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1. Introduction

The following International Business Consultancy Report aims to examine the international operations of Next Plc, one of the largest British multinational retailers of clothing, footwear, and home products. It was founded in 1864, and today, this retailer owns more than 700 stores across various parts of the world. Next Plc has a dominant presence in the UK, with more than 500 stores and a strong presence in other markets like Europe, the Middle East, and Asia (*Next Plc, 2025)*. Throughout the years, Next Plc has evolved into a global brand for offering design-led products, along with an efficient omnichannel retail model. This report will focus on an in-depth analysis of the international business activities of Next Plc, since this multinational retailer has entered into multiple markets. Particularly, the benefits and challenges associated with international business operations will be discussed in the context of Next Plc. Besides, the market entry modes the retailer has used to enter into different countries will be discussed to identify the most dominant one. This report will also discuss the cultural differences between one emerging economy and its home country to assess the impact on strategy and overall performance.

Figure 1 Logo of Next Plc (Next Plc, 2025)

2. Benefits and challenges of international operations

a. Why Next Plc is an MNC

Next Plc can be designated as a multinational company (MNC) because it has all the characteristics of an MNC, such as extensive international operations, international stores, and global sourcing and distribution hubs. Next Plc originated in the UK but operates and sells products across multiple countries. Outside the UK, Next Plc has around 200 international stores in different regions like Asia, the Middle East, and Europe (*Next Plc, 2025)*. Through its e-commerce platform, Next Plc serves in more than 70 countries to over 10 million customers. A major portion of the total sales of Next Plc comes from international operations, contributing around 22% of total sales. According to the recent statistics, the international sales of Next Plc have increased by 28% within the first quarter of 2025. In different global markets, Next Plc coordinates activities like retail, production, and logistics, which exhibit the characteristics of a multinational company (*Next Plc, 2025)*. The global presence of Next Plc spans physical retail stores and e-commerce platforms, which signifies the company's diverse international capabilities. All of these characteristics amplify that Next Plc is a multinational company having international operations across countries.

b. Nature of the global operations and value chain of Next Plc

To maximise competitiveness in the international market, the efficiency of global operations and the value chain of Next Plc play a significant role (Fernandez-Stark and Gereffi, 2019). As a multinational company, Next Plc has to compete with many large and dominant players in the retail industry, where the components of the global value chain are cornerstones to success.

Research and Development: The research and development activities, like product design and development, are broadly centralised in the UK. The dedicated R&D team of Next Plc is responsible for designing clothing, footwear, and home products (Next Plc, 2025). After that, the company focuses on ensuring consistency throughout the markets by sharing the product-led designs with global suppliers and manufacturers. Because of the centralised R&D system, Next Plc is getting the competitive advantage of reducing duplication of work and offering trendy clothing.

Sourcing and Production: The sourcing strategy employed by Next Plc is global and diversified since the company operates globally and procures raw materials from different countries like China, Turkey, Hong Kong, India, Vietnam, etc. (Next Plc, 2025). The main reason for designing a geographically diversified sourcing platform is to reduce the risk of supply chain management and manage costs effectively (Bhargava et al., 2018). Having a strong global supplier network enables Next Plc to ensure a competitive edge while meeting seasonal variations and competitive pricing in the international market.

Supply Chain Operations: To manage the global operations efficiently, having a smooth logistics and supply chain network is essential for Next Plc. (Lasserre and Monteiro, 2022). Since a significant portion of the operations of Next Plc is UK-based, the company has invested a huge amount in warehouse automation and technology to fulfil the demand of the customers in both the domestic and global markets. For online operations, Next Plc has collaborated with global courier networks and some local logistic partners to maintain timely delivery and global operational standards.

Retail Operations: For international expansion, Next Plc mainly uses a mix of physical retail outlets, which are fully owned and franchised outlets. In some locations, owning retail space is quite expensive, and in some regions like the Middle East and Asia, local cultural integration is required (Next Plc, 2025). In that case, expanding through franchising is a cost-effective option for Next Plc. Due to this expansion mode, Next Plc can easily navigate cultural differences and other barriers without large upfront capital investment.

Sales and Finance: There are a variety of revenue generation streams of Next Plc, such as retail sales, online sales, franchise fees, wholesale agreements, etc. (Next Plc, 2025). Since it operates across different countries around the world, Next Plc has diversified its revenue streams to reduce financial risk. To assess the global market trends, Next Plc operates on a centralised financial planning to offset weaker performance in one region with stronger performance in another region.

c. Entry Modes used by Next Plc in different markets

Multinational companies use different market entry modes when entering a new market or country based on market potential, strategic context, and other external factors (Schellenberg et al., 2018). In the following section, the market entry modes used by Next Plc to enter different markets will be discussed to identify the most dominant one.

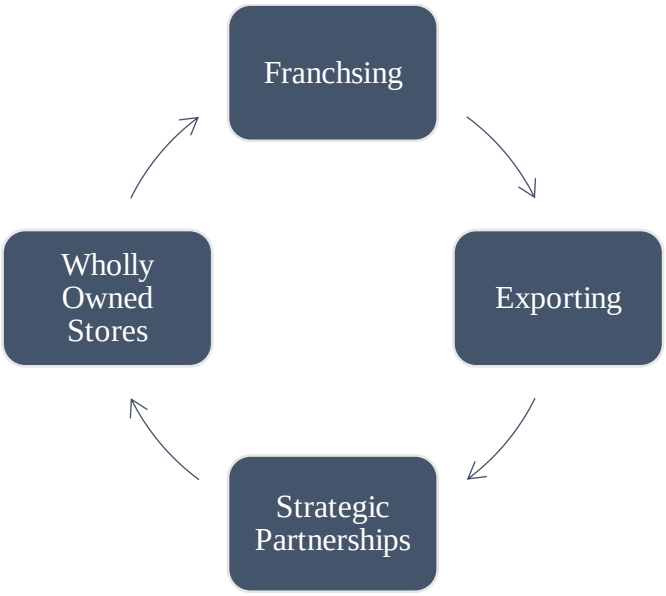

Figure 2 Different market entry modes (Schellenberg et al., 2018)

Franchising: The common market entry strategy used by Next Plc is franchising, where the franchisor licenses its brand, trademark and business model to franchisees, in exchange for a royalty fee (Schellenberg et al., 2018). To enter the global markets, especially in the Middle East and South Asia, Next Plc mostly relies on this market entry mode. Hence, the franchise partners invest their own capital by following the store layout guidelines and service protocols of Next Plc. The reason for choosing this entry mode is due to its ability of faster expansion, access to local market knowledge, and limited capital expenditure. There are some countries where there is a significant demand for Western brands like Next Plc, but due to high barriers to foreign direct investment, it is often difficult to go for wholly owned stores and partnerships. Thus, franchising is the most dominant market entry mode used by Next Plc.

Strategic Partnerships: Next Plc sometimes collaborates with local partners by pooling resources and expertise to achieve a common goal, known as a strategic partnership (Ahi et al., 2017). This is not a common mode of market entry, but Next Plc uses this channel while collaborating with logistics and global e-commerce partners. For example, they have been selling products through online marketplaces via strategic partnerships, but this is not as dominant as franchising.

Wholly owned stores: Since Next Plc operates mainly in the UK and European markets, to expand operations in these markets, they rely on developing wholly owned retail stores. The main advantage of operating through wholly owned stores is having full control over operations, which is not found in the case of franchising (Ahi et al., 2017). However, managing wholly owned stores is quite expensive, though it is highly reliable for ensuring brand consistency. Next Plc uses this market entry mode for selective markets only.

E-Commerce (Direct Exporting): Apart from physical retail outlets, Next Plc has expanded its operation through an e-commerce platform and its own website, like NEXT Directory, so that customers can easily place orders from any part of the world (Next Plc, 2025). Before starting full-fledged operation outside the home country, this market entry mode is less risky.

d. Key Benefits of International Operations

Organisations expand operations internationally to get some benefits, which can be strategic, financial, and operational. Next Plc has gained some benefits from international operations, throughout the years discussed in the following section.

Economies of scale: One key advantage of international operation is getting economies of scale, which leads to cost efficiency. Since Next Plc operates on a large scale, it has to procure and manufacture goods in bulk for the global market. Due to large-scale operation, fixed costs are spread across international markets, thus reducing overall manufacturing and distribution costs (Collinson et al., 2020). It allows for greater cost efficiency because the company is able to produce goods at a lower cost, which boosts profitability.

Risk diversification: Another key benefit of internationalisation is to diversify risk, which means developing more revenue-generating streams (Hampden-Turner et al., 2020). By expanding into different countries, Next Plc has been able to reduce dependency on the UK market, since the company is generating revenue from other markets as well. Consequently, the risk associated with economic downturns, regulatory changes, etc., is reduced through international business operations. For example, if the UK economy is undergoing a recession, then Next Plc can offset this loss by generating profit in the Middle East Countries.

Access to emerging markets: Organisations like Next Plc are also benefiting through international operations by getting access to high-growth emerging markets. There are some emerging countries like India, Bangladesh, Vietnam, where the number of the growing middle-class population is increasing rapidly (Paul, 2020). Through entering these markets, Next Plc gets a significant advantage due to the rising demand for affordable, stylish, and trendy clothing. By tapping into new customer segments, Next Plc can seek long-term growth opportunities.

Increased brand reputation: Due to international business expansion, the brand's visibility also increases, which is another key advantage (Hampden-Turner et al., 2020). To strengthen the reputation as a global fashion retailer in the international market, it is important to diversify operations into various regions. It also helps to boost customer trust and bring new investment opportunities.

3. Critically discuss how the OLI factors impact the international market entry mode for Next Plc's market entry mode into India.

OLI factors focus on three types of advantages, named ownership, location, and internalisation, to explain the rationale of the organisations to be involved in international operations (Luo, 2021). Using the OLI factors, the market entry mode used by Next Plc to enter India will be discussed in the following section by highlighting the advantages.

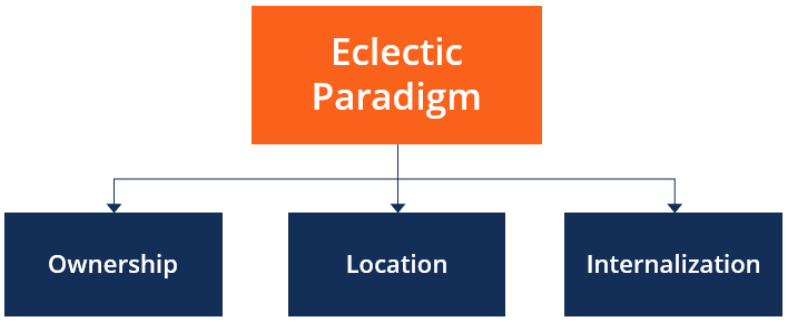

Figure 3 OLI Framework (Luo, 2021)

a. Ownership Advantages

Ownership advantages refer to the unique assets possessed by the organisation, which may include proprietary technology, high brand value, e-commerce infrastructure, efficient supply chain network, management expertise, etc. (Batschauer da Cruz et al., 2022). Next Plc possess a strong brand identity globally, which has provided a competitive edge when entering India because the customers of India mostly value Western brands due to high quality and trendiness. Because of this ownership advantage, franchising has been the most viable entry mode for Next Plc to enter India. Due to the high visibility of the brand, the requirement of full ownership is mitigated in the case of India. Another ownership advantage is the economies of scale, which are due to the large-scale operation of Next Plc (Podrug, 2021). There is a strong supplier network in India because the company already sources materials from this country. Because of having established supplier relationships, the need for fully owned stores in India has been reduced. There is another important ownership advantage of Next Plc, which is an advanced digital and

logistics system which can be utilised in India for online sales (Next Plc, 2025). The online retail sector of India is in the growing stage, and the ownership advantages of Next Plc can be facilitated through online marketplaces like Myntra in India. Consequently, the need for huge physical retail investment is lowered. Next Plc gets several flexibilities while entering via franchising, though the ability to fully exploit the brand is restricted under this entry mode.

b. Location Advantages

Location advantages refer to the characteristics of the host country which make it viable and lucrative for international expansion. It may include favourable taxation policies, cheap labour and raw materials, access to a wide customer base, geographical advantage, etc., for which the country becomes attractive for expansion (Batschauer da Cruz et al., 2022). By expanding into an emerging country like India, Next Plc gets numerous benefits, but there are some challenges as well. The growing middle-class population in India is one of the major location advantages that can be grabbed by Next Plc, since it offers a wide market for affordable Western fashion. The key factors include changing consumer trends, fashion consciousness, and rapid urbanisation, which justify franchising and e-commerce platforms to enter the Indian market. Since the e-commerce sector of India is growing fast, it is another important location advantage of Next Plc. The growing e-commerce sector in India is influenced by various factors, like rising digital payment adoption, the development of e-commerce sites like Amazon, Ajio, Myntra, etc. (Vyas et al., 2023). Due to the increased attractiveness of the digital market in India, the need for developing physical retail infrastructure has been eliminated and supports low-commitment market entry modes like franchising and e-commerce. The cost-effective manufacturing base is a major location advantage of Next Plc, because the company sources heavily raw materials from this market due to competitive pricing and cheap labour costs (Mehrotra, 2020). While entering the Indian market, the existing logistics and supply chain of Next Plc reduces the risks. The choice of this entry mode is particularly influenced by the FDI regulations in India because the government imposes some restrictions on foreign-owned multi-brand retail. Due to these regulatory barriers, fully owned retail stores are not a viable option for expansion in India. Because of some recent reforms in India, the regulatory environment has become quite complex, which makes

franchising more viable for Next Plc. Also, there are cultural variations in India, because it is not a uniform market. Cultural variations directly impact consumer preferences; thus, this is a location disadvantage which justifies the franchising strategy, instead of wholly owned stores.

c. Internalisation Advantages

The internalisation advantages indicate the benefits of keeping control of internal foreign operations, instead of market-based transactions. Specifically, it refers to the ability of an organisation to control its international operations, highly influenced by the preferred market entry mode (Buckley and Casson, 2020). Since India is a highly densely populated country, Next Plc benefits by getting access to a large customer base, but the organisation is focused on ensuring brand consistency across the countries. To operate in India successfully, significant localisation is required to adapt the consumer trends and fashion preferences (Rajani, 2022). By expanding through franchising, Next Plc is able to integrate the cultural dimensions, and at the same time, align the brand guidelines and service protocols. By partnering with the local franchisors, adapting to the cultural trends has become easier for Next Plc. If the company expands into India through wholly owned stores, it might face difficulties in adapting to local cultural trends. Through contractual franchise agreements, there is no need for full ownership, hence ensures quality standards in overseas markets (Rajani, 2022). It follows global brand consistency while avoiding the need for vertical internalisation. Next Plc is also exposed to financial and legal risks if it uses wholly owned stores for expansion instead of franchising and an online platform, because it incurs heavy upfront investment and a complex regulatory environment.

4. Conduct a critical evaluation of how cultural differences between the home country of Next Plc and the chosen emerging economy could impact both the company's market entry strategy and its potential for success in that market.

While entering emerging countries, understanding the cultural differences is essential to respond to the potential barriers. Next Plc is one of the successful UK-based multinational fashion retailers, operating in different countries worldwide has a presence in India, which is one of the major emerging countries in the globe. It offers significant growth opportunities to Next Plc, but due to having some major cultural gaps between the home country, the UK and India, Next Plc is at risk, which can impact the market entry strategy and potential to achieve success in that market. Using Hofstede's cultural dimensions, the key cultural differences between the UK and India will be discussed to assess the impact on the market entry strategy of Next Plc.

a. Hofstede's Cultural Dimensions

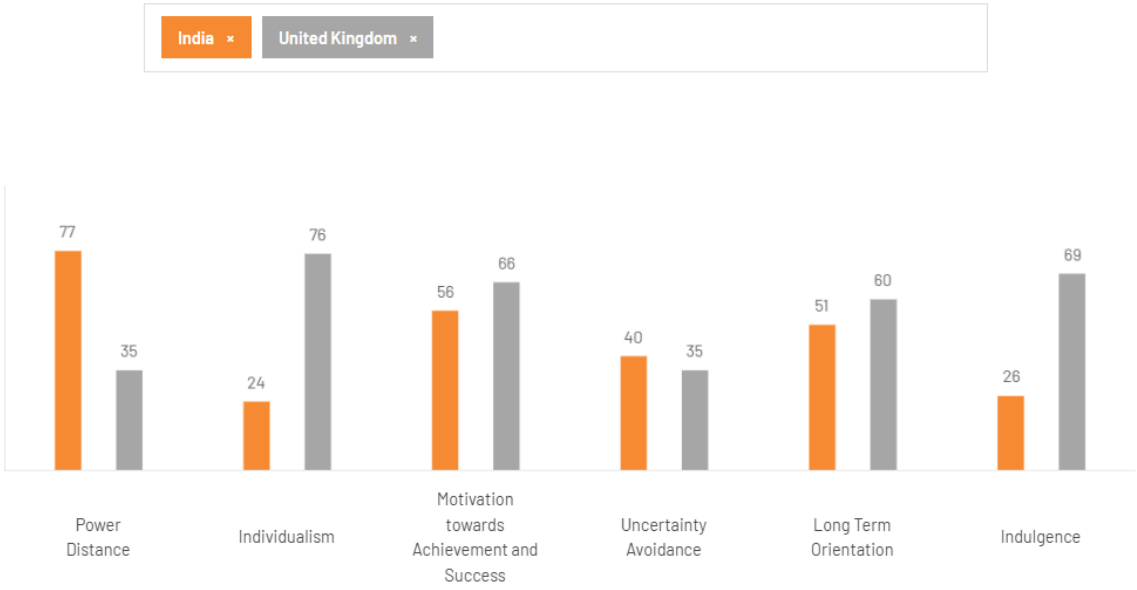

Figure 4 Hofstede's cultural dimension analysis between the UK and India (Hofstede, 2009)

Power Distance: The first dimension in Hofstede's cultural dimension model is power distance, which refers to the extent to which unequal power distribution is accepted in a

society. India scores 77 in this dimension, whereas the score of the UK is only 35 (Hofstede, 2009). It indicates that top-down hierarchy is a general norm in India and is appreciated, whereas the low score of the UK in this dimension means that the people believe in the minimisation of inequalities in society. The market entry strategy in India is greatly impacted by this difference in culture, because the franchise partner in India tends to follow a structured process and authoritative decision-making, and this goes well with the franchise business model in the host country. In the home country, generally Next Plc follows a flat management structure, which may not be well-suited in the retail environment of India because here the employees seek clear guidance and formal authority from the top management. To enhance the effectiveness in the host country, Next Plc should focus on adapting the leadership style by following the cultural dimensions of India.

Individualism: The second dimension in Hofstede's cultural model is individualism vs collectivism. India scores very low in this dimension, which is 24, indicating that the country has both traits of individualistic and collectivistic traits. On the other hand, the score of the UK in this dimension is 76, which is quite high, and it indicates that the society is highly individualistic. For instance, in India, people emphasise team-based decision-making, whereas in the UK, people prioritise individual achievement and autonomy (Khlif, 2016). Next Plc has expanded into India via franchising, which is not merely a contractual agreement from the Indian perspective; rather, it builds upon long-term partnerships. There is an impact of cultural differences on purchasing decisions, also because in India, shopping is often considered a family activity. Thus, individualistic marketing won't work in the large Indian consumer market due to the cultural gap.

Masculinity vs Femininity: Masculinity vs femininity is the third dimension in Hofstede's cultural dimension model, which measures the extent to which people in a society prefer assertiveness. India scores 56 in this dimension, thus it can be considered as a decisive society, whereas the UK scores 66, which is slightly higher than India, and it indicates that people in this country are highly achievement-oriented (Hofstede, 2009). The high score on masculinity shows competitive tendencies from the perspective of the home country, reflecting a cultural gap with the host country. There is an important implication of it on

Next Plc's strategy, because the consumers in India might prefer logo-visible and bold clothing, unlike the minimalistic design, which is trendy in the UK. Though the branding of Next Plc is appealing to status-driven customers, the competitiveness might be restricted due to the lack of cultural adaptation.

Uncertainty Avoidance: The fourth dimension of Hofstede's cultural dimension is uncertainty avoidance, which measures the extent to which a society tolerates ambiguity. India scores 40 in this dimension, higher than the UK, which is 35 (Beugelsdijk et al., 2017). The moderate score of India in this dimension suggests that people prefer clarity and structure in organisations. On the other hand, the culture of the home country is based on risk-taking and is less reliant on formal procedures. For effective market entry in India, the standard operating procedures must be formal and detailed. For instance, the franchise agreements and supply chain contracts should be explicitly formal so that risk can be mitigated and less scope for ambiguity in the Indian context.

Long-term orientation: The fifth dimension in Hofstede's cultural model is long-term vs short-term orientation, where India scores slightly lower than the UK. The long-term orientation nature is inherited in the culture of India, which impacts consumer behaviour significantly. Instead of short-term agreements, long-term franchise agreements or supplier contracts are preferred in align with the culture of India (Beugelsdijk et al., 2017). As the UK scores high in this dimension, the business model of Next Plc in the home country might expect a quick return, which is not expected in India, because of long-term brand commitment.

Indulgence: The final dimension in Hofstede's cultural model is indulgence vs restraint, which measures the extent to which people freely satisfy desires or show restrained behaviour. The score of India in the dimension is only 26, which is very low compared to the UK, indicating India as a restrained culture (Hofstede, 2009). That means the fashion perception of consumers will be driven by social norms. Also, the Indian consumers are price-conscious while spending on discretionary items like branded clothing. The fashion retail industry in India is extremely competitive, and to sustain in this market, Next Plc needs to adopt competitive pricing strategies.

Since there are some cultural differences between these two countries, the market entry choice of India is significantly influenced by these factors. Next Plc has chosen franchising as the market entry mode for India, which is justified by considering some of the key cultural gaps between the home country and the UK. Here, localisation is crucial for success in India because if the company fails to adapt to the cultural trends, it can limit market penetration. The high-power distance, collectivism, long-term orientation, etc, favour franchising and relationship-driven approaches.

5. Critically discuss and recommend three major adjustments Next Plc may need to consider in their Standard Operating Procedures (SOPs) to ensure success in India.

The core advantages of Next Plc lie in standardised operational procedures. SOP refers to the routine tasks and processes within an organisation to ensure efficiency and quality (KRS, 2022). To succeed in a diverse and emerging market like India, there must be some adjustments in their SOPs, which will be discussed in the following section.

a. Localised Product design

Based on the prior discussions, responding to cultural diversity is one of the key challenges faced by Next Plc in the context of India, due to its dynamic and competitive landscape. The existing SOP in terms of product development is based on the R&D team of the UK and global sourcing (Next Plc, 2025). This SOP is challenged in India because of cultural differences related to modesty, religion, and occasion. At present, the product development of Next Plc is centralised in the UK, which needs to be adjusted based on cultural norms, religious diversity, and price sensitivity in India. A different merchandising approach is needed while doing operations in an emerging country like India. Without an effective localisation approach, there will be misalignment with consumer perceptions and inventory turnover. Adjusting this SOP has some justifications in terms of OLI analysis in the previous section. Next Plc's ownership advantage lies in manufacturing design-led and affordable clothing, which should be leveraged in India since the company can gain access to a large consumer market. However, to retain this competitive edge in the highly competitive fashion retail industry in India, local preferences must be adapted by Next Plc, so that they can utilise this competitive advantage in the broad Indian market. India is one of the most appealing emerging countries in the world, offering a diverse and fast-growing fashion retail market with fits the company (Khurana, 2022). This is a significant location advantage of the company, which should be translated by Next Plc by tailoring the products based on local conditions. For example, Next Plc can manufacture clothes which are suitable for the Indian weather, usually summer-friendly material. They can also launch festive wear because there is a mix of different cultures and festivals in the large continent, like India. To ensure brand consistency, which is one of the key internalisation

advantages of Next Plc, they should internally manage the localisation process, instead of entirely relying on franchise partners in India. There are also some cultural factors also which must be considered while adapting the local trends. For instance, the British culture prefers minimalistic designs, while during festivals and wedding seasons, people tend to prefer vibrant colours for fashion. From cultural analysis, a high-power distance score has been found in the context of India, which indicates that local teams might prefer a clear set of rules and guidance (Hofstede, 2009). Hence, the recommended SOP is to develop an India-specific R&D team that will be empowered to adapt to the Indian taste. Another recommendation is to modify the size charts based on standardised local sample groups.

b. Culturally Adapted HR Practice

Another essential SOP adjustment is required in the HR practices, which are central to customer service in the retail industry. Next Plc is a reputed global brand, well-known for its consistent customer service protocols and retail atmosphere. These brand characteristics must be adapted while entering India to align with the unique cultural expectations and competitive market structure. Thus, revising the SOP related to HR and customer service is crucial; otherwise, the competitiveness of Next Plc in the Indian market can be undermined. The ownership advantage of Next Plc justifies the suggested SOP. Trendy fashion design capabilities, international product development process, standardised customer service protocols, etc., are some key ownership strengths of Next Plc. (Next Plc, 2025) The key fact is that all of these capabilities have been developed in the UK context, such as low power distance, individualistic consumer behaviour, minimalistic fashion preference, etc., since this is the home country of the organisation. To successfully operate in the large consumer base Indian market, more personalisation is required through adapting ownership advantages without compromising brand identity. In terms of location, Next Plc possesses some major advantages while expanding into India, like growing fashion consciousness, a large and populated market, fast adoption of western and trendy clothing, etc. All of these factors present key opportunities for Next Plc if it can adjust the SOP accordingly (Podrug, 2021). However, the fashion retail market in India is highly competitive, value-driven, and culturally diverse, which must be considered while designing customer service protocol in the host country. According to the internalisation theory, multinational companies should ensure direct control over

product quality and brand consistency. Thus, it is recommended for Next Plc to internationalise the customer service management so that the brand consistency can be maintained across all the franchise stores in India. Due to scoring high on power distance, uncertainty avoidance, and being a collectivist society, India is considered a country of high-context culture. The HR policies should be driven in such a way. For instance, Indian people expect personalised attention, which is uncommon in the UK and the purchasing decisions are taken collectively. For better alignment with the cultural values of India, the company should make some adjustments to the HR and customer service SOP. For instance, Next Plc can launch some family-inclusive selling techniques, which means that staff should be trained in such a way so that they can assist groups instead of individuals. They can also include some personalised greeting protocols as a part of SOP adjustment to grasp the attention of the customers in the Indian context.

c. Enhanced supply chain management

The third SOP adjustment is required in the area of supply chain management for successful operations in India. An effective supply chain management framework in an expanding country helps the company to forecast the demand appropriately, manage the inventory efficiently, and fulfil the order successfully (Hugos, 2024). The suggested SOP adjustment in this case for Next Plc is to choose India-specific suppliers and include both online and offline checkpoints for quality control and inspection. There are some key rationales behind these SOP adjustments in relation to OLI justifications and cultural factors. Next Plc has some competitive advantages in terms of ownership, such as a modern procurement system, quality control, etc. Some location advantages lie in India, which include cheap manufacturing capacity, skilled and vast labour force, textile sourcing, and logistics. As the supply chain reliability varies across regions in India, ensuring an agile, locally integrated, and cost-effective supply chain network will play a significant role in maintaining brand consistency throughout the value chain. After revising the supply chain management system of Next Plc, the company will experience several advantages, such as lowering production costs, increasing brand consistency, improving product quality, and achieving cost efficiency. At present, the global sourcing network of Next Plc largely depends on some specific countries such as Turkey, China, Vietnam, Bangladesh, etc. (Next Plc, 2025). Successfully marketing in India requires a

comprehensive review of the entire supply chain, logistics, and distribution network. The textile industry in India is highly competitive, yet it offers significant growth opportunities to Next Plc, such as the reduction of production costs and lead times (Kumar Singh et al., 2022). But acknowledging this benefit is only possible when Next Plc can execute the local supply and vendor management effectively. As the suggested SOP is to diversify the range of Indian suppliers, it is important to prevent product quality dilution. It can be ensured through internal oversight, as Next Plc has to deal with new suppliers through long-term supplier contracts and agreements. To implement the suggested SOP, Next Plc should introduce dual-phase screening at first, which includes the capability assessment of the suppliers and whether the suppliers can align with the cultural trends of the host country. The next step will be to complete a supplier compliance audit according to the global standard of Next Plc.

6. Conclusion

The primary purpose of this business consultancy report is to explore the international business operations of Next Plc, which is a UK-based multinational fashion retailer, operating in different countries across the world. This report has particularly focused on the expansion of one of the emerging countries, India, which presents substantial opportunities as well as challenges. In this report, the justifications behind indicating Next Plc as a multinational company have been discussed, which include extensive international operations, international stores, and global sourcing and distribution hubs. This report has analysed several market entry modes used by this company for entering multiple countries, from which franchising has been identified as the most dominant entry mode. The key benefits availed by Next Plc through international operations have also been explained in this report. Through the OLI analysis, the core advantages of Next Plc to operate in India have been evaluated. Since there are some cultural gaps between the UK and India, using Hofstede's cultural dimensions, the cultural differences between these countries have been discussed because these factors have significant implications on market entry strategy and overall performance of the company. Finally, three SOP adjustments have been recommended based on the prior discussions, which indicate that local culture adaptation is required to align with the customer expectations and brand consistency in India.

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