



TITLE- INTERNATIONAL BUSINESS COMMUNICATION FOR RECKITT BENCKISER

Module: International Business Communications

Code: LCBB6001

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Introduction



- Germany is one of the intriguing market for Reckitt Benckiser to expand its venture since the country has been slow with foreign investment
- The country is attractive for investment showing a growth of 28.2% in 2024 (Business Wire, 2024)
- Reckitt Benckiser may expand its business to harness modern technology and innovation in healthcare sector

A STRONG BUSINESS

Our Purpose and culture, excellent portfolio of brands and scaled footprint underpin our strategy to deliver attractive, compounding total shareholder return and drive enduring value creation.



**PURPOSE AND
CULTURE FIT
FOR THE FUTURE**



**EXCELLENT BRAND
PORTFOLIO FOR
VALUE CREATION**



**SCALED GLOBAL
FOOTPRINT**



**ENHANCED
RETURNS TO
SHAREHOLDERS**

(Source: [reckitt.com](https://www.reckitt.com), 2023)

Overview of the company



- Reckitt Benckiser is identified as one of the leading consumer goods companies in the UK market.
- The company has accumulated £2.5 billion in 2023, which has increased by 7.5% under the leadership of the CEO Kris Licht (reckitt.com, 2023)
- The company faces aggressive competition from its rivals like Unilever, Proctor & Gamble, and Johnson & Johnson in the global market.
- The company is seeking to expand its business opportunities through a digital health solution.

Like-for-like
net revenue growth¹

+3.5%

2022: 7.6%

IFRS net
revenue growth

+1.1%

2022: 9.2%

Adjusted operating
margin¹

23.1%

2022: 23.8%

IFRS operating
margin

17.3%

2022: 22.5%

Adjusted total
EPS¹ diluted

323.4p

2022: 341.7p

Full-year
dividend

192.5p

2022: 183.3p



(Source: reckitt.com, 2023)

Intercultural communication theory with Hall's low and high context

- Two major cultural theories may be applied to gain an understanding of the cultures of Germany and the UK.
- Edward Hall's low context and high context communication theory depends on shared culture and nonverbal cues in both contexts (Storey, 2021)
- Germans are from a higher context with traditional facial expression than the British.
- The British have a lower tolerance for silence in communication than the Germans, who are comfortable with silence.

Hall's Model

High-context cultures

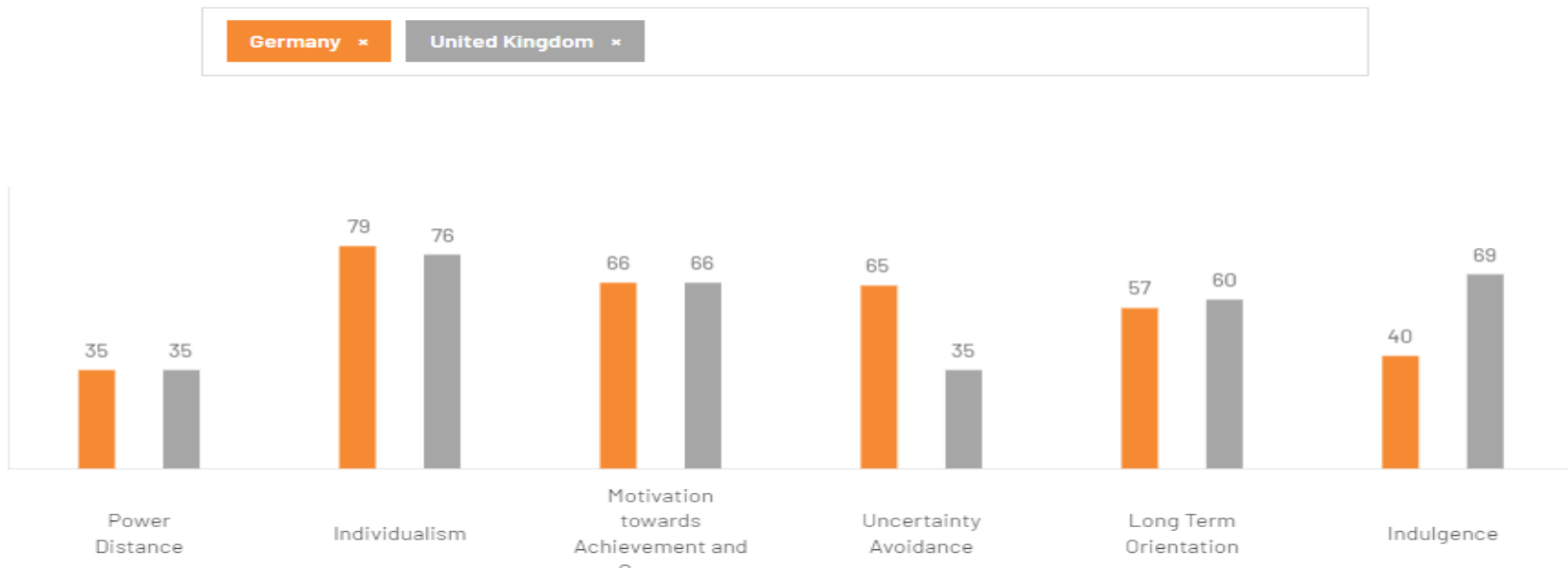
- Long-lasting relationships
- Context matters
- Spoken agreements
- Insiders & outsiders clearly distinguished
- Cultural patterns ingrained, slow change

Low-context cultures

- Shorter relationships
- Words matter more than context
- Written agreements
- Insiders & outsiders less clearly distinguished
- Cultural patterns change faster

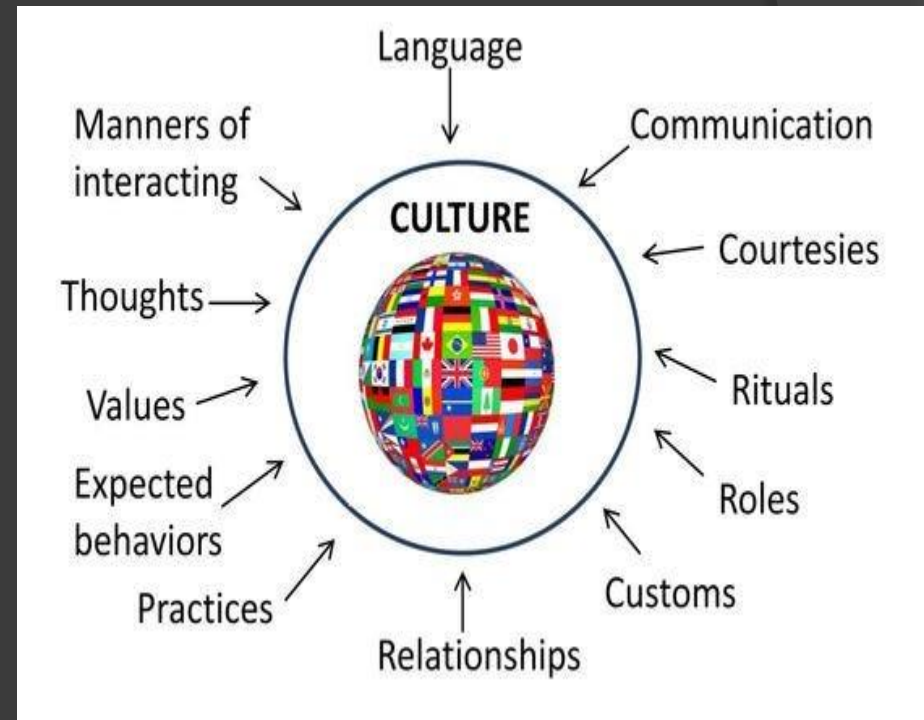
Application of Hofstede's cultural dimension for the company

- Hofstede's cultural dimension is one of the most popular frameworks for understanding the differences between cultures.
- The major dimensions of power distance, individualism, uncertainty avoidance, and long-term orientation become some of the major factors in determining the differences.
- The score of power distance is similar for both countries since they have a decentralised hierarchical system.



Cultural similarities identified for the company

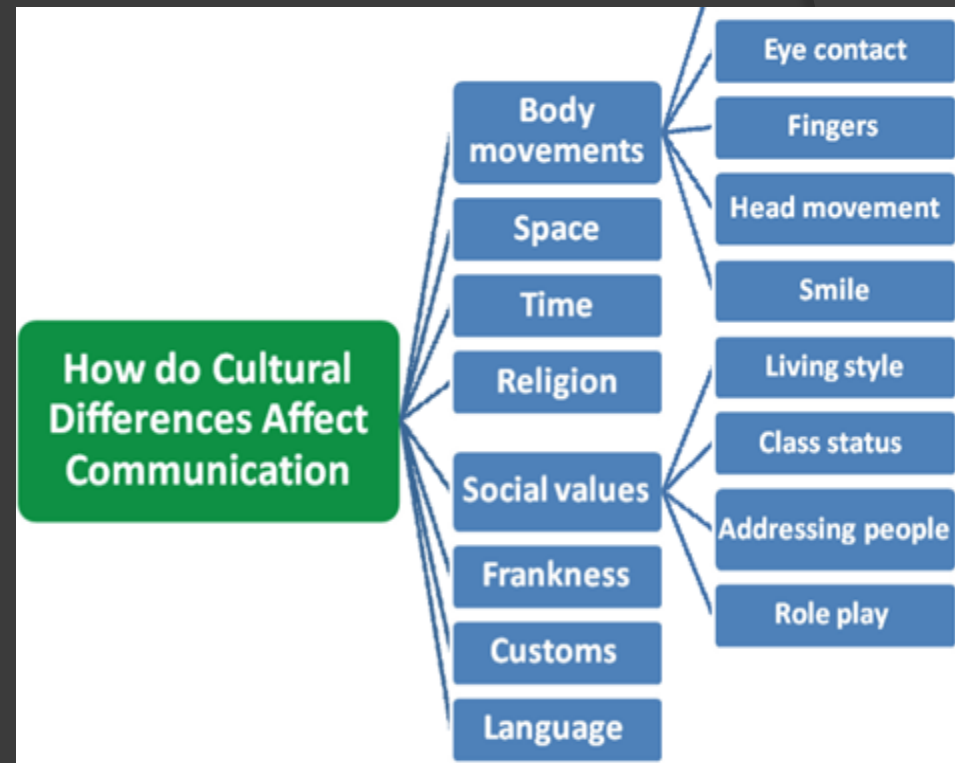
- Germans and British have developed strong social safety networks by offering education, healthcare, and employment benefits.
- Christianity is the major religion, with a deviation of Protestant and Catholic populations in both countries (Canestrino *et al.*, 2020)
- Higher emphasis is given to professionalism and punctuality in the workplace.



(Source: Canestrino et al., 2020)

Cultural variations identified for the company

- The language has a deviation from its English and German roots.
- British people tend to prefer an individualistic approach in the workplace, while Germans prefer a collectivistic approach (Jonsen *et al.*, 2021)
- British people tend to have gatherings and fun-filled events as recreation, while Germans tend to prioritise family gatherings.



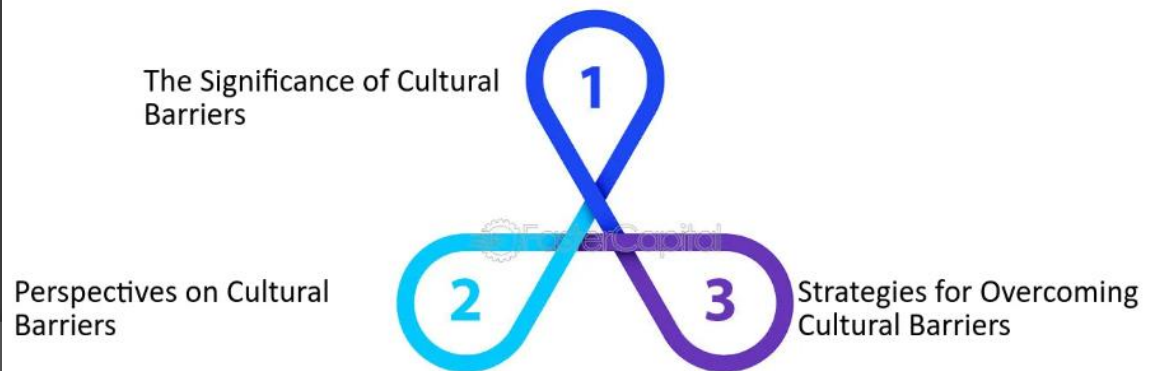
(Source: Jonsen *et al.*, 2021)

Cultural challenges of the company

- RB may face challenges in communication in which Germans tend to be more assertive than the British.
- Employees in Germany depend more on the hierarchy in decision-making than British employees (Li and Pilz, 2023)
- German employees prefer more work-life balance and flexible job arrangements than their British counterparts.

(Source: Li and Pilz, 2023)

Understanding the Impact of Cultural Barriers



Analysis of business communication situation

- Reckitt Benckiser needs to explain its organisational goals by adhering to German regulations.
- The company must train its German employees to understand the requirements of the company while seeking local expertise (Fletcher, Hemp, and Sher, 2024)
- Multilingual communication may be adopted by the company to respond to business decisions.



(Source: Fletcher, Hemp, and Sher, 2024)

Recommendation

- The company must recruit local people who will help in understanding market dynamics.
- Senior executives and managers must be trained to accommodate the local culture in Germany (Storey, 2021)
- The company may harness its social media network to build relationships in the workplace and reduce cultural differences.

(Source: [reckitt.com](https://www.reckitt.com), 2023)

SPOTLIGHT ON: PEOPLE AND CULTURE

Today's Reckitt is rooted in a culture that is purpose driven, entrepreneurial, fast paced and action oriented. Doing the right thing, always, is at the centre of our Compass, which guides our business alongside the Leadership Behaviours that drive our success.



Conclusion

- In conclusion, it may be stated that the differences in culture are anticipated to be low since both countries are in Europe and have gained some mixed cultural elements.
- The company may focus on recruiting local people while training its existing staff from the UK to operate in Germany.

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Thank You