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Introduction

The success of most cross-cultural commercial ventures hinges on effective communication. Communication has a crucial role in the formation, management, and dissolution of organizations, as it facilitates the sharing of information, the building of networks, the forging of alliances, and the closing of deals. Multinational businesses (MNCs) increasingly value effective individual, collective, and corporate communication as essential to their success. Expatriate adaptation, international empowering leadership, culturally diverse inventiveness, and various team consequences, in addition to firm-level activities like entry strategy choices, intercontinental joint business achievement, and Multinational corporation knowledge flows, have all been linked to effective communication in studies of international business. New global communication technologies, growing company internationalization and migration, global (virtual) teams, and a heightened focus on the need for effective communication inside businesses all call for a deeper appreciation of the interconnected nature of these factors (Palmer-Silveira et al., 2016). Tesco is a very popular super shop chain company in the UK that is willing to expand its business in China market. Because there is huge scope to make more profit if Tesco will expand its business operation in China. There is a well-developed and organized body of knowledge in many related fields, such as language and knowledge transfer, but interpersonal communication, the cornerstone of any successful business, has received comparatively less study. Through this editorial, we hope to contribute to the growing body of IB communication research by taking stock of where we are and where we need to go with our understanding of communication and how we go about studying it.

Introduction to the developing country selected

When it comes to sheer numbers of people, China tops the charts, and its economy ranks second worldwide. The size and growth of the UK consumer market are attractive to many companies. Expectations have China's retail market surpassing the United States in 2019, with predicted sales of \$5.6 trillion. While opportunities abound, newcomers to China will need time to acclimate to the country's complex history, politics, and culture. This article offers some advice for British businesses interested in expanding into China. According to one estimation, China's contribution to the gross domestic product of Australia in 2019 was "the equal of the whole Australian economy." According to the report published by the United Nations, China has surpassed all other countries as the top destination for foreign direct investment (FDI). This is not a surprising development for this reason. In comparison to the rest of the globe, it is anticipated that China's internal economic development will likewise advance at a faster rate. Additionally, China is a party to a number of trade agreements, the most notable of which are the Regional Comprehensive Economic Partnership (RCEP) agreement (which is comprised of 15 countries) and the Enhanced New Zealand-China Agreement on Free Trade (which is comprised of both countries), which make it simpler to conduct business in other countries. However, before making any significant investments or signing any long-term leases, multinational corporations should conduct exhaustive research (Hamilton & Webster, 2018). The steps involved in establishing a business in China are not the same as those in other countries, such as the United States. You might see a little bit more bureaucracy, and it's possible that the administration is becoming more involved in the workings of the business world. When conducting business in China, one may have to jump through a few additional hoops, but once they have, they will find themselves in one of the most interesting and fruitful environments anywhere in the world.

Cultural Differences

Numerous results that have important repercussions for business on a worldwide scale have been created as a result of knowledge gathered through research that investigated the association between culture and language. After analyzing several of the most important assumptions and approaches from the most recent body of research, Hofstede's cultural dimensions theory appears

to be applicable when comparing the cultures of the United Kingdom and China (Hofstede, 2017). These shifts, along with the dominant research trends, should, collectively, fill in the information gap, shed light on IB communication, bolster theory development, and move the discipline ahead.

Hofstede's cultural dimensions theory

Many schools of thought are being employed by multinational corporations in order to better understand cultural value differences. The work of Geert Hofstede, a Dutch sociological psychologist and management expert, is widely recognized as providing among the most useful taxonomies for comparing and contrasting country cultures. "Large versus small power distance," "individualism versus collectivism," "masculinity vs femininity," "strong versus weak uncertainty avoidance," and "long versus short orientation" are all dichotomous variables Hofstede claims to have created. The author went even further, elaborating on how viewpoints vary by country due to cultural norms. Separate and distinct national preferences emerge across many cultural dimensions (Wu, 2016). A country's score on a certain dimension can be compared to that of another. So, the only way to make sense of culture is to compare it to something else. By contrasting the two countries in Fig. 1, we get a good sense of the underlying factors that shape Chinese culture in contrast to that of the United Kingdom.

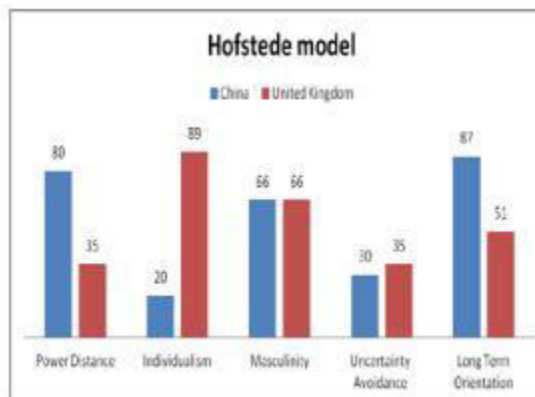


Figure: 1

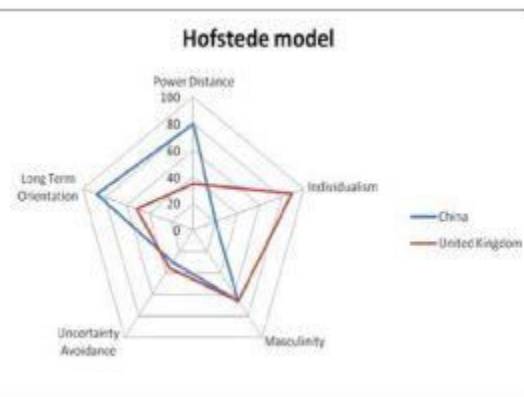


Figure: 2

Power distance index: People in a society are not created equal, and the power distance dimension illustrates this. The power gap explains why these groups are willing to accept a more unequal distribution of power. With an impressive 80, China shows that the vast majority of its citizens are willing to accept the current level of inequality. A corporation benefits when its employees show initiative and learn to lead. However, Britain ranks low at #35, suggesting that

most Britons are not willing to accept the current state of disparities. That person should be treated fairly implies that they have some right to demand equality (Soares et al., 2017). Therefore, a cultural divide will exist in the day-to-day communication and decision-making of a China-UK joint venture due to divergent views on the concept of "equality."

Individualism vs. collectivism: People in an individualist culture are primarily concerned with their own well-being and that of their immediate family. In contrast, in a collectivist culture, group or team loyalty is more strongly ingrained. A rating of 20 indicates that Chinese society places a premium on group interests over individual ones. But the United Kingdom has the highest level of individualism among the countries surveyed (89). What this means is that the British tend to be very self-reliant. The large discrepancy in scores indicates that the contrasting cultural values of individualists and collectivists will present an additional difficulty for the China-UK joint venture's method of group collaboration.

Uncertainty avoidance: When individuals allude to "uncertainty avoidance," they are pointing to the reality that it is difficult to both shape the future of society and foresee what it will be like. It's possible that some people will develop anxiety as a result of this uncertainty. The ratings for China and Great Britain are extremely similar, coming in at 30 and 35 respectively. The Chinese and British people have low scores on the uncertainty avoidance scale, which contributes to their high levels of confidence in ambiguity (Harvey, 2017).

Masculinity vs. femininity: High levels of masculinity on this metric indicate that people place a premium on things like success and competition. A low score, on the other hand, suggests that people in this culture are concerned about things like health care and education more than they are about wealth and crime. Both China and the United Kingdom are classified as masculine societies with a score of 66. Working is more important than family life and leisure activities for many Chinese people. In recent years, a widespread phenomenon has emerged in China. The migrant farm workers left behind loved ones in search of higher wages in urban centers. Meanwhile, people in the UK have a more overt performance ambition for work and life than those in more traditionally feminine cultures, such as those of the Scandinavian countries.

Long-term orientation vs. short-term orientation: The degree to which a culture is long-term oriented can be gauged by the way in which it manages to keep its ties to the past while also keeping an eye on the challenges of both the present and the future. A score of 87 indicates that Chinese culture is very pragmatic; the truth, in the eyes of the Chinese, is highly dependent on

the circumstances, the context, and the time period. The United Kingdom scored a 51 across the board in this category, which places it in the middle of the pack and prevents it from being easily categorized in terms of a predominating cultural taste.

It follows from studying and contrasting the five factors that make up each nation's culture. The article discovers two large discrepancies in the ratings across China and the United Kingdom, as seen in the polar diagram (fig. 2). The fact that they are so different from one another culturally is a strong indicator of this. As a result of Chinese people's general tolerance for inequality, the dynamic between the country's rich and poor has become increasingly strained in recent decades. There is no check on the abuse of authority at higher levels, and there is a marked gulf in communication between subordinates and superiors. However, blame for the UK's inequality crisis cannot be placed on the population as a whole (Orr & Hauser, 2018). However, because of China's collective societies, it is common for people to argue with one another while there is a preference for those who are in close proximity to management during the hiring and promotion processes. Person-to-person connections are more important than group work or responsibilities. The people of the United Kingdom, however, are known for their strong sense of independence. Individuals seek contentment by realizing their own potential. There will be cultural difficulties for a combined venture because of the disparities in values held by the Chinese and British venture.

Cultural Sensitivity

When we talk about cultural sensitivity, we're talking about understanding, appreciation, and familiarity with other people's ways of life. Responding appropriately to the existence of other cultures is an essential part of cultural sensitivity. As a subset of cultural awareness, cross-cultural competence includes not only an awareness of other cultures but also the ability to interact successfully with people from other cultural backgrounds. Cultural competence and cultural sensitivity are both used in the cultural sensitivity literature, and it was pointed out that these two concepts are "salient and semantically connected." Two of the most important characteristics of cultural sensitivity are an awareness of cultural differences and an interest in learning more about other cultures. In order to succeed in China markets, businesses must adapt to local customs and values, which can be difficult because of cultural differences (Dong & Liu, 2017). Most people place an exceptionally high value on the distinctiveness and inviolability of

their own cultural norms and methods of doing business in China. Those that are able to understand and respect Chinese cultures and use that knowledge to adapt their own practices and procedures to the needs of international clients are more likely to be successful. Practically speaking, international firm representatives must be culturally sensitive in order to develop a lengthy relationship between the customer and seller through personal interactions. Only in a world where the differences are recognized and accommodated can globalization and localization function hand in hand. Compatibility in a sales dyad is highly dependent on the degree to which the two actors are compatible with one another in terms of national character, company culture, and individual personality. Success for the vendor is proportional to the degree of compatibility between the two parties. That is to say, there are indicators of success and accomplishment apart from the quantity and value of transactions (Ghauri & Fang, 2019). Here, cultural awareness and the capacity to develop a strong rapport with the business partner are crucial.

Strategies for improving cultural sensitivity in the Chinese market

When marketing in China, there are a number of techniques to increase cultural sensitivity. If you want to get your message across, one of the most crucial things you can do is pick the right medium and wording. These are the most important things to remember:

Research the market thoroughly before making any purchases: Conduct in-depth research into the demographics of your potential Chinese customers before developing and releasing a digital marketing strategy. Next, use this information to sketch out a profile of your ideal customer (Pauluzzo, 2018).

Adjust for local context and publish on appropriate channels: Spend time thoroughly localizing the material you intend to distribute through the Chinese market to ensure it is timely, culturally appropriate, and of the highest quality possible. Customers in China have come to demand innovative, trying-to-cut digital experiences, so anything less than that is likely to be ignored. Social media is obviously very important in China, and most Western marketers are aware of this fact, but it is also crucial to know which platforms would perform effectively for your China-based business. WeChat and Weibo are used by the vast majority of the population, and Douyin (TikTok) is popular among younger users (Peyrouse, 2016). Young, well-off, and

well-educated women are the target audience for Little Red Book, as these women are interested in learning more about luxury lifestyle topics including travel, fashion, and beauty.

Recognize the shifting tendencies: While women in the West spearheaded the #MeToo movement, young people in China have been at the forefront of a push to eradicate poverty and challenge gender conventions. A good example is the #ChangeDestiny campaign by SK-II, which aimed to make single Chinese women over the age of 30 feel empowered and at peace with their choices. It is crucial, however, to stay away from controversial material. Recently, many major companies had to update their websites after receiving backlash for classifying Taiwan and Hong Kong as separate from China.

Make use of a digital marketing firm based in China: Successful digital marketing in China can be achieved more quickly with the help of a Chinese digital agency. Digital marketing experts who are fluent in Chinese are on staff at Market Me China. Our staff is available to work with your company on a flexible schedule to produce effective marketing campaigns that appeal to Chinese consumers and help you develop lasting, mutually beneficial connections with them (Pun et al., 2015).

Communication Barriers and Challenges

A large number of international firms have emerged in recent years to compete in China. While they face many chances, they also face many difficulties. They might potentially take advantage of accessible markets, abundant resources, low-cost labor, and modes of transportation. But they would run across some difficulties. Human resource management, cross-cultural communication, and consumer loyalty are just a few of the issues that need to be addressed.

Market access: China is a huge market, yet breaking into it can be challenging due to the country's local distribution networks, individuals' purchasing habits, and regulations. In addition, it is challenging to get started because the market is isolated from those of other economies throughout the world (Tian & Borges, 2017). About 37percent of the total products that make it to the US market reportedly bomb in China.

Consumer preference: China's consumer landscape has undergone a dramatic transformation over the past two decades, with significantly more variety in income and education levels among buyers. China's market is unlike any other in the universe, and many foreign businesses have failed there because they ignored local tastes.

Governmental challenges: Companies considering expansion into China often express concern over the lack of transparency in government processes and the prevalence of corruption there. Citizens of China must have faith that their government is acting to their greatest advantage, and there is a rising danger that Party officials are seen as holding onto power for personal gain (Liu et al., 2016). All goods entering the Chinese market must adhere to a set of regulations outlining the processes by which they are conceived, produced, distributed, purchased, used, and discarded. Many businesses may find this to be a novel process, which may lower the country's overall attractiveness.

Competition: Increasing competitiveness can be attributed to the fact that many Chinese businesses are working to raise the standard of their goods and services in order to grow their exports. In some circumstances, consumers may also favor domestic businesses over their foreign counterparts. Since the government can favor domestic companies, it is more challenging to cause a market disruption (Griffith, 2015).

Human resources: The shortage of skilled workers means that human resource management is still a top priority for Chinese businesses. Given that some job transfers might result in compensation rises of up to 30%, it is difficult for businesses to retain their top employees.

Language and cultural barriers: The language barrier is a key challenge for foreign firms in China. Chinese is a complicated linguistic system, not just a language. Some accents and idioms are universally understandable, while others are unique. Even rudimentary Chinese isn't adequate for business. Non-native speakers without academic or professional experience in China may struggle to learn Chinese. English is neither a commercial nor an official language in China. Despite the fact that many Chinese know English, global firms have trouble deciphering local accents and idioms. Foreign enterprises interested in China should hire skilled translators. The translator should know regional pronunciation, vocabulary, and idioms. A professional translator can also improve cross-cultural communication. Parts of Chinese culture need changing language or interaction (Jin & Hurd, 2018). Some rude behaviors and words might cause "face loss" Even though "giving face" with gifts and accolades is feasible. When doing business in China, go beyond the superficial.

Communication strategies and Recommendations

Create a Website That Speaks to Chinese Audiences and Learn to Market to Them:

Developing a Chinese website helps you approach Chinese customers. You need Chinese-language content, local hosting, and an a.cn domain.

You shouldn't only translate your English webpage and marketing materials for the Middle Kingdom. Consider your audience's culture, local customs, and business etiquette. Online shopping first (Zhao, 2014). Western users believe the websites they visit, while Chinese internet users don't. Chinese shoppers watch out for fake websites, frauds, and low-quality products. Consumers are much more critical of businesses online and will browse around more than Western customers, therefore their marketing will be different.

Research Your Rivals: Chinese consumers are brand knowledgeable but not loyal, which is beneficial for a new company entering the market. Whatever you sell, you must compare your prices to your competitors. Your internet presence should deliver a message or graphical images that interest customers. Your service or product should increase the consumer's status in China.

Engage in the Local social media: Western marketing tactics may not work for Chinese customers. Replicating them will lead to marketing failure. Social networking is a terrific approach to reaching local customers. Even if Facebook, Twitter, Instagram, and YouTube are banned in China, you may target Chinese customers on other social networks. WeChat, Sina Weibo, and Douyin/TikTok are popular in China. Or any. They offer great prospects for digital marketing to Chinese consumers.

To Facilitate Cross-Cultural Communication and Establish Links to Key Opinion Leaders:

Know your consumers. Age and social class are other important classifying factors. Chinese millennials have different needs than previous generations or higher-income folks. Your brand may authentically engage with its consumers by understanding Middle Kingdom lifestyles and behaviors. Social media allows for the efficient targeting of cultural communication campaigns. KOLs, or Key Opinion Leaders, are social media influencers. Chinese customers are suspicious of new brands (Tsang & Prendergast, 2019). KOLs boost your brand's credibility and endorsements. These influencers have thousands of millions of followers and are popular on social media. Ordinary citizens appreciate KOL endorsements and buy based on them. KOLs spread ideas in China while also being used for marketing by businesses. Optimize your search engine optimization (SEO) and PPC adverts to reach new clients.

Conclusion

The purpose of this thesis is to investigate whether or not converting Chinese businesses into shareholder corporations results in improved company performance. The new business environment that has emerged as a result of China's economy undergoing reform over the course of several years is evaluated. China is striving toward establishing a single rule of law structure in order to better govern its economy, which is both varied and market-based.

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