

International Business Communication

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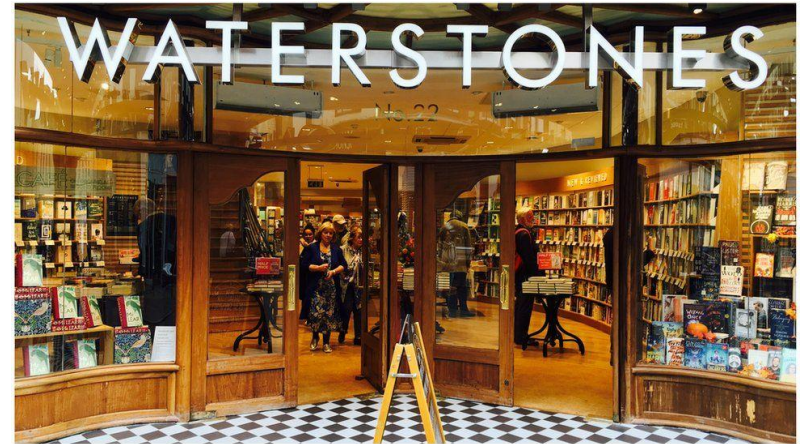
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Introduction

- International business communication refers to the exchange of information across different international boundaries, which ensures effective collaboration.
- It is significant because it connects leadership with employees and stakeholders and achieves the organisation's goals.
- The main purpose of the presentation is to analyse the cultural challenges and opportunities faced by Waterstone, a multinational book retailer expanding its business in Germany.
- In this case, the cultural differences of the UK and Germany are discussed.



Introduce the German culture



- Germany values fairness, professionalism and reliability.
- Formal communication and hierarchical decision-making.
- Emphasis on correctness and high-quality work (Kalogiannidis, 2020).
- Importance of punctuality and strong work ethics.

Introduce the German culture (Cont,)

Factors	Germany	UK
Language	German, English, Scottish	English
Ethnic Makeup of the People	86.3% German, 1.8% Turkish, 1% Polish, Syrian 1%, Romanian 1%, Others 8.9% (Index Mundi, 2024).	82% People In England 18% belong to black, Asian or another Ethnic group (GOV. UK, 2024).
Social structure	Well-defined divisions, social Middle class structured	Hierarchical structure
Religious values	Christianity, Judaism, Hinduism, Sikhism	Christianity, Catholic, Hinduism, Sikhism, Buddhism

Introducing German culture (Cont.)

Factors	Germany	UK
Unemployment Rate	5.3% in 2022 (Statista, 2024).	3.8% in 2022 (Ons.Gov, 2024).
Business culture	Courtesy, Politeness, Discipline, Punctuality	Formal, punctual, fair, direct, value personal achievement
Workforce	In 2024, near about 45.9 million employees will be employed in 2024 (Destatis, 2024).	In 2024, 33 million employees will be engaged in the UK (House of Commons Library, 2024).

Cultural Sensitivity in Germany

- ***Formality and hierarchy***

German business culture is formal, with vertical hierarchies and a clear separation between personal and professional life (Ter Hoeven *et al.* 2023).

- ***Time-management***

Punctuality is significant

- ***Decision-making***

Decisions are made at the top level with a focus on thorough planning and documentation.

- ***Communication***

Direct and accurate communication is valued, with little small communication in initial meetings.



Cultural differences from the UK



- *Germany*

Different opinions on integration

52% favor adaptations to mainstream cultures (Menouar, 2024).

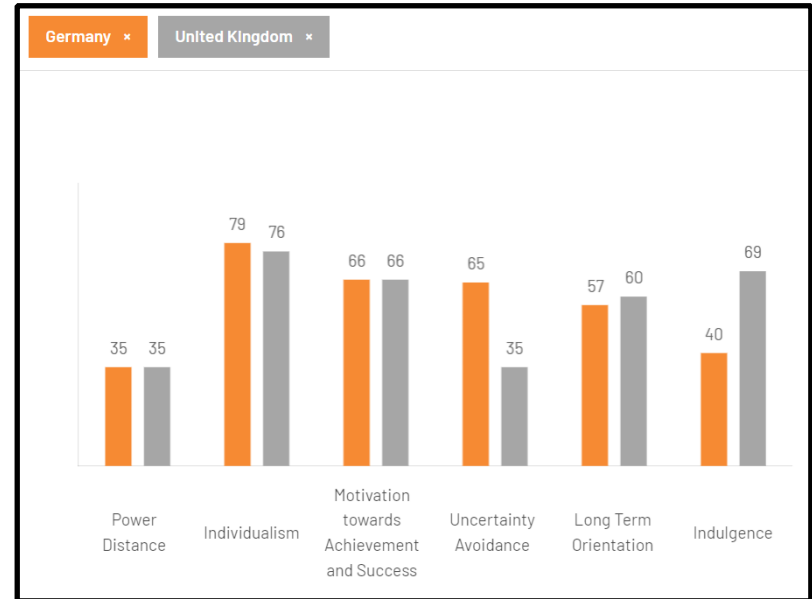
36% prefer cultural blending(Menouar, 2024)..

- *UK*

Highly varied with a strong focus on multicultural integration.

They like to provide equal respect for different cultures.

Factors	German	UK
Power Distance	35-Low	35-Low
Individualism	79-High	76-High
Achievement Motivation	66 High	66-High



Hofstede Cultural Dimensions: UK and Germany



Factors	German	UK
Uncertainty Avoidance	65-High	35-Low
Long-term Orientation	57-Pragmatic	60-Pragmatic
Indulgence	40 Low	69-High

Recommendations

- The management of Waterstones should improve communication strategy. They should adopt direct communication styles to coordinate with German business practices.
- The organisation should hire German employees to link cultural gaps and provide information regarding the local market (Gerlach *et al.* 2021).
- The management should establish a local team qualified in German laws to lead the regulatory environment (Ghauri *et al.* 2021).

Conclusion

- It can be concluded that the main focus should be on direct and formal communication
- Employing local talent to decrease cultural gaps.
- Form a legal team to handle the German regulations
- Understand the cultural differences between the UK and Germany

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THANK YOU!

ANY QUESTIONS?