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**INTERNATIONAL
BUSINESS
COMMUNICATION: A
CASE OF UNILEVER**



INTRODUCTION

- Unilever is one of the largest and most iconic British (Unilever, 2022)
- Unilever manufactures daily requirement nutrition personal care and hygiene products
- Unilever operates its business in more than 100 countries
- Unilever has more than 127000 employees worldwide and in the UK it has over 6000 employees.
- As a multi-national company, Unilever needs to analyse its business development and cultural activity in Germany



Unilever Logo, 2022



CULTURAL DIMENSION

- Understanding the cultural dimension and the cultural differences between the two countries is necessary.
- Ethnic diversity maintenance for the understanding of nuanced social structure.
- Understanding social structure for business development (Tenzer *et al.* 2020)
- religious and business attitude for understanding manufacturing capacity



Cultural Dimension, 2023



HOFSTEDE'S CULTURAL DIMENSION

- Unilever must understand the power distance index
- understanding of individualism and collectivism (Rojo *et al.* 2020)
- It is necessary for the company to understand the diversity between masculinity and femininity
- Proper analysis of uncertainty avoidance index helps Unilever in several perspectives



Hofstede's Cultural dimensions, 2023



ANALYSING CULTURE BETWEEN GERMANY AND THE UK USING HOFSTEDE'S THEORY

- According to the Hofstede's insights, Germany has a high rate of uncertainty avoidance with the score of 65 whereas in case of United Kingdom it is 35
- Other than that, in case of indulgence the United Kingdom score 69 whereas Germany scores 40.
- In power distance both the countries scored 35, and in case of Motivation towards Achievement and Success both the countries scored 66.
- In case of individualism Germany score bit higher than United Kingdom. That direct towards the importance and value of nuclear family in the society.



Hofstede's insights, 2023



EDWARD T. HALL'S HIGH CONTEXT VS. LOW CONTEXT CULTURE

- This is one of the important concepts for understanding contextual cues and interpreting the message
- high context culture is based on communication style of body language tone and overall understanding (Pishghadam *et al.* 2020).
- Low-context cultures are more explicit and straightforward in communication that can help Unilever in customer acquisition and developing customer management system.
- It is important for the business communication perspective of Unilever in Germany

	Low-Context	High-Context
Example Countries	US, UK, Canada, Germany, Denmark, Norway	Japan, China, Egypt, Saudi Arabia, France, Italy, Spain
Business Outlook	Competitive	Cooperative
Work Ethic	Task-oriented	Relationship-oriented
Work Style	Individualistic	Team-oriented
Employee Desires	Individual achievement	Team achievement
Relationships	Many, looser, short-term	Fewer, tighter, long-term
Decision Process	Logical, linear, rule-oriented	Intuitive, relational
Communication	Verbal over Non-verbal	Non-verbal over Verbal
Planning Horizons	More explicit, written, formal	More implicit, oral, informal
Sense of Time	Present/Future-oriented	Deep respect for the past
View of Change	Change over tradition	Tradition over change
Knowledge	Explicit, conscious	Implicit, not fully conscious
Learning	Knowledge is transferable (above the waterline)	Knowledge is situational (below the waterline)



INTERCULTURAL COMMUNICATION

COMPETENCIES

- Intercultural communication competency refers to the ability to communicate effectively in cross-cultural sections that can help Unilever in maintaining proper diversity.
- Understanding several components of ICC includes mindfulness and cultural knowledge and can create a inclusive culture in the workplaces of Unilever.
- Importance of global business by Unilever fore developing and managing internationalisation.
- Application in the expansion and internationalization of the company (Fantini, 2020)

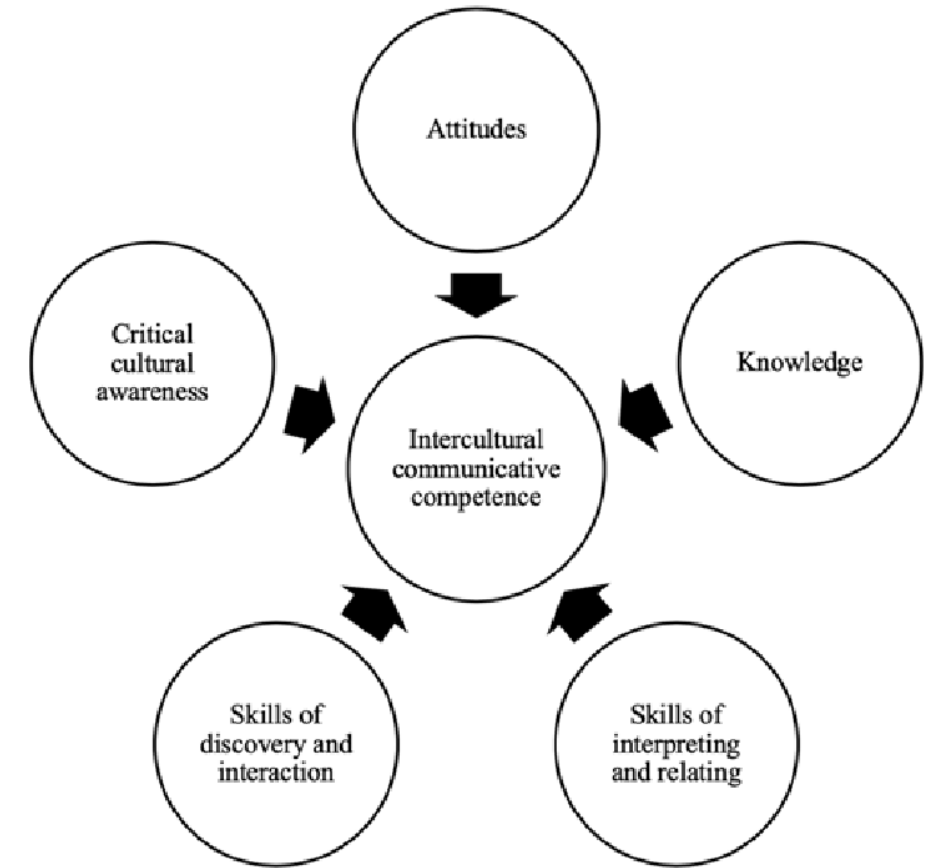
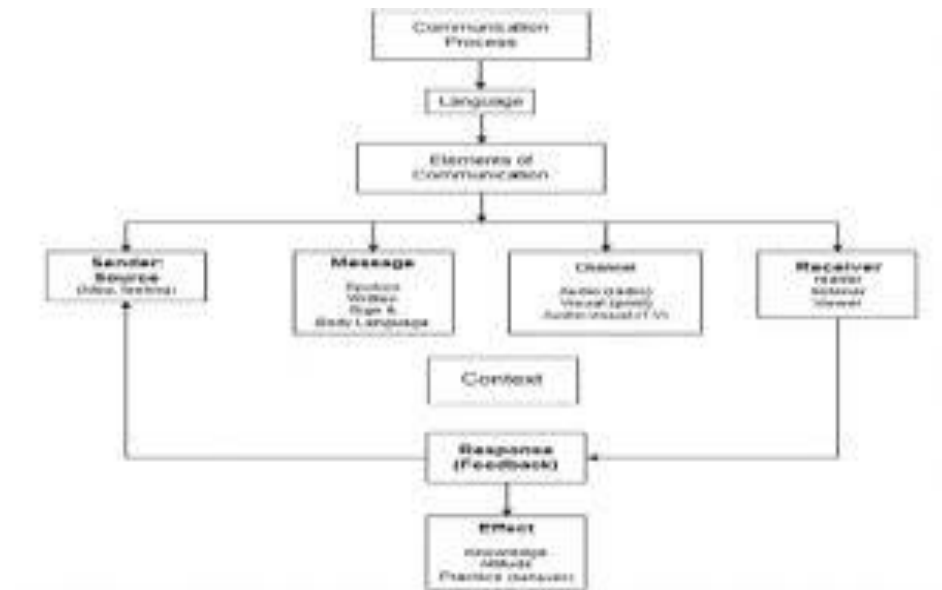


Diagram of community, Byrams;
1997



LANGUAGE MISINTERPRETATION

- Understanding language as a cultural barrier that can create major misunderstanding for Unilever
- Language barriers are crucial and it can be overcome by giving opportunity to the local people and include them in the hiring process
- Impact on business communication for Unilever (Antunes *et al.* 2019)
- Mitigation strategies for the barriers that help Unilever to overcome these situations

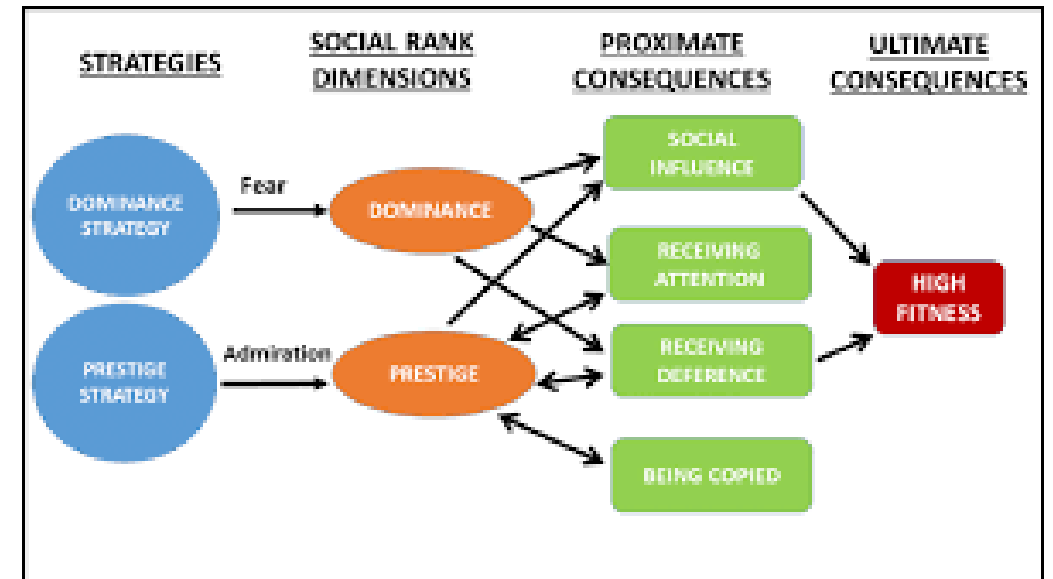


Language misinterpretation, 2022



SOCIAL HIERARCHY VARIATION

- Understanding social hierarchy variation is necessary in the business landscape of Germany.
- Unilever needs to understand the distinctive hierarchical structure in Germany (Unilever, 2022)
- Understanding the vital variance of Unilever for developing positive workplace dynamics

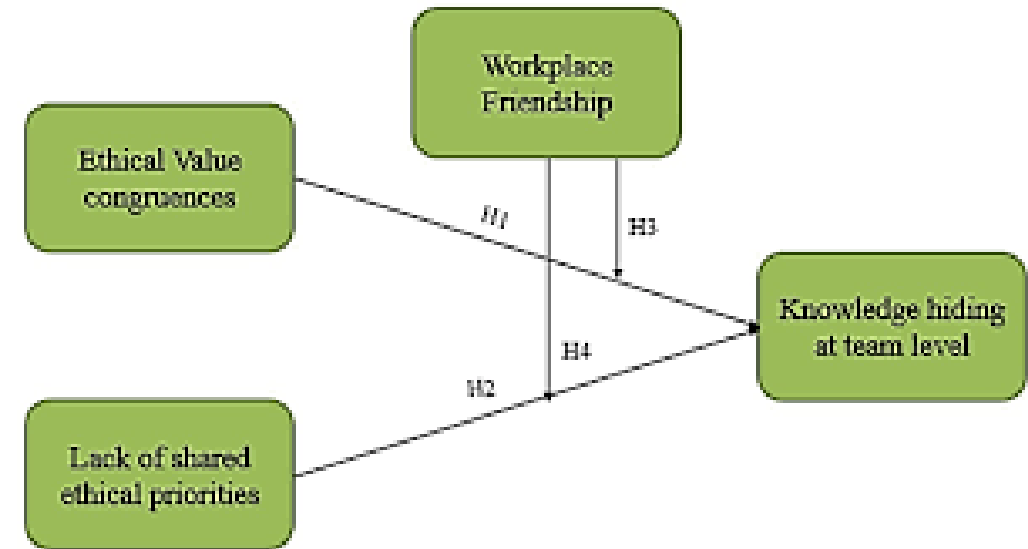


Social Rank dimensions, 2023



WORK-RELATED ATTITUDE CLASHES

- Identification of work-related attitude and its differences
- Understanding the impact of team collaboration on communication
- Unilever needs to find out the common sources of clashes (Chomsky, 2021)
- finding out several strategies for preventing and resolving attitude conflicts

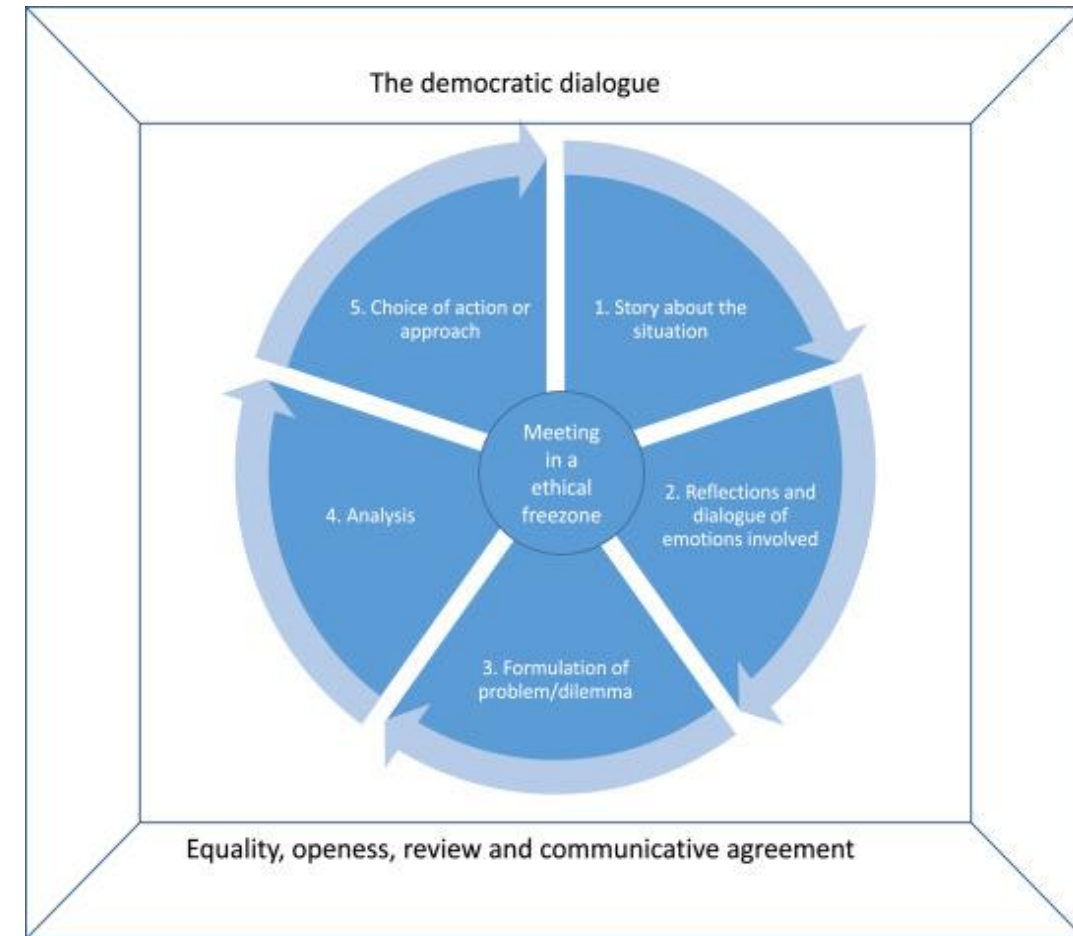


Work related clash, 2023



ETHICAL DILEMMAS

- Understanding and identification of cross-cultural ethical differences
- It is necessary to find out the examples of ethical dilemmas in business development
- Several strategies for implementation of universe operation in this situation (Csillag, 2019)
- Ethical decision-making framework in Germany.



RECOMMENDATION FOR SUCCESSFUL INTEGRATION

- Cross-cultural training for employees
- Development of multilingual communication strategies (Banister, 2023)
- Flexible organizational structure for Unilever in Germany
- Understanding cultural sensitivity workshops and the development of these workshops



Successful communication Building, 2023



BUSINESS COMMUNICATION SOLUTION

- Development of more creative and tailored marketing strategies
- Application and adoption of human resource policies (Rabbiosi and Santangelo, 2019)
- Unilever also needs to focus on localized customer service management
- The company needs to create a collaborative decision-making process in the subsidiary country

TIPS FOR EFFECTIVE COMMUNICATION IN THE WORKPLACE



FACE-TO-FACE
MEETINGS



MANAGE TIME
EFFECTIVELY



DIPLOMACY
IS KEY



MAKE IT A CONVERSATION,
NOT A LECTURE



MAKE SURE TRAINING
IS AIRTIGHT

Effective Workplace communication, 2023



WORKPLACE FEEDBACK CULTURE

- Feedback culture is necessary to encourage open communication
- Taking feedback and providing necessary ideas can mitigate the communication gap and create communication bridges (Evans and Dobrosielska, 2021)
- Unilever needs to collect feedback for the development of workplace culture and environment



Developing Feedback culture, 2023



CONCLUSION

- Understanding cultural differences between the United Kingdom and Germany helps in maintaining strategies
- proactive planning and decision making is important in developing offices in a subsidiary country
- several theories have been discussed to understand their impact on communication development
- understanding the importance of recommendations for ensuring Unilever's success in Germany



Effective communication, 2023



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THANK YOU





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(Work for the presentation)

INTERNATIONAL BUSINESS COMMUNICATION: A CASE OF UNILEVER

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Slide 1: Introduction

- Unilever is one of the largest and most iconic British brands (Unilever, 2022)
- Unilever manufacturers daily requirement nutrition personal care and hygiene products
- Unilever operates its business in more than 100 countries
- Unilever has more than 127000 employees worldwide and in the UK it has over 6000 employees.
- As a multi-national company, Unilever needs to analyse its business development and cultural activity in Germany

The presentation mainly focuses on Unilever's strategic movement to understand and establish a management office in Germany this decision is mainly grounded in the pursuit of expanding global trade and understanding the prominent European Union management hub. As a management consultant, it is my role to focus the light on critical factors in communication development and the key objectives of this presentation.

Slide 2: Cultural dimension

- Understanding the cultural dimension and the cultural differences between the two countries is necessary.
- Ethnic diversity maintenance for the understanding of nuanced social structure.
- Understanding social structure for business development (Tenzer *et al.* 2020)
- religious and business attitude for understanding manufacturing capacity

According to different resources, it can be said that several foundational aspects of cultural differences and dynamics between the United Kingdom and Germany are considerably more frequent. Firstly, it is necessary to understand that English is the main language of the United Kingdom and German in Germany. The ethnic condition exhibits diversity in both the countries but there is a more relatable social culture and religious perspective developed for maintaining the business landscape.

Slide 3: Hofstede's cultural dimension

- Unilever must understand the power distance index
- understanding of individualism and collectivism (Rojo *et al.* 2020)

- It is necessary for the company to understand the diversity between masculinity and femininity
- Proper analysis of uncertainty avoidance index helps Unilever in several perspectives

According to the cultural dimension, it is necessary to find out the valuable insights for Unilever. The power distance index reflects the process of handling hierarchy. Individualism versus collectivism explores the preference for individual and group achievement. other than that masculinity versus familiarity essays societal gender rules and the uncertainty avoidance index focuses on the tolerance of ambiguity.

Slide 4: Analysing culture between Germany and the UK using Hofstede's theory

- According to the Hofstede's insights, Germany has a high rate of uncertainty avoidance with the score of 65 whereas in case of United Kingdom it is 35
- Other than that, in case of indulgence the United Kingdom score 69 whereas Germany scores 40.
- In powers distance both the countries scored 35, and in case of Motivation towards Achievement and Success both the countries scored 66.
- In case of individualism Germany score bit higher than United Kingdom. That direct towards the importance and value of nuclear family in the society.

Uncertainty avoidance indicates towards the randomness of decision making and facing challenges. The score in case of Indulgence Indicates that Germany has a tendency of cynicism and pessimism. In other cases, such as power distance and motivation towards achievement and success both the countries scored equally.

Slide 5: Edward T. Hall's high context vs. low context culture

- This is one of the important concepts for understanding contextual cues and interpreting the message
- high context culture is based on communication style of body language tone and overall understanding (Pishghadam *et al.* 2020).
- Low-context cultures are more explicit and straightforward in communication that can help Unilever in customer acquisition and developing customer management system.

- It is important for the business communication perspective of Unilever in Germany

Edward T. Hall's theory signifies cultural communication style. These are mainly implicit perspectives that emphasize nonverbal understanding and the low context culture mainly developed great communication. These are also recognized with different critical perspectives for Unilever for tailoring communication strategies in Germany to ensure effective cross-cultural interaction and collaboration.

Slide 6: Intercultural Communication Competencies

- Intercultural communication competency refers to the ability to communicate effectively in cross-cultural sections that can help Unilever in maintaining proper diversity.
- Understanding several components of ICC includes mindfulness and cultural knowledge and can create a inclusive culture in the workplaces of Unilever.
- Importance of global business by Unilever fore developing and managing internationalisation.
- Application in the expansion and internationalization of the company (Fantini, 2020)

Intercultural communication competency is the ability to create effective communication across cultures. It includes adaptability cultural knowledge and mindfulness. This context is paramount for cultural interaction and cross-cultural dimensions. Other than that universe expansion is also important in the context of Germany for maintaining beneficial significance among its employee's productivity and collaboration.

Slide 7: Language misinterpretation

- Understanding language as a cultural barrier that can create major misunderstanding for Unilever
- Language barriers are crucial and it can be overcome by giving opportunity to the local people and include them in the hiring process
- Impact on business communication for Unilever (Antunes *et al.* 2019)
- Mitigation strategies for the barriers that help Unilever to overcome these situations

Language misinterpretation is a proper hindrance in cross-cultural communication. Several differences in nuances idioms and expressions can lead to misunderstandings. In this business context misunderstanding or misinterpretation has a proper impact on the negotiation and team dynamics. these mitigating strategies include employing interpreters' language training and promotion of open communication channels for understanding and clarity.

Slide 8: Social Hierarchy variation

- Understanding social hierarchy variation is necessary in the business landscape of Germany.
- Unilever needs to understand the distinctive hierarchical structure in Germany (Unilever, 2022)
- Understanding the vital variance of Unilever for developing positive workplace dynamics

According to different resources, Unilever must navigate cell hierarchy variation in Germany's john business landscape. Other than that, understanding and recognizing the variances is necessary for Unilever to develop positive workplace dynamics. Several strategies such as transparent communication mentorship programs and team-building initiatives can help adapt hierarchal nuances more effectively.

Slide 9: Work-related attitude clashes

- Identification of work-related attitude and its differences
- Understanding the impact of team collaboration on communication
- Unilever needs to find out the common sources of clashes (Chomsky, 2021)
- finding out several strategies for preventing and resolving attitude conflicts

According to different resources, divergent workplaces have several work-related attitudes between the United Kingdom and Germany that lead to conflict within the teams. Finding out these differences in subsidiary countries has the potential to create collaboration. Understanding and addressing common sources of classes can help implement several strategies for cultural awareness training development of teams and understanding a harmonious work environment for Unilever. These are also helpful in enhancing overall productivity.

Slide 10: Ethical dilemmas

- Understanding and identification of cross-cultural ethical differences
- It is necessary to find out the examples of ethical dilemmas in business development
- Several strategies for implementation of universe operation in this situation (Csillag, 2019)
- Ethical decision-making framework in Germany.

Cross-cultural operations have introduced ethical dilemmas. These are the processes for understanding the necessary ethical standards. Unilever needs to examine potential dilemmas in business development and scenarios that can provide proper insight into the business management implications. Unilever also have to navigate the challenges by establishing a robust ethical decision-making framework and in theory alignment of ethical expectation both for the United Kingdom and Germany.

Slide 11: Recommendation for successful integration

- Cross-cultural training for employees
- Development of multilingual communication strategies (Banister, 2023)
- Flexible organizational structure for Unilever in Germany
- Understanding cultural sensitivity workshops and the development of these workshops

According to different resources, Unilever must understand the issues with communication. Based on several resources it can be said that communication misunderstanding and communication gaps mainly formed due to no sensitivity about other cultures. Therefore cultural training and campaigns development of multilingual communication strategies and creation of organizational structure with flexible rules are necessary to maintain cultural sensitivity. In this case, cultural workshops are also important. Give measures help Unilever to create a collaborative environment and maintain a smooth transition in Germany.

Slide 12: Business communication solution

- Development of more creative and tailored marketing strategies
- Application and adoption of human resource policies (Rabbiosi and Santangelo, 2019)
- Unilever also needs to focus on localized customer service management

- The company needs to create a collaborative decision-making process in the subsidiary country

According to different resources understanding and addressing business communication is necessary for maintaining strategies for communication solutions. Other than that understanding tailored marketing and adaptation of human resource policies can create a more active process in creating solutions. Unilever also focuses on creating localized customer service to understand the requirements of the German people. Creating a collaborative decision-making process in a subsidiary country helps in understanding customer acquisition and customer retention strategies in Germany.

Slide 13: Workplace feedback culture

- Feedback culture is necessary to encourage open communication
- Taking feedback and providing necessary ideas can mitigate the communication gap and create communication bridges (Evans and Dobrosielska, 2021)
- Unilever needs to collect feedback for the development of workplace culture and environment

German workplaces mainly value constructive criticism. Therefore, encouraging Unilever employees and team leaders to create a feedback culture for promoting open communication is necessary. The development of a feedback culture in Germany can enhance communication transparency and create a positive work culture.

Slide 14: Conclusion

- Understanding cultural differences between the United Kingdom and Germany helps in maintaining strategies
- proactive planning and decision making is important in developing offices in a subsidiary country
- several theories have been discussed to understand their impact on communication development
- understanding the importance of recommendations for ensuring Unilever's success in Germany

In conclusion, it can be said that cultural disparities and stress can demise of the business development and productivity of any company. Therefore, important proactive planning decision making and creating recommendation is necessary for Unilever. Other than that strategic implementation of several insights and understanding the success of this company in internationalization is important with a strong presence in the EU market.

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