Global Management: Managing Across Borders and Cultures*. Munich: Oldenbourg Wissenschaftsverlag.
- Enderle, G. (2019). Exploring and Conceptualizing International Business Ethics in Germany. *Journal of Business Ethics*, 159(4), 1075–1093.
- Hall, E.T. (1976). *Beyond Culture*. New York: Anchor Books/Doubleday.
- Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context. *Online Readings in Psychology and Culture*, 2(1).
- Hurn, B. and Tomalin, B. (2013). *Cross-Cultural Communication: Theory and Practice*. London: Palgrave Macmillan.
- Lane, H.W. (2009). *International Management Behavior: From Policy to Practice*. New York: M.E. Sharpe.
- Lewis, R.D. (2006). *When Cultures Collide: Leading Across Cultures*. Boston: Nicholas Brealey Publishing.
- Schwartz, S.H. (1999). A Theory of Cultural Values and Some Implications for Work. *Applied Psychology*, 48(1), 23-47.
- Silvestre, P. et al. (2020). *Managing People in Luxembourg: Communicating and Succeeding across Cultures*. Luxembourg: Ecodit.