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INTRODUCTION

Business communications is the essential element of the success of a company (Chang,2024). The United Kingdom is one of the most successful in term of history of global trade and commerce and is the home quarters of many most famous companies (Chang,2024). The elements of the British communications are divided by cultural behaviour, difficult linguistic and tradition communications, which are shaping the efficient UK business' interactions (Chang, 2024). The British approach to communications is defined by tradition, formality, and politeness, sometimes can be influenced by indirect communications style. Trompenaars and Hampden-Turner (2012), describe British business culture as one where emotional restraint is prevalent, contributing to appear reserved to outsiders. British business communication is also marked by a strong concept of clarity and precision, attention to details and good written communication.

The focus on details and clearness is a cultural trend of the strategy company and problem solving (Trompenaars and Hampdenturner, 2012). The UK 'history of International Business came across to different cultural communications, which make the British market commons trade with customers and partners from diverse cultural backgrounds, and this necessity a flexibility and adaptive approach, supported by the numerous multicultural workforces (Montagna,2023). Misunderstanding can appear when different countries

interpret British politeness as vagueness, increasing the potential of disagree in negotiations and decision-making (Hofstede,2001)

This report will explore the British communications within the context of international expansion, focusing on Dyson Ltd., a British multinational company, speaking from the history, market position and strategy, to examine the dynamics of global expansion in two European Union countries as potential Dyson's expansion, such as Spain and France.

DYSON Ltd

Background and History

Dyson Ltd.is a British multinational technology company that has become one of the innovation and innovation excellence leader (Dyson,2020). Founded in 1991 by Sir James Dyson, with a revolutionary product: The bagless vacuum cleaner, which utilise cyclone technology to maintain power consistent (Dyson,2020). This innovation arrived in James Dyson mind, after got he got frustrated using the traditional vacuum. Now Dyson produces over 5,000 prototypes, becoming a leader in household technology (Dyson,2018).

Over the years, the line productions of Dyson expanded into a wide range of innovative household appliances, including fans, air purifiers, hand dryers, and hair care products (Dyson,2020). Each of these innovative products reflects Dyson 'core value of solving everyday problems with innovative technology and design, as well the company is well known for invest millions annually in research and development (R&D) (Dyson,2020).

The Headquarter in Malmesbury, Wiltshire, is an innovative centre where the research labs and testing facilities are located, also you can find an innovative tech university campus for the next generation engineer (Dyson,2020).

Market Position

Dyson has grown from 1991 from a small UK based startup to a global leader company with a presence in over 65 countries (Alonso,2023). Its products are highly durable and efficient, with an innovative unique feature.

The company is positioning as a luxury brand in the electronics and home, market, calling lot of customers for his extraordinary performance and design (Alonso,2023). In recent years, Dyson has tried to expand the market into a new area such as electronic vehicles and robotics (Topham,2017). In 2017, the company planned to invest plan of over £2 billion in the development of an electric vehicles, marking an important step for the business strategy, but in 2019 the project has been cancelled (Topham,2017). Despite that, Dyson demonstrated the ambition to diversify in new market, continuing to explore new opportunities in robotics, AI (artificial intelligence) and energy storage, reflecting the ambitions of creating innovative solutions to global challenges (Topham,2017).

Strategy and Innovation

The strategy is constantly rooted in innovation and efficient real-world problem solving, operating with a vertical model, and the accurate monitoring every aspect from initial project to manufacturing and distribution, keeping the high standard and fast production (Dyson,2020). Dyson is concern in protecting against the competitors the integrity of the intellectual property.

The company embraces the Suitability as a key of the strategy, investing lot of resources in developing renewable energy and reducing the Enviromental impact (Dyson,2020). For example, Dyson digital control panels are designed to be smaller, lighter and more energy save for the line products such as

vacuum cleaner and air purifier. This focus on sustainability aligns with global trends and consumers with concerned about environmental impact (Dyson,2020).

Challenges and Opportunities

Despite the success in the market, Dyson faces several challenges, in 2019 the company decided to relocate it headquarter to Singapore, driven by the desire to operate in a fastest growing markets in Asia (Topham,2017). In 2022, Dyson announced that the headquarter will be relocating again to the United Kingdom (Dyson,2020).

This decision was influenced by several key factors that aligns long-term strategic goals such as strengthening Innovation potential, access to engineering most skilled workers and for the proud of the British roots (Topham,2017). Even if Dyson initially moved in Singapore partly due the concerns about Brexit, the return suggest a strategic operation towards the Brexit regulations, now that is clearer.

WHY SPAIN AND FRANCE

The two countries chosen are Spain and France, two of the largest and most influential markets in Europe. There are many advantages and some challenges, in this evaluation will analyse key factors such as social behaviour, language barriers, social risk, all these elements are required to understand the prospect of the market. This evaluation will provide a comparative analysis between the UK, France, and Spain, covering social contexts and profile, communication barriers, risks, labour outlooks such as diversity of

background within the workforce, using Hofstede Theory as a comparison between these three countries.

UK with SPAIN and FRANCE

Spain plays a significant role inside the European Union, and it is well known for its diverse cultural society, growing economics, and strategic geographical position in South of Europe (La Moncloa, 2020) Spain is characterized by a rich cultural diversity, strong regional authorities, including Catalunya, Basque Country, and Galicia (La Moncloa, 2020) These strong regions have the own language and different cultural behaviour, and a different way to do business.

France is one the major European country, full of history and cultural heritage, with a substantial influence in global politics and economics (Weber and Jeremy David Popkin, 2019). As one of the largest economies with different leader sectors such aerospace, automotive and agriculture (Weber and Jeremy David Popkin, 2019). The French society shows intellectualism, formality, and strong internal government institution (Weber and Jeremy David Popkin, 2019).

Social Contexts and profile United Kingdom with Spain and France

- UK

The type of cultures is characterized by a sense of individualism, with a focus on personal achievements (White, 2023). The business communications are usually very professional and formal, with a sense of politeness and indirect communication (White, 2023).

- SPAIN

Collaborative and Relationship Leadership Spain trend to be collaborative and relationship builder (Shreya,2023). The Business decision is oriented towards emphasis on building relationship maintain a friendly and trust connections (Shreya,2023).

The culture is more collectivist, with a strong link with family and parents' roots, community, and social networks (Shreya,2023). It is remarkable the understanding of personal relationship and work-life balance, with an approach in business less formal than United Kingdom.

- FRANCE

France approach is more collectivist only in context of family and social network (ravio.com,2023). In a business approach is highly high the individualism, very similar to United Kingdom. French society shows good value in education, intellectualism, and cultural heritage (ravio.com, n.d.) The communication style is well known for their positive communication and a well-structured discussion (ravio.com, n.d.).

Language

The language differences between UK and Spain can be font of challenges and risk for businesses.

- UK

English is the primary language in the UK, and the Spanish language skills is low among British professionals (White, 2023). This can create barriers in communications, particularly in regions of Spain where English is not commonly used.

- SPAIN

Spanish is the main language spoken in Spain, with some independent regions that using a proper language (Shreya,2023). English language spoken is getting

more commons, especially in larger and main cities, where the business market is more various.

- FRANCE

French is the official language and play a pivotal role in the society (Weber and Jeremy David Popkin, 2019). Even if the higher value in education and the widely taught in English, French remains the preferred language for business communication (Weber and Jeremy David Popkin, 2019). This linguistic preference can be a barrier risk for UK companies operating in France.

Communication Barriers

- UK

British communication is indirect and polite, with an emphasis of avoid confrontations and direct communications (White, 2023).

- SPAIN

Spanish communication is more direct and expressive, with an emphasis on building relationship (Shreya,2023). Spanish people also tend to be more open and emotionally expressive, which it can be misunderstood from British people as a form of negative feeling (Shreya,2023).

- FRANCE

French communication is more direct and confrontial ,they prefer to stabilise an intellectual and professional communications (ravio.com,2023). This approach can be perceived as aggressive by British people, making risk of potential misunderstanding.

Differences in Hierarchical Communication

France: As indicated by the Hofstede Power Distance score, France has a straight vision of hierarchical structures, meaning communication is often clear, and the society expect unequal power distribution between organisations (www.hofstede-insights.com, n.d.).

Dyson might face barriers if their typically more equality communication style clashes with the management. Employees in France may expect more formal communication and clear directives from management.

Spain: Similar to France, Spain also has a moderate Power Distance, but it combines this with a strong emphasis on personal relationships and trust (www.hofstede-insights.com, n.d.). The hierarchical nature might not be as pronounced as in France, but respect for authority is still significant.

This could create barriers if Dyson's management style does not how make decisions and how they are communicated and implemented. If Dyson's management team are too distant or not investing in personal connections, it could lead to a lack of trust or engagement from Spanish employees.

Labour Outlooks Diversity of Backgrounds within the Workforce

- UK

The UK's labour market is diverse and very flexible, with a considerable proportion of different ethnic backgrounds. The UK's law allows more flexibility in hiring process, which can be a risk for the employee because is an unstable market and the length of the contract can be infected by internal decision.

- SPAIN

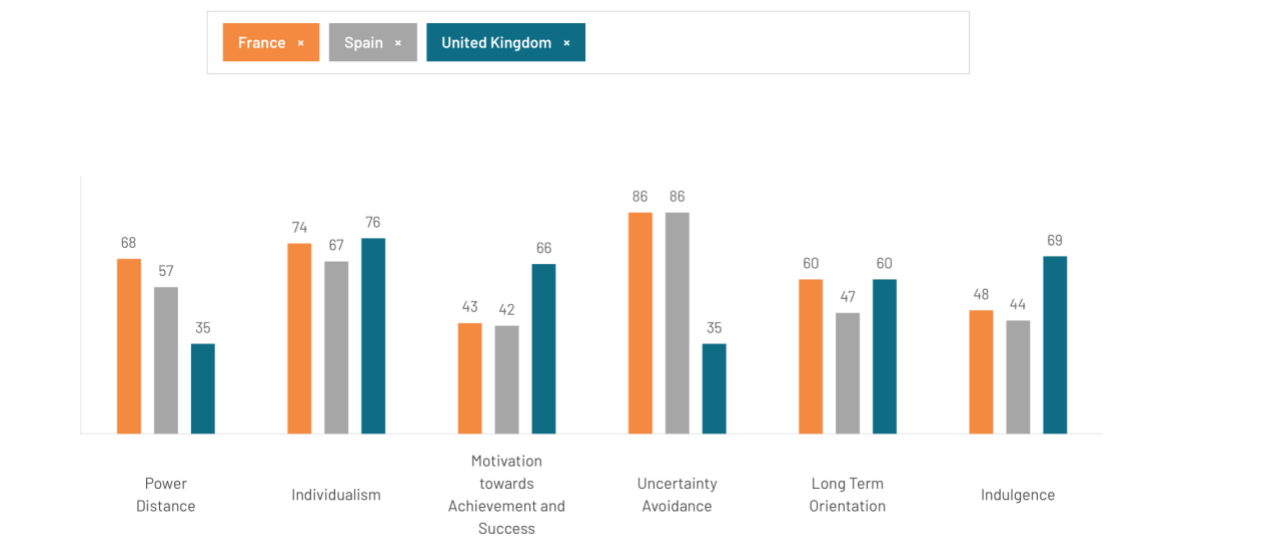
Spain's workforce is also very flexible, particularly in some urban areas and region with high levels of immigration. The positive aspect is Spanish labour

market is characterized by restrict laws and regulations, particularly in job security and employee rights. In addition, an important level of youth unemployment rate, which can impact to the workforce skills and availability for businesses.

- FRANCE

FRANCE also has truly diverse workforce, but labour laws are more severe, with a strong focus on job security (ravio.com,2023). This can make harder to working with flexible employment or manage the cost.

HOFSTEDE'S DIMMENSION COMPARISON



(www.hofstede-insights.com, n.d.)

In according with the Hofstede's comparison tool referee from Hofstede-insight.com, France shows a High Power Distance score, showing a society

that accepts hierarchical pyramid management, embracing the authority power are equally, and employees are monitoring by specific duties.

Spain also has higher level of Power Distance; this indicates a similarity of French approach (www.hofstede-insights.com, n.d.). The United Kingdom, with the lower score of 35, reflecting a culture of equality and values decentralized decision-making (www.hofstede-insights.com, n.d.). The consequences are that British organisations may have a support and consultative approach to the employees.

In term of Individualism, the United Kingdom changed the trend with the higher score of 89, highlight a strong preference for take care of themselves (www.hofstede-insights.com, n.d.). France is closely to United Kingdom with 71, aligned with the UK's individual culture, while Spain score suggest a balance between individualism and collectivism, with an importance on loyalty to the group, with a collective decision-making style (www.hofstede-insights.com, n.d.).

How Hofstede redefines as "Motivation towards Achievement and Success, and we have here the same score for the three countries, ending Spain with 42 (www.hofstede-insights.com, n.d.) The lower score indicates that the society does not look for competition, achievement. In France and Spain, we have a good focus on balancing quality of life maintain an excellent quality of life, which can impact positively in the business (www.hofstede-insights.com, n.d.).

Uncertain Avoidance, is the number 4 in the chart, represent France and Spain closely with score of 86 and 88 (www.hofstede-insights.com, n.d.) This high score shows that both countries prefer to hold on organisation structure, clear rules and regulations and a good stability (www.hofstede-insights.com, n.d.).

The strategy plan will be forward to accurate planning, minimal risk management, and clear communications (www.hofstede-insights.com, n.d.). United Kingdom, in other side, shows a lower score of 35, which tend to be more

uncertain with more flexibility and adaptability in the business strategies (www.hofstede-insights.com, n.d.).

Regarding Long Term Orientation the score are equivalent for France and Spain, indicating that these countries are always ready to change circumstances with different strategies also maintain the traditional strategy (www.hofstede-insights.com, n.d.).

These scores suggest that both society value are perseverance and prudence, with a sense of long-term planning. In contrast we have United Kingdom with 47, suggesting a more short-term mindset, with a goal of quick wins and immediate results (www.hofstede-insights.com, n.d.).

Indulgence reflects the gratitude of basic human needs, like enjoying life and have a fun (www.hofstede-insights.com, n.d.). Surprising, United Kingdom and France are higher score, and Spain has a lower score of 44, means they are prioritising more duty and management over gratification (www.hofstede-insights.com, n.d.). This aspect can influence in many ways the operational strategies and marketing strategies.

RECOMMENDATION

Upon closely examining the cultural landscapes of France and Spain through the lens of Hofstede's cultural dimensions and considering the probability of facing communication obstacle it becomes advisable for Dyson to do the expansion in the Spanish market. The cultural climate of Spain seems to harmonize with Dyson's forward thinking and staff-focused ethos suggesting that with carefully crafted strategies.

Dyson is well-equipped to overcome any communication obstacles that might arise in this setting. The matching of company culture and the chances found

in the market In Spain there is a vibrant scene for markets especially those that lean towards the latest in technology and innovation; this fits right into what Dyson brings to the table with its products. As for what is happening in Spain, they are really getting into the most modern appliances for the home especially the kinds that not only look good but also save on energy; this is where Dyson shines.

Moreover, it is well-known that the workforce in Spain shows a great deal of flexibility and adaptability traits that might serve Dyson's operations well.

In Spain, the blend of valuing both work and personal time together with not overly prioritizing the individual hints that the approach Seeing how much people in Spain value connections with each other this mix nicely with Dyson's commitment to building a solid team spirit. This similarity aligns the way for Dyson's principles and methods to smoothly meld into the Spanish scene. In the world of business English takes over, Dyson would do well to pour resources into teaching Spanish to the operational staff.

This strategy would be especially beneficial for those who deal directly with customers and handle talks within the company. By providing lessons in Spanish to employees from other countries Dyson can smooth over any language rough patches. Dyson must make sure every official paper marketing material and way they talk to customers can be found in Spanish too. In places like Catalonia where people really hold on to their local culture offering materials in Catalan could show they care about and respect those cultural differences.

CONCLUSION

Expanding into Spain present to Dyson a big opportunity to grow in the European Market, with a vibrant and technologically market. By addressing language barriers, adapting operational strategies and communications style,

Dyson can successfully integrate its innovative products into the Spanish market, with a good long-term strategy and establish a trust and positive internal organisation.

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