

Business Development of a Hypothetical Organization in an International Market: A Focus on Cross-cultural Entrepreneurial Leadership

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Abstract

The study has been carried out on the introduction of a new product by a hypothetical organization namely Black Beauty Bakery shop in the international market. Dark chocolate pastry, a new product that contains zero sugar, is going to be introduced in the host Bangladeshi market by the organization. The study highlights the cultural differences between the home country, UK and host country, Bangladesh that may arise in managing the organization while introducing a new product in the international market. In addition, five organisational mechanisms which are involved in multi-cultural collaboration have been analysed in the study. Moreover, the innovative steps that have the capacity to develop innovative ideas for the introduction of new products have been also analysed. Lack of effective leadership is considered as one of the major change management challenges faced by the company during introduction of the new product. Cultural differences create limitations in sharing knowledge, which may hinder in the process of achieving the goal of the organization. Finally, the study draws conclusion with the recommendations which include marketing review analysis during opening branches in Bangladesh. This can be one of the key strategies that can overcome the issues during future applications of the organization.

Key Words: Cross-cultural communication, multi-cultural collaboration, entrepreneurial leadership, change management, international market, effective leadership

Introduction

International organisations have a major role in setting multiple agenda that helps to mediate conflicts of political and socio-cultural differences. International organisations are related to development of proper coordination and cooperation between different cultures in business management. A business plan is considered to be an essential strategic tool for every entrepreneur who majorly focuses on development of multiple steps important for development and management of business ideas. Along with that, it majorly helps in achieving long term and short-term objectives of the organization.

Black Beauty Bakery shop is majorly hosted in the country of UK in the form of a widely distributed and diversified bakery shop. Multiple branches of this organisation are present in the entire region of UK that encompasses business growth of organisation along with maintaining their wide extension. Black Beauty Bakery shops tend to supply different kinds of cakes, pastries and multiple sweet dishes in their entire menu level. Along with that, a wide variety of different beverage shakes and fruit juices are also available in a variety of price ranges. The organisation has a clear plan in engaging maximum

customers by fair pricing plan to all their products that are priced at comparatively low from other contemporary bakery shops in UK market. The organisation is planning to enhance business and develop a new product named as dark chocolate pastry containing zero (0) sugar (Slocum and Curtis, 2017). The alarming rate of diabetic patients in the entire world is increasing. World Health Organization (WHO) stated that 83 % population of age group 25-65 never checks for diabetes. However, more than 10 million people in Bangladesh are suffering from diabetes. Almost one in ten adults in the country was found to have diabetes (Mohiuddin, 2019). Thus, the host country, Bangladesh generally inflates the process of a new product development and business expansion of Black Beauty Bakery shop. The implementation of zero sugar and no added calories will eventually help the organization to engage more general and diabetic customers for maintaining good health.

This study focuses on developing a business plan that initiates organisation of Black Beauty Bakery shop in development of a new product named as dark chocolate pastry. The organisation has a clear plan of developing pastry with zero sugar considering alarming growth of diabetic patients in home country of United Kingdom (UK) along with host country of Bangladesh.

2. Objectives of the Study

The objectives of the study are as follows:

1. To develop a new product by a hypothetical organization named Black Beauty Bakery shop in the international market
2. To analyse the cultural differences between UK and Bangladesh which may arise in managing the organization
3. To identify some problems in multi-cultural collaboration and change management while developing the product
4. To make some recommendations to overcome the problems in developing the business

3. Literature Review

3.1 Theoretical Discussion

Hofstede's cultural dimensions theory used as an underpinning theory for the current study.

Cultural difference

Geert Hofstede (2001) developed a theory on cultural dimensions in order to comprehend the differences in culture across nations. The objective is to discern the ways a business is operated across various cultures that can help a leader in navigating effectively across international business marketplace.

Power Distance

As mentioned by Laurin, Kay, and Landau. (2018), Power Distance means how people in a culture view power relationship – subordinate/boss relationships - between people, accepting the notion that all the people within a society are not equal. In this context, the UK scores 35 while Bangladesh's score is 80 which is much higher in compared to the UK (hofstede-insights.com, 2020). It indicates that the management of the business in the UK believes that the inequality between the individual members needs to be reduced. However, the businesses of Bangladesh follow the policy of the hierarchical order which may create challenges for the Black Beauty Bakery Shop's employees for working in this country.

Individualism

In this dimension, the UK scores the highest 89 meaning to favor liberty of action for individuals over collective control whereas the score of Bangladesh is 20 meaning to favour people's values of working together (hofstede-insights.com, 2020). Expectations of employer and employee relationship are majorly based on expectations that integrate a loyal team along with family protection provided by employers (Zaharia et al. 2016). Thus, this advantage may stimulate the growth of Black Beauty Bakery shop in Bangladesh that encompasses development of a new product in the name of dark chocolate pastry.

Masculinity

UK has a value of 66 in the area of masculinity that mainly determines that power, leadership and responsibilities are oriented and driven by masculine society. In this context, Bangladesh has a score of 55 (hofstede-insights.com, 2020). The process of moderate code is also considered to be a moderately masculine dominant society (Huang and Crotts, 2019). Bangladesh is also regarded as a spiritual country with people having religious values. Thus, both the countries can be considered moderately acceptable in developing Black Beauty Bakery shops when it comes to treating female employees and leaders equally and fairly.

Uncertainty Avoidance

The UK has a value code of 35 in areas of uncertainty avoidance that generally depicts that the British people are comfortable in accepting information relating to ambiguity and uncertainty that might be considered as strength for Black Beauty Bakery shops (Khlif, 2016). On the other hand, Bangladesh scores a value of 60 in dimension of uncertainty avoidance that indicates people may have inability to cope with anxiety by minimizing uncertainty and ambiguity. Thus, integration of Black Beauty Bakery shops in Bangladesh might face problems in managing cross-cultural teams due to the difference in mindsets of individuals between two countries.

Long term orientation

Long-term orientation is about the cultural perspective of valuing adaptation and perseverance by delaying temporary material and social achievement or emotional gratification with a view to preparing for long-term achievement and success. UK having an intermediate value of 51 in this dimension tends to implement a dominant preference of British culture in society referring to development of time on traditions that consist of a major view in suspicion and societal change (Minkov et al. 2017). Bangladesh also achieves a value of 47 that majorly accepts a moderate preference in achieving long-term orientation. Given the rankings between both the countries, this business will not face big challenges while operating in Bangladesh.

Indulgence

In this dimension, Bangladesh achieves a score of 29 in comparison to that of the UK which is 69 (hofstede-insights.com, 2020). This explains the extent in which individuals within the society try to control their impulses and desires relating to enjoyment of life and engagement in fun. This majorly facilitates the culture of UK for incorporation of Black Beauty Bakery shop along with a cool and friendly environment (Kim, 2017). On the other hand, the people of Bangladesh with a score of 29 have a tendency in self-restraint. They tend to take decisions within the financial capacity of their income. Thus, the management of the Black Beauty Bakery Shop might face challenges while dealing with the

employees of the host country because of two different impulsive behaviours of the people between two countries.

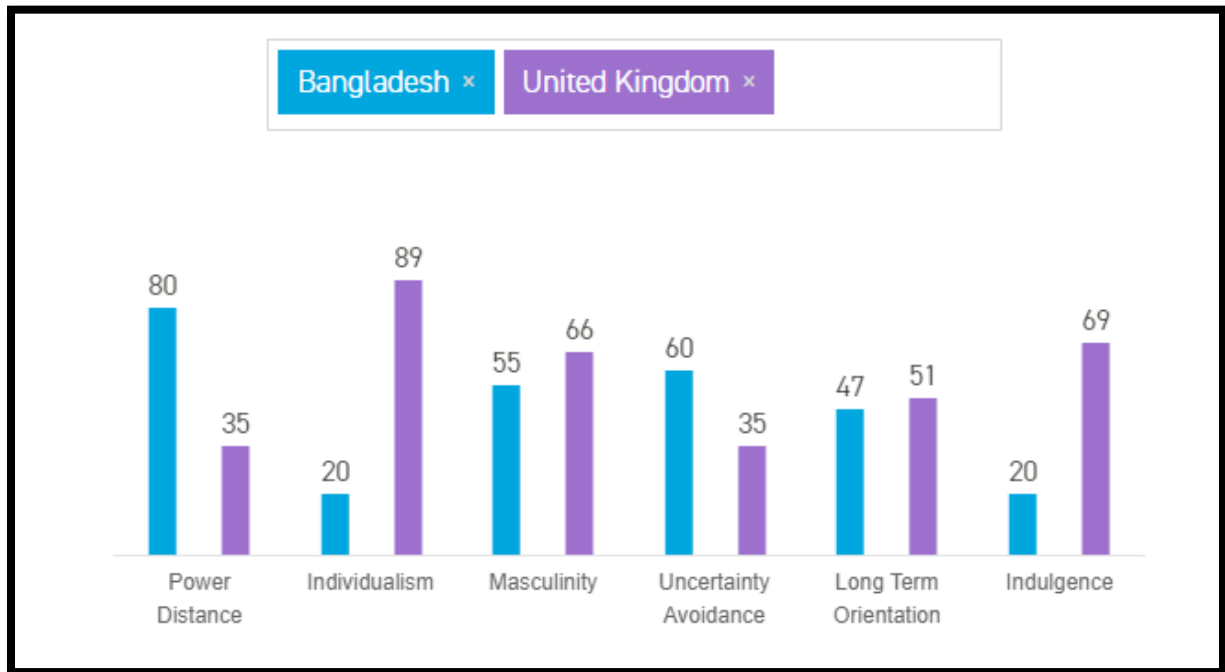


Figure: Cultural Dimensions of Bangladesh and UK
Source: Hofstede-insights.com

3.2 International and multicultural engagement

Innovation steps of idea development and creation

Innovation is considered as an indispensable part for implementation of new products by Black Beauty Bakery shop in developing a new product for an entirely new market. Five different steps are majorly available that ascertain proper ideas in the area of development and creation of a new market business plan for the entire organisation.

Step 1: Mobilisation and Idea generation

This step is considered as the starting line in which new ideas are generated by the business for developing new products. In this stage, Black Beauty Bakery Shop can generate new ideas for innovating their new product that is Dark Chocolate pastry within the international market. Generation of a new idea is majorly encompassed on the area of mobilisation stage that integrates idea of travels to various logical locations (Kwon and Hudson-Smith, 2018). However, after generating the new product idea, the management of this business can move to the mobilization stage in which their ideas can travel to various logical or physical locations.

Step 2: Screening and advocacy

Integration of screening and advocacy majorly takes their place for engraving multiple ideas that lack potentiality allowing stakeholders to reject impulsive ideas based on novelty (Fujii, 2017). In this stage, this business can identify the benefits and limitations of the new product's innovation before launching

it in the new market. It is essential for the business to carry out both screening as well as advocacy of the new product in order to prevent the rejection from the stakeholder at the beginning. It might also support them to identify the mistakes within the product in a positive manner. It is necessary to share transparent information regarding products to the stakeholders.

Step 3: Experimentation

This step majorly encompasses sustainability ideas for Black Beauty Bakery shops in the generation of sugar-free dark chocolate pastry in the political environment of the UK and Bangladesh. Essentiality of determining customer use along with areas of innovation needs to be integrated for generating ideas based on discovery and development of new products (Herrera, 2016). This can be viewed in a forward position of market value that interprets discovery in the form of failures along with generation of multiple catalysts in better and innovative ideas. The management will be able to understand the likings for the new product by displaying the product sample within the market. It can support them to understand the necessary changes required within the dark chocolate pastry in terms of the sugar amount as well as quality of the product.

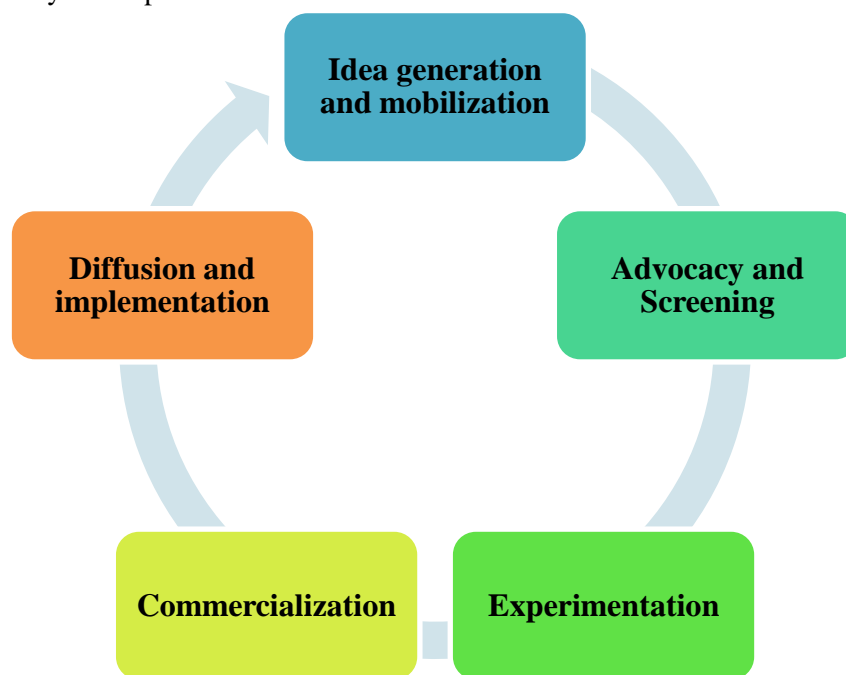


Figure 1: Innovation steps of idea development and creation

(Source: Schuh et al. 2018)

Step 4: Commercialization

This step helps the business to understand the perception of its customers by analysing whether the innovation of the new product has actually solved the problem faced by the customers. In this context, the prime target of this business will be diet and health conscious customers who do not eat high calorie pastries due to obesity. Thus, it majorly looks to satisfy customers of the UK and Bangladesh that can actually integrate to solve problems and analyse major benefits and cost for rolling out innovation of sugar-free dark chocolate pastry (Ivascu et al. 2016). However, it will be analysed whether these customers are preferring this sugar free dark chocolate pastry or not. Thus, proper implementation of commercialization needs to be integrated with development of innovation that encompasses advocacy for progressing in multiple ideas with different stages of development.

Step 5: Implementation and Diffusion

The step of implementation and diffusion majorly consists of gaining final acceptance related to implementation and innovation of new product with setting up of deliberate structure along with maintenance of resources and products (Domínguez-Escrig et al.2019). Providing different varieties of sugar-free dark chocolate pastries can be cited as a good example in approaching the process of diffusion that involves employees in an early generation of idea and conduction of multiple innovation jams.

Strategic planning

Strategic planning is a process that helps to identify multiple philosophical approaches in conduction of business by implementation of strategic thinking and analysing the process. It is essential for the management of the Black Beauty Bakery Shop to write down the mission as well as the vision statement of this business for supporting the employees to understand the actual requirement of the company. However, the present vision statement of this organization to develop a new pastry product that is Dark Chocolate for making this business successful in both host and home country. However, the management of this company needs to perform a gap analysis in order to understand the cultural gaps present within the team members. Currently, a strategic planning helps to integrate in fulfilling goals of an organization in a proper manner (Grünig and Morschett, 2017). It majorly integrates **clarification of vision** that helps to clarify the entire vision for development of new products in the market. This majorly consists of three different key factors that define long term and short-term objectives along with identification of process in accomplishment. Finally, it customises the process of the interior staff of Black Beauty Bakery shop for keeping a track of success with proper attainment of goals in a realistic detailed manner (Cassidy, 2016). Determination of multiple resources within business majorly helps to reach dedicated objectives and goals along with seeking processes of internal and external resources (Stauss and Seidel, 2019). This action stage is majorly considered to be an essential factor for the strategic management process. Increasing strategy works in an adequate manner based on the structure of the business entity (Chan, 2019). Development of new structure needs to be installed at every beginning process that helps to identify responsibilities and duties of every individual in the organisation. Along with that, control and evaluation need to be included in the form of performance measurements that requires consistency in reviewing external and internal issues and generating corrective actions. The necessity of evaluation majorly integrates with initiation of strategy that forecasts defining of parameters in the major area of progress for goal accomplishment (Bryson, 2018).

Validation and execution

As stated by David and David (2016), it is important for the business to provide clear as well as correct specification for the product for supporting the customers to understand the product in a proper way. After launching the new product with the market, this business can provide clear details regarding the ingredients used within the pastry in order to gain more attention from the customers in a positive way. Apart from that, before launching the product in the market, this business needs to check the quality of the product by the experienced as well as qualified people. It can help them to avoid any illegal consequences in the future in a positive way. It can also help to maintain the loyalty of the targeted customers in an efficient manner. On the other hand, it is essential to maintain the transparency of the product in order to increase the satisfaction of the product and help them to gain competitive advantage.

However, in order to validate the system of automation, a major requirement of executing protocols is essential for black beauty bakery shops in case of new product development. This too shall pass installation qualification along with proper achieving of operational qualification and performance

qualification. Execution of every qualification stage through implementation and integration of documentation tends to execute multiple areas of test scripts. Test plan that is required to validate every automated system portion within the system (Rocci et al. 2020). Black Beauty Bakery shop needs to ensure there is system testing consisting of documented evidence that meets regulatory standards in a proper manner.

3.3 Organizational mechanisms that influence multicultural collaboration

Leadership behaviours

Integration of leadership behaviour majorly helps in trading and generating multiple actions for identifying leaders in an individual and effective form. Integration of leadership behaviour is essential for multicultural collaboration of new products in multiple areas of business integration. This is important in guiding an individual of an organisation along with a generation of dedicated and influential areas that work in meeting specific and identifying goals. These actions are majorly essential in integration of multiple strategies that help to upgrade the area of effectiveness along with the process of daily cable integration (Jensen, 2017). Generation of leadership behaviour is essential for black beauty bakery shops as they integrate in generation and identification of new products in the UK and Bangladeshi market.

Innovation strategies

Innovation strategy majorly consists of a plan used by Black Beauty Bakery shop for encouragement of advancement related to service of new product incorporation in the UK and Bangladesh. This majorly investigates the amount of money spent in the area of research and development activities for gaining ideas to visit requirements and the necessity of new products in the multicultural market (Jensen, 2017). A strategy is essential for Black Beauty Bakery shops for gaining competitive advantage by providing fair price and differentiating taste and favour for the consumers. A dedicated team can be developed who may study to identify different flavours prepared by chefs with adequate form of communication with customers in every region. The team will communicate with their customers in an open manner at multiple times of business development. And, the management needs to stay informed about dietary needs that can cater to every individual during the process.

Knowledge sharing structures

Black Beauty Bakery shop needs to incorporate a management structure that helps to idolize and prepare a proposed knowledge structure for organising every activity in major sections of business operation. Activities need to be based on terms of knowledge and knowledgeable workers that further extends the concept of inclusion with a larger knowledge group (Jensen, 2017). Black Beauty Bakery shop requests to transform the organisation into a well dedicated and advanced knowledge base organisation that incorporates the idea of adding new elements to their innovative menu list in the UK and Bangladesh.

Communication vehicles

Communication is decided to be an effective and essential mechanism that majorly influences multicultural collaboration in a deep aspect. Major differences cannot be filled by employees of Black Beauty Bakery shop as English is considered to be a common language between two areas of the UK and Bangladesh (Liu et al. 2018). Adaptation of diversity in multicultural collaboration is crucial among employees between two countries in terms of communication and adjustment.

Organisational culture and team climate

Development of organisational culture with organisation is majorly dependent on holding of values along with assumptions and beliefs for the continent of UK and Bangladesh. Bangladesh majorly holds a strong symbol of rituals in every sector. Development of team climate is majorly integrated for recurring behavioural patterns along with managing adequate feelings and attitude that helps to characterize current organisational state (Fazli and Bittner, 2017). Black Beauty Bakery can emphasize team coherence and trust for multiple area performance in organisational culture and generation of dedicated team.

3.4 Change Management Challenges

Black Beauty Bakery can face the challenge of lack of proper planning while implementing the change management within the organization. This is because improper planning can develop hindrance while launching the new product in the market. The organisation can also face challenges in terms of not assigning the roles of the employees in an effective manner. Ahmed et al. (2016) mentioned that adoption of new technology in the organisation can create problems in terms of different logistical issues. In this context, the management can implement new technology such as the microprocessor control for the purpose of conducting oven baking process. The implementation of this particular technology can be challenging if the employees of the organisation are not trained enough to use that. Moreover, training the employees reluctant to change can be a significant challenge in the workplace. Vidgen et al. (2017) added that the failure of communication develops negative factors within the organisation. On a similar note, the improper communication among the employees can develop the feeling of uncertainty which can also disrupt the work process. This can also develop hindrance in terms of the plan and progress towards the implementation of change. Miscommunication can also develop obstacles to provide brainstorming ideas from the employees which can enhance the productivity of the organisation.

It is understood that the culture between the host and the home country of Back Beauty Bakery is different. So, conflicts among the employees can take place due to the presence of different values. Haworth (2016) stated that low employee morale can develop barriers to the organisational change in terms of the employees resisting the change management process. The lower employee morale within the organisation can cause hindrance in developing the change process. This is due to the fact the employees of the organisation can resist the change in terms of not accepting the proper technological adaptation within the organisation. This can also cause challenges in terms of lowering the productivity as well as the sales volume within the competitive market. Vayyavur (2015) added that resistance within the organisation causes hindrance in terms of affecting the smooth transition and impact employees' productivity and efficiency. Thus, the resistance from the employees can also reduce the efficiency within the organisation which can also have a significant impact on productivity. Domingues et al. (2017) mentioned that the failure to embrace a particular plan or process can develop significant change management challenges. Here failure to embrace the microprocessor control can develop challenges within the organisation in terms of unable to develop proper cake baking processes. Arunachalam et al. (2018) added that it is necessary to take proper decision before adopting the new technology in order to reduce the conflict within the organisation.

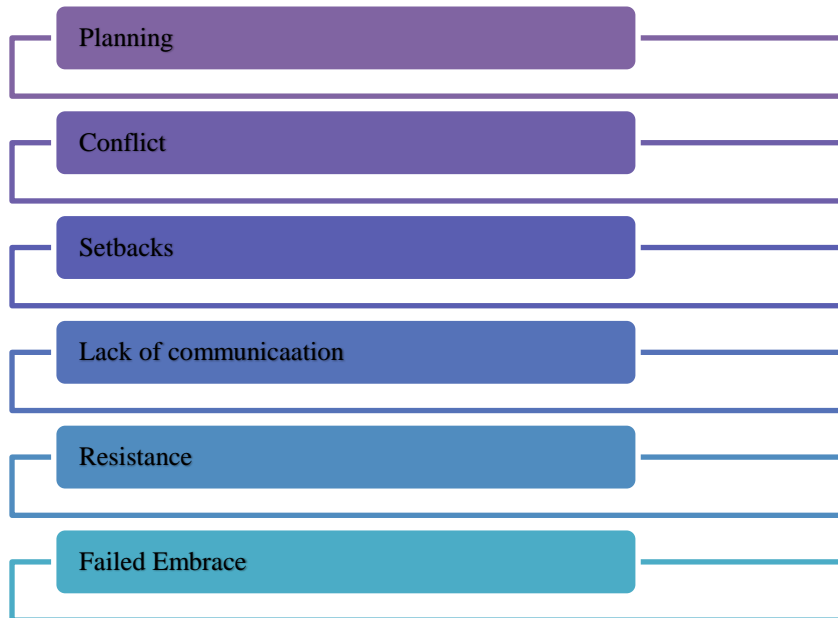


Figure 2: Conflict management challenges
(Source: Arunachalam et al. 2018)

4. Methodology

To achieve the objectives of the study the researcher searched the literatures in reputable data bases such as Scopus, Google scholar, Web of science and ProQuest. Selected specific key words (Cross-cultural communication, multi-cultural collaboration, entrepreneurial leadership, change management, international market, internationalization, Bangladesh, UK) were used using balloon words (AND, OR). Articles published on English languages were only included. Duplicate articles were excluded. Articles published between 2016-2020 were considered for the extensive review.

5. Discussion

In order to influence the multicultural collaboration for the Black Beauty Bakery shop, it is essential to implement the strategies and leadership qualities for the company. Directive leadership, one of the leadership behaviours, can be applied in which a leader is expected to define the tasks and responsibilities of the team members and set performance as well as reward norms. As mentioned by Jin et al. (2017), leaders need to clear the rules and regulations with applicability and impart guidance and advice for monitoring and appraising the performance of team members. Supportive leadership is also important in which the leader creates warm interpersonal relationships among the groups and understands and shares aspirations and inspirations. It also enhances the concern for increasing welfare as well as promoting cohesiveness in the group. It is important to follow the five principles of Global leadership including the Integrity, Purpose, Sacrifice, Discipline and Compassion.

According to Harries (2019), global leaders with an orientation of diversity-management have expertise for constantly adapting different parts of the business with the local context. In this context, the Black Beauty Bakery shop with diversity-oriented leaders can strive for adapting the behaviours of leadership with the people as well as situations in the organization. It can utilize the VUCA model of business transformation which comprises volatility, uncertainty, complexity and ambiguity. As mentioned by Clegg et al. (2019), this model helps in determining the environment that amplifies the requirement for

addressing customer needs more and also the process of capturing value from imparting new products and services. In order to enhance the multicultural collaboration of Bangladesh by Black Beauty bakery shop, the leader needs to make incremental innovation by utilizing existing technology and enhances value to the consumers within the existing operating market. Disruptive innovation of new technology or processes to the current operating market of the company can be applied. As per the views of Vecchiato (2017), innovation with complexity can often be subordinate to existing technology of the market.

Global Matrix Structure is important for the concerned bakery shop to implement in blending with its culture for influencing the multicultural collaboration with Bangladesh. As mentioned by Tremblay et al. (2016), this matrix culture is used in blending the geographic area and product and structures of functions. It is for leveraging the benefits of a global strategy and for maximizing the learning of global organization with fulfilling local requirements and needs. The implementation of technological change should go with effective knowledge management. As mentioned by Santoro et al. (2018), advanced companies use the content management for facilitating collaboration and uncovering innovations by the process of training and development. The global matrix structure is needed for the company to blend with the Hierarchy Culture in which there are control and monitoring. As mentioned by Kim (2020), there is a formal working environment with strict procedures of institutions in place to act as guidance. Leadership in such a culture for the organization is needed which would be based on arranged coordination and monitoring. This monitoring needs to be implemented in office culture to give prominence in the level of efficiency as well as predictability.

The values of Black Beauty Bakery shop are to be maintained with consistency and uniformity. In order to create a multicultural organization, commitment is required to the heterogeneousness of development procedure by top management as well as every employee. Development and training are also important for its employees of the leadership of cross-cultural competencies and conflict resolution skills in Bangladesh. As per the views of Engelhard and Holtbrügge (2017), in order to lead a multicultural team effectively and efficiently, situational leadership is required choosing the right leadership style for the right people where leaders act like partners supporting employees in their decisions. (Blanchard and Hersey, 2014). The leader has to understand multi-culture with a high range of cultural flexibility and tolerance of ambiguity and low range of ethnocentrism. It is also necessary to select team members having the understanding of cross-cultural communication and collaboration. In this context, Black Beauty Bakery shop must understand organizational framework effectively in operating in the host country, Bangladesh. The organizational framework of the hierarchy within the organization, as well as the space of actual physical and the virtual must be clearly defined.

On the other hand, communication and methods of communication are other important aspects for determining the cross-cultural and multicultural influence for the company. It is important to make communication with having a positive attitude and with clarity about the targeted customers the company is addressing. Also, it is required for the company to use effective communication medium including social media platform and documentation as well. It is also needed for the company in avoiding the creation of value judgements and rephrasing with clarity regarding the local information and trends of the host country. The management needs to create communication with employees with the help of using emailing and texting and organizing frequent meeting to maintain the workflow of information. According to Bin-Tahir et al. (2017), on the other hand, the marketing team is needed to be created for communication with consumers of the local area of the host country to collect the information regarding their trends and needs.

It is also required to make interconnection communication among each department of the company to maintain the flow of information. It is crucial for having significance development of business operations of the company involving marketing department with the accounting and cost department and the department of manufacturing as well. The internet, as well as modern technology has to be used to make open new marketplaces for the organization to promote their businesses and its new products which is health-conscious dark chocolate pastry to new geographic locations and cultures. The management ought to utilize the platform of internet and technology conveniently for working with people far away from anywhere as cross-cultural communication is enhancing the digital communication.

As mentioned by Zhu et al. (2018), effective team climate is about ensuring every team member is clear about their needs and priorities. Thus, the management needs to work with the team for creating an acknowledged set of values as well as the process of working. During the time of working with managers under which the teams are in a situation of conflict as well as under-performing, the first thing is to make finding out the presence of any unclear vision and mission as well as values for the team. In order to set an effective climate of a team, the Black Beauty bakery shop ought to establish effective leadership with establishing the relationship with every employee of the company. The management needs to check on the employees' working activities with their needs and priorities and if any employee faces any kind of issues and problems. Also, the company can try to include its employees in the process of decision making. Instead of delegating tasks, it is important for the leader to provide teams with open-ended projects and permit them for determining the best ever solution.

5. Conclusion

Black Beauty Bakery is providing a new product for the new market in terms of sugar free dark chocolate pastry. If the organization can identify the needs of the customers and the interest of the employees of Bangladesh, it can overcome the challenges in developing a new product internationally. The leader can apply situational leadership in implementing the change management process effectively and efficiently considering the cultural differences before launching the product within the new market. The leader must be emotionally intelligent with proper leadership style that goes a long way in implementing strategic decisions considering different factors associated with the situation. This will eventually enhance the brand position as well as the recognition of Black Bakery Beauty shop in the international market.

6. Recommendations

Black Beauty Bakery shop should incorporate their marketing performance review by multiple standards to be implemented for analyzing the outcome of the new product in the market. The measurements for achieving such market review include brand awareness along with lead generation and customer acquisition for the new product. Research and Technical Development (RTD) needs to be done for retention of customer loyalty in the development of a new product that rejuvenates the choice of customers. Multiple website trafficking related to the presence of dark chocolate pastry in the markets of the UK and Bangladesh needs to be addressed that helps to nurture the process of lead management in every stage.

The management, on the other hand, needs to assess the values of the host country so that the proper culture can be maintained within the workplace. Effective cultural management not only facilitates in reducing the conflict within the organisation but also fosters a proper work environment in it. This also

helps in enhancing the efficiency of the employees as well as achieving the desired goals and objectives of the company. It is also required to impart proper training to the employees of the organisation so that they can generate proper ideas as well as implement it in an effective manner. With the aid of brainstorming ideas, the management of the company can attract a wider range of consumers that can also help in increasing their sales volume and market share.

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