



Programme: BA (Hons) Business Management

Module: International Business Communications

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Assignment

Title: Component 1: Practical -
Individual Presentation

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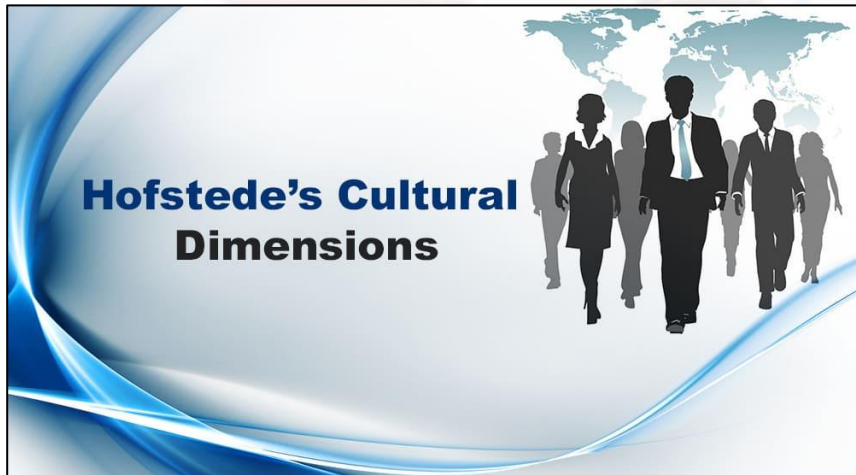
Introduction

The topic and the country

- Cultural diversity is one of the crucial factors that international businesses face when entering foreign markets.
- Spain is one such country that has a diverse culture and is considered to be one of the profitable markets in the international business landscape (Hedgecoe, 2025).
- It has a well-trained labour force and a conducive energy policy that makes the country viable.



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Purpose and structure of the presentation

- The purpose of the presentation is to provide an overview of how real-world international businesses use intercultural communication theories to move into foreign markets.
- The presentation will provide an overview of Hofstede's cultural dimensions theory, and it will be applied in the context of Spain.
- The challenges and opportunities will also be discussed in the above context.

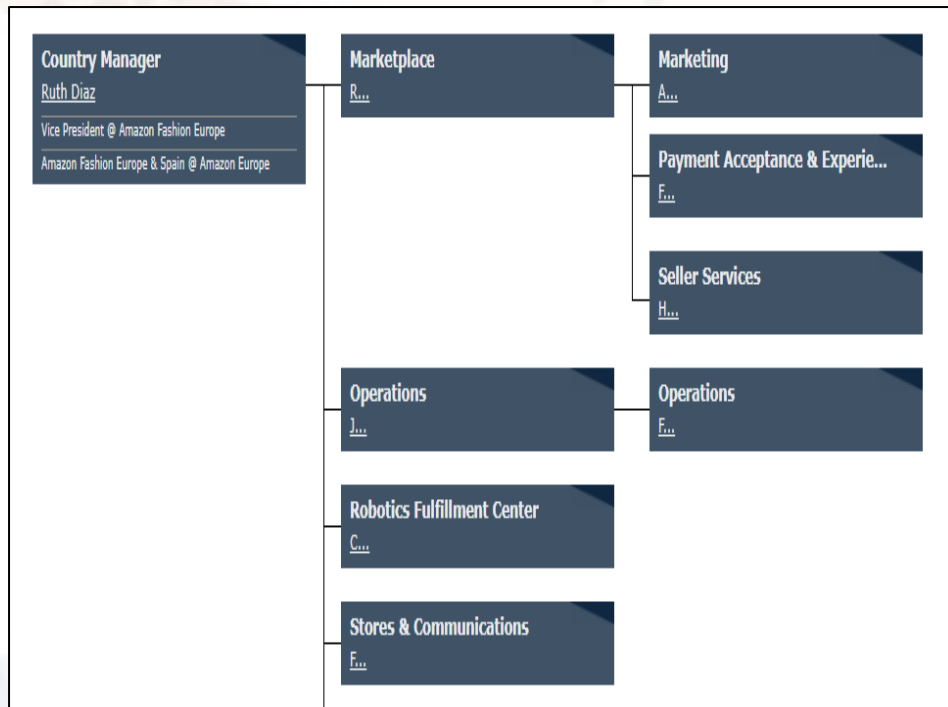
Brief explanation of the theory

- Hofstede's cultural dimensions theory is a relevant framework that is useful in understanding cultural diversity, and it provides a systematic model consisting of six dimensions.
- These are power distance, individualism vs collectivism, masculinity vs femininity, long-term vs short-term orientation and indulgence vs restraint (Gallego-Álvarez and Pucheta-Martínez, 2021).
- It was first proposed by Dutch social psychology researcher Geert Hofstede in the 1970s (Sadler, 2020).



(Sadler, 2020)

Application of the communication theory with real examples



(The official board, 2025)

Power distance

- The Spanish society expects hierarchical structures with a definite role and responsibilities.
- One example is the hierarchical stature of Amazon in the country, which has helped the business expand across the country (The official board, 2025).

Collectivism

- Spanish culture has a greater sense of collectivism compared to countries such as the USA, and these people place strong importance on their family, group identity and relationships.

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Uncertainty avoidance

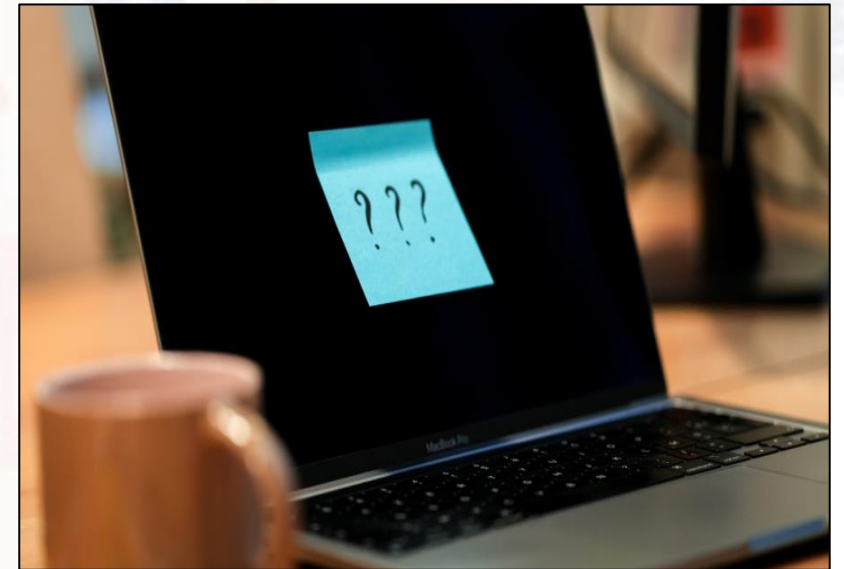
- Spanish society generally avoids any kind of uncertainty and prefers clear rules and stability.

Femininity

- Quality of life, caring for others and a conscious effort for the well-being of society as a whole are inbuilt aspirations for the Spanish people (Lexpress-franchise, 2024).

Short-term orientation and restrained

- Spanish people love to live in the moment and focus on quick results rather than long-term planning.



(Lexpress-franchise, 2024)

Analysis of key challenges and opportunities



(Unilever, 2025)

Issues

- International businesses often struggle to communicate with the people of the country.
- There is also a cultural norm of avoiding confrontation and being polite by using indirect style when voicing disagreements.
- For instance, Unilever communicates with the staff in the country by providing a set standard of code of behaviour and governing principles (Unilever, 2025).

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Opportunities

- Spanish people value relationships, and they are skilled and multilingual, meaning strong cognitive skills.
- For instance, Zara has become a global brand based on being transparent about their business operation (Zara, 2020).
- A customer-centric approach is the core pillar of the company, which has supported the business to be a market leader.



(Zara, 2020)

Practical recommendations



(Reynolds, 2024)

Communication

- International managers need to modify their communication strategies according to the region in which the businesses are operating (Reynolds, 2024).

Being flexible with working styles

- Cultural context plays a big role in working styles for managers working in the foreign market, such as Spain (Reynolds, 2024).
- In this case, such managers need to focus on building relationships and encourage these professionals to collaborate.

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Leadership style

- The leadership style to work in Spain needs to be empathetic and transformative, along with a focus on the collective well-being of the society (Perkovic, 2023).
- This can help them to better understand the mindset and core principles of Spanish society.

Providing training

- For instance, Unilever has leadership programmes that are aimed at self-development and growth for employees (Careers.unilever, 2025).



(Reynolds, 2024)

Conclusion

Summary of key points



- International business communication is crucial and complicated for a business to grow.
- Culture plays a key role in this context, and the presentation has highlighted the cultural diversity of Spain with the help of the application of Hofstede's cultural dimensions theory.
- It has six parameters, and when applied to Spanish culture, it has been found that it is collective and restrained.

Contd...

Implications for international business

- Spain is collective and provide emphasis on connection and well-being.
- It respects hierarchy and expects support from the leaders, meaning working within this market, companies have to adopt.
- This can help them to be profitable and gain a large market share as well as a strong brand reputation.



References

Careers.unilever, (2025). *Unilever Future Leaders Programme*. [Online] Available at: <https://careers.unilever.com/unilever-future-leaders-programme> [Accessed 11 November 2025].

Gallego-Álvarez, I. and Pucheta-Martínez, M.C., (2021). Hofstede's cultural dimensions and R&D intensity as an innovation strategy: A view from different institutional contexts. *Eurasian Business Review*, 11(2), pp.191-220.

Hedgecoe, G., (2025). *How Spain's economy became the envy of Europe*. [Online] Available at: <https://www.bbc.com/news/articles/c5y7jmlyx02o> [Accessed 11 November 2025].

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A graphic featuring two overlapping speech bubbles. The foreground bubble is pink and contains the text "Q & A" in white. The background bubble is yellow. In the background, several hands of different skin tones are raised, suggesting a Q&A session or a community meeting.

Q & A