CULTURAL BARRIERS IN INTERNATIONAL BUSINESS – AN INDIAN PERSPECTIVE WITH SPECIAL REFERENCE TO FOOD INDUSTRY

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Abstract: The changing global economy and international settings demand high levels of foreign language skills as well as cultural competencies to be taken into account while conducting business. In particular top managers' and key personnel's foreign language and cultural skills emerge as being critical as a source of competitive advantage contributing to superior company performance in international markets. The purpose of this project is proposing the importance of developments of communication which have a huge influence on international business.

Firstly, it will mention the cultural barriers in international business. Secondly, the paper emphasizes the impacts of cultural barriers in international business. Finally, the paper will focus on finding out the adjustments had been done on the international companies' part while entering a new market and their subsequent adaptation to these cultures. In the end, the paper will focus on the impact of cultural barriers in the Indian context, the main religion on foreign food joints. The paper also contains an open-ended questionnaire to judge the impact of religion on food joints in India and the findings thereto.

Keywords: cultural barriers, language diversity, religion, communication, westernization.

I. CORRELATES OF CULTURE: AN INTRODUCTION

With the rapid speed of integration nowadays the cooperation between companies across over the world has become more popular. One of the most important factors to make a success for that process is communication. Effective communication between international business partners is critical for global success. In times when economic integration, business globalization, a market economy, and technological advances give rise to the multiple economic, political and social changes while national, economic and cultural boundaries dissolve to bring about a world of global interdependence, many businesses, and enterprises are highly motivated to actively seek positions in international markets. The decision to expand internationally, however, is not easy. For one the company enters into an unfamiliar territory which exposes it to certain risks not present in its domestic operations. Among these risks the business organization has to deal with prior to establishing the business in another country are the licensing and regulatory requirements, the labor laws, the taxes imposed, the peace and order situation, the kind of government, and the business environment. While these variables have kept on changing, business organizations oftentimes make a mistake in not including the most covert, and most constant factor in establishing business overseas – cultural differences.

The management of business operations for an organization that conducts business in more than one country. International management requires knowledge and skills above and beyond normal business expertise such as familiarity with the business regulations of the nations in which the organization operates, understanding of local customs and laws, and the capability to conduct transactions that may involve multiple currencies.

On the other hand, *culture* describes "the way things work around here." Specifically, it includes the values, beliefs, behaviors, artifacts, and reward systems that influence people's behavior on a day-to-day basis. It is driven by top leadership and becomes deeply embedded in the company through a myriad of processes, reward systems, and behaviors. Culture includes all the behaviors that may or may not improve business performance. Today, culture is a CEO level issue and something that can be measured and improved to drive strategy.

Wherever we live, we are going to be influenced by the attitudes, customs, and practices of the surrounding people. Those basic elements are the definition of culture. When a person of one culture encounters the beliefs and resulting actions of another culture, a clash can occur, which can be a barrier to success. Such barriers can have significant implications at work, school or in the wider community.

1.1 Variables of culture
1.1.1 Language
Before getting into what language differences are let's understand the basic terms related to language.

So the first one is Language diversity: "the number of different languages the company has to manage". Secondly we have Language penetration: "the number of functions and the number of levels within those functions that are engaged in cross-lingual communication". Thirdly, Language sophistication: "the complexity and refinement of the language skills required".

Let's now understand how language is a major part of culture and impacts the decisions of the businesses. The business world is in a continuous development. Businesses are evolving and activating in a diversified environment that doesn't respect physical boundaries anymore. Even more, due to accelerated globalization, we now live in a world where any type of business has the possibility to extend over borders. This made language proficiency a very important business skill that will boost anyone's career.

Language is socially constructed and therefore embedded in the culture. Understanding the embedded meanings requires mastering the language, a process that can be extremely time consuming and difficult. Misinterpreting the words or the

cultural meaning associated with them may negatively affect the entire interchange. In the case of a business deal, it may be a deal-breaker. In this situation, a good interpreter can become a major asset. He or she may even construct bridges and open doors that would not be opened to an outsider or at least that could not be opened without a great deal of effort, pain, and time. On the other hand, the poor choice of an interpreter can actually create additional obstacles even if he or she is fluent in the language.

The first obstacle to overcome is usually language. Knowing the language of the country you're targeting helps you succeed in business there. There are more than 6,000 languages worldwide, and it seems difficult to pick the most critical languages in order to impact your overall earnings. When one think about the languages they would like to learn for his/her business, their first assessment should be looking at the macro level business goals, core target audiences and think about how one sees himself in the coming years. One doesn't have to master every language before breaking into foreign markets but knowing some keywords and forms of address is generally enough to establish a feeling of trust conducive to effective negotiation

As a matter of fact, languages such as Russian, French, English, Mandarin, German, Portuguese, Arabic Japanese and Hindi have dominated the global landscape for doing business.

1.1.2 Religion

Religion is a cultural system of designated behaviors and practices, morals, texts, sanctified places, prophecies, ethics, or organizations that relates humanity to supernatural, or spiritual elements. There are some 4,300 religions of the world. Nearly 75 per cent of the world's population practices one of the five most influential religions of the world: Buddhism, Christianity, Hinduism, Islam, and Judaism. Christianity and Islam are the two religions most widely spread across the world. These two religions together cover the religious affiliation of more than half of the world's population. The world's 20 largest religions and their number of believers are: Christianity (2.1 billion), Islam (1.3 billion), Nonreligious (Secular/Agnostic/Atheist) (1.1 billion), Hinduism (900 million), Chinese traditional religion (394 million),Buddhism 376 million, Primal-indigenous (300 million), African traditional and Diasporic (100 million), Sikhism (23 million), Juche (19 million), Spiritism (15 million), Judaism (14 million), Bahai (7 million), Jainism (4.2 million), Shinto (4 million), Cao Dai (4 million), Zoroastrianism (2.6 million), Tenrikyo (2 million), Neo-Paganism (1 million), Unitarian-Universalism (800,000)

Religion in India- India is characterized by more ethnic and religious groups than most other countries of the world. Aside from the much noted 2000-odd castes, there are eight "major" religions, 15-odd languages spoken in various dialects in 22 states and nine union territories, and a substantial number of tribes and sects.

According to the American clergy man and author Maltbie Babcock, "Business is religion, and religion is business. The man who does not make a business of his religion has a religious life of no force, and the man who does not make a religion of his business has a business life of no character."

Religion impacts the business is various manners some of which are positive and some are negative. Religion disrupts communication as it creates a specific image of people who follow other religions. People find it difficult to talk to people who follow different religions. Religious views influence how people think about others. It creates differences in opinions. For example, in Pakistan, the Christians have to speak up for their rights as the majority is of Islam and the Christians are discriminated. There is also a lack of communication between these religious groups.

1.1.3 Behavior and Beliefs

A belief is an idea that a person holds as being true. A belief can come from different sources, including: a person's own experiences or experiments, the acceptance of cultural and societal norms what other people say. A potential belief sits with the person until they accept it as truth, and adopt it as part of their individual belief system. Behaviors are how these internalized systems (attitudes, beliefs and values) are expressed. In other words behavior is how a person act based in his/her values, beliefs and attitude.

A society's belief and their behavior indirectly shapes the strategies of any organizations all over the world as cultural differences cause behavior and personality differences like body language, thinking, communication, manners, norms, etc. which leads to miss communication. For example, in some cultures, eye contact is important whereas in some it is rude and disrespectful. Culture also sets a specific norm which dictates behavior as they have guidelines for acceptable behavior. It explains what is right and wrong. Every action is influenced by culture like ambitions, careers, interests, values, etc. Beliefs are also another cause for a cultural barrier.

For instance, most people who believe in God can cope with their lows of life easily than atheists but atheists are more hardworking at all times which relates to their behavior and communication. An appropriate amount of emotion that must be displayed is also different in different cultures. Roles are defined by culture. Good communication only occurs between people with different cultures if both accept their differences with an open mind.

1.1.4 Ethnocentrism

It is the process of dividing cultures as "us" and "them". The people of someone's culture are categorized as in-group and the other culture is out-group. There is always a greater preference for in-group. There is an illusion of out-group as evil and inferior. This evaluation is mostly negative.

If the culture is similar to us then it is good and if is dissimilar, it is bad. Other's culture is evaluated and assessed with the standard being their own culture. Ethnocentrism affects the understanding of the message and encourages hostility. For example, the books in schools use the reference of their own culture to describe other cultures by either showing common things or differences.

1.1.5 Stereotypes and Prejudices

Stereotyping is the process of creating a picture of a whole

culture, overgeneralizing all people belonging to the same culture as having similar characteristics and categorizing people accordingly. It is a belief about a certain group and is mostly negative.

Stereotyping can be done on the basis of many things like nationality, gender, race, religion, ethnicity, age, etc. For example, Asian students are stereotyped to be good at Math which is a positive stereotype. But, there is also the cultural stereotype of all people following a particular religion as being violent like Islam and is negative stereotyping.

Negative stereotyping creates prejudices as it provokes judgmental attitudes. People look at those cultures as evil and treat the people following the religion wickedly. Media is a tool of mass communication which promotes stereotypes and prejudices and creates more communication barriers.

1.1.6 Signs and Symbols (Semantics)

Non-verbal communication cannot be relied upon in communication between people from different cultures as that is also different like language. Signs, symbols, and gestures varies in different cultures.

For example, the sign "thumbs up" is taken as a sign of approval and wishing luck in most of the cultures but is taken as an insult in Bangladesh. Similarly, the "V" hand gesture with the palm faced outside or inside means victory and peace in the US, but the back of the hand facing someone shows the sign is taken as insulting in many cultures. The culture sets some meanings of signs like the ones mentioned above, which might not be the same in other culture.

1.2 Cultural barriers in the Indian context.

Indian culture is one of the most ancient and richest cultures of the world. This ancient culture today is being influenced by globalization and the new generation of India is slowly leaning towards the dominant western culture. Even though globalization has led to an overall erosion of the cultures worldwide, it has also made cultures globally recognizable through the spread of information on cultural awareness. Indian culture is exported and recognized throughout the world in the form of yoga, cuisine, Bollywood, etc. This has also brought about the necessary changes for world integration. As firms enter new markets in emerging economies, they realize that the structure, framework, distribution channels, and the customer wants differ radically from market to market. Standardization of operations of a multinational firm leads to failure almost every time. Informal interviews with a sample of youth in Mumbai show that the changes made by globalization and international firms are very prominent in the younger age groups. The youth, which is under the constant influence of western media, culture, cinema, music is slowly inclining itself to the global culture. The older generations, at the same time, are rooted in their old habits and have not adapted. But as India heads towards growing literacy and increasing access to internet and information, westernization through globalization cannot be averted for too long.

Today we see the drift especially in the metropolitan regions shifting to western clothing like jeans, tee-shirts In India. The rapid change of fashion in India is now leading to reduction of the importance of the Indian culture to many people. The western culture is also in a way reducing the importance of age-old festivals. Indians greatly celebrate their festivals like Holi, Diwali, Navratri, etc. with great gusto. Even though there is no apparent decrease in the celebration of these festivals, there has been an increase in the celebration of western festivals like Christmas or Halloween.

The Indian plate now incorporates many western foods such as pizza, burgers, steak tacos, etc. and Indian foods like Golgapa, curry, etc., are facing decreasing popularity. However, they are becoming common over the world because of an increase in cultural export.

English is spreading its reach rapidly. Fluency in the English language is also becoming a prerequisite for various jobs. This is a distinct disadvantage to the people who have been speaking their native languages. Age-old beliefs like family values, respect to elders, teachers are slowly disappearing. People are adapting themselves to the dominant western culture. This is also leading to the youth of the country duplicating the extravagant western lifestyle, which is not very sustainable in the long run.

The western culture has also influenced India in many good ways. For example, it is making India more modern. All cultural groups now realize that they cannot remain isolated from the world forever and India needs to integrate with the rest of the world. Due to western influence, sanitation and public health have improved significantly in India.

Free trade has made western medicines available all over the globe which has helped to reduce sickness and diseases in large parts of India as health care has become more accessible. This is improving the standard of living among people and bringing down mortality rates.

1.3 Cultural adaptation

The issue of cultural differences also needs to be addressed. More than any other factor, Culture is the prime determinant of consumers" purchasing behavior and want structure. Firms from the advanced countries who cannot understand the culture in the developing counties are doomed to fail. There is a lot of research which needs to be done about adopting a brand to different cultures, but getting the right advice and an insider's view from within the market is a good way to start. Sometimes, to succeed in the market, even the most iconic product must adapt to the existing culture.

Kellogg's had a long struggle in India as it never really understood the needs of the Indian consumers, Oreo did not succeed in China when it was first launched and was on the verge of being pulled out. Kraft researched that the bitter and sweet contrast of the Oreo cookie was not working on Chinese tongues and so changed the recipe. The Oreo team also launched a series of TV advertisements where cute children demonstrate to their parents and other adults how to eat an Oreo cookie in the American style. Sales of Oreos doubled in China and Oreo is now the best-selling cookie in China. McDonald's around the world thinks globally and acts locally. It offers customers variations of their product as per their culture and religious customs. For instance, in India, it has separate serving streams for vegetarians and does not serve beef or pork. In tropical countries, it has added guava

juice to its menu for consumers to beat the heat while it offers beer to its consumers in France and Germany in keeping with the local culture. In China, Mc Nuggets are offered with chili garlic sauce. In Israel, McDonald's had to change its menu to respect the regulations of the Jewish Halakhic law framework and kosher restaurants which do not allow eating a mixture of meat and milk and thus McDonald's separated the cheese and meat from its Big Macs. McDonald's launched Kaisu Burger in Singapore based on the popular comic strip character Mr. Kaisu and later launched Kampung Burger which is based on a cartoon character, Kampung Boy to denote the customary values associated with village life. Besides that, it also offers desserts and beverages such as mango and durian milkshakes to appeal to local taste. Though McDonald's has adapted globally to customers taste buds and choices but the structure of its menu has remained standard: sandwich/burger, fries, and soft drink.

Starbucks with its unparalleled global brand recognition operates in 72 countries. Starbucks began to feel the culture shift when it expanded to Europe, particularly France and Austria. There is a deeply ingrained café culture in Europe, and patrons are known to linger in the coffee shop well after their beverage is purchased and consumed for leisurely chats, business meetings, or just reading books alone. Starbucks renovated its stores to create a comfortable luxurious space with more seating and free Wi-Fi. When Starbucks expanded into India, they understood that they may not enjoy the kind of rapid growth they were used to in other countries so they opted for a measured pace of expansion opening only 75 stores over a three-year span. At first, Starbucks continued its global strategy of selling primarily coffee but is now planning to bring their recently acquired tea company, Teavana to the region to increase sales.

1.4 Impacts of cultural barriers

Culture affects international business in three core areas: communication, etiquette, and organizational hierarchy can help you to avoid misunderstandings with colleagues and clients from abroad and excel in a globalized business environment.

Effective communication is essential to the success of any business venture, but it is particularly critical when there is a real risk of your message getting "lost in translation." In many international companies, English is the de facto language of business. But more than just the language you speak, it's *how* you convey your message that's important.

While fluent English might give you a professional boost globally, understanding the importance of subtle non-verbal communication between cultures can be equally crucial in international business.

What might be commonplace in your culture — be it a firm handshake, making direct eye contact, or kiss on the cheek — could be unusual or even offensive to a foreign colleague or client.

Organizational hierarchy and attitudes towards management roles can also vary widely between cultures . Whether or not those in junior or middle-management positions feel comfortable speaking up in meetings, questioning senior

decisions, or expressing a differing opinion can be dictated by cultural norms. Often these attitudes can be a reflection of a country's societal values or level of social equality. For instance, a country such as Japan, which traditionally values social hierarchy, relative status, and respect for seniority, brings this approach into the workplace. This hierarchy helps to define roles and responsibilities across the organization.

Workplace Etiquette varies wildly from country to country, and business professionals are often unaware of the differences. For instance, the French prefer to shake hands lightly, as do the Japanese and South Koreans, and pre-business chit-chat may be customary in Brazil, but this is not the case in Russia, Switzerland and a number of other countries. The concept of punctuality can also differ between cultures in an international business environment. Different ideas of what constitutes being "on time" can often lead to misunderstandings or negative cultural perceptions. For example, where an American may arrive at a meeting a few minutes early, an Italian or Mexican colleague may arrive several minutes or more after the scheduled start-time (and still be considered "on time").

Along with differences in etiquette, come differences in attitude , particularly towards things like workplace confrontation, rules, and regulations, and assumed working hours. While some may consider working long hours a sign of commitment and achievement, others may consider these extra hours a demonstration of a lack of efficiency or the de-prioritization of essential family or personal time. However, countries such as Norway, which emphasize societal equality, tend to have a comparatively flat organizational hierarchy. In turn, this can mean relatively informal communication and an emphasis on cooperation across the organization.

II. LITERATURE REVIEW

The whole idea of culture, cultural barriers, its variable and the impacts is not an easy analysis to be done. It is done in steps. Defining what cultural barrier is very important. Different philosophers has worked on more on less the same concept of cultural barriers and how companies overcome these barriers in home country as well as internationally. The following literature review may be looked in order to develop the concept.

Md. A. A. Mamun Miazi (2015) in his paper Cultural Barriers in International Management explains Culture as "the way things work around here." Specifically, it includes the values, beliefs, behaviors, artifacts, and reward systems that influence people's behavior on a day-to-day basis.

It is driven by top leadership and becomes deeply embedded in the company through a myriad of processes, reward systems, and behaviors. Culture includes all the behaviors that may or may not improve business performance. Today, culture is a CEO-level issue and something that can be measured and improved to drive strategy. Most importantly "Cultural-Barriers" itself negative things for the MNC and management. So, if management body of an organization fail to overcome it there will be obvious negative effects waiting for the organization. The primary negative supposed to be decreasing effectiveness and efficiency. It will automatically

lead to poor control over employees by the manager. Beside there are many general negatives effects such as: low productivity, internal – external politics, communication problem, job dissatisfaction, stress, workplace etiquette problem, hierarchy complexity etc.

Different studies suggest that cross-culture interactions may foster creativity, learning and knowledge sharing, contributing to better problem-solving and innovation. They can also bring about improved adaptability, communication and job satisfaction. Correspondingly, MNC may benefit from building of social capital. However, to achieve the positives outcomes, there is a necessity for understanding and overcoming cultural barriers.

Dr. Jehangir Bharucha (2017) in his paper Cultural diversity and cultural adaptation worked on the fact that ancient culture of India today is being influenced by globalization and the new generation of India is slowly leaning towards the dominant western culture. Even though

globalization has led to an overall erosion of the cultures worldwide, it has also made cultures globally recognizable through the spread of information on cultural awareness.

Western food has also become is more popular among the younger generations.

The older generations still prefer eating Indian food. The age groups 25-40 and 40-60 clearly do not prefer western music over Indian music. India's history and culture are linked with its art and music. Even though the country is becoming a part of the global culture, the old generation is still unaffected by globalization in music. Cinema is one of the biggest factors which have given the American culture the popularity it has today. The younger respondents admitted to being more inclined towards western cinema. Even though the youth is strongly influenced by western cultures, all Indians irrespective of age stand by our traditional age-old festivals. Festivals celebrated in the West are not very popular in India, as of now. The younger age groups are happy with the change brought by globalization, while the older generation are divided on this issue and a majority oppose these changes.

Survey shows that the changes made by globalization and international firms are very prominent in the younger age groups. The youth, which is under the constant influence of western media, culture, cinema, music is slowly inclining itself to the global culture. The older generations, at the same time, are rooted in their old habits and have not adapted very well. This could be because they are not as exposed and influenced by media as their younger counterparts. In the coming years the youth would have completely immersed themselves in the western culture. This survey was conducted in Mumbai which being a metropolitan region is the most affected by western cultures and there is solace in the fact that the whole of Indian population is not getting westernized at a constant rate. The global corporations and media, the two major carriers of western culture affect English speaking, richer parts of the country the most. But as India heads towards growing literacy and increasing access to internet and information, westernization through globalization cannot be averted for too long.

Shivali Jindal (2018) in her paper Socio-cultural factors

affecting consumer behavior: A comparison of McDonalds& KFC in China and India examines Socio-cultural factors that play an important role in the success of a company in any particular continent, country, region, district or area. Adapting to these socio-cultural factors is a must for a company if it wants to survive in

a market different from its country of origin. Considering the cultural differences between American and various other cultures, whether and how they adapt themselves to these cultures caught the authors' attention.

The objective of this research paper is to find out what adjustments had been done on the international companies' part while entering a new market and their subsequent adaptation to these cultures. This research paper primarily focuses on what changes did McDonald's and KFC had to do to succeed in various countries and how they adopted the cultures of these countries. And ultimately which fast food chain was better in adopting these cultural changes and making a success out of it.

The theoretical foundations of the thesis are elaborated in terms of related items, theories, hypothesis and connection among them. Firstly, the deliberation of "adaptation or standardization" is introduced, and significant arguments from two of the sides are related, intended to provide analytical support for the standardization/ adaptation preference of McDonald's and KFC. Secondly, the authors presented the divergent scholarly definitions of culture and cultural adaptation, which is elemental to the consecutive analysis, narrowing down the argument of "adaptation" strategy to "cultural adaptation". On more reasoning, it is found that both McDonalds and KFC have done their fair share in trying to adapt themselves to the culture of the native country. Many changes in their strategies and an overall menu of each country are quite noticeable. It is difficult to say if one has beaten the other in terms of cultural adaptations but one thing is for sure, that both the companies have done their best to make themselves suitable and attractive for the customers of each and every country that they have visited.

Asaad Ali Karam (2013) University of Duhok, conducted a study of Cultural impact on brand: a case study on coca cola's cultural impact in India, Objective of the study was a) What are psychographic and behavioral characteristics of the target market? b) What is the target market's perception of CSDs and Coca-Cola Classic? c) What are the CSD purchase trends among the target market? d) What are common lifestyle trends within the target market? e) What is the media consumption of the target market? And the findings were that Coca-Cola need to concentrate in many aspects so that they can grab more market share and earn respect from the

community members. The company's brand reputation and brand recognition is not enough for them to grow in the Indian soil. Indians take business so seriously and their approach is entirely different when it comes to purchasing patterns and habits. Therefore, Coca-Cola has to adopt alternate branding and promotion strategies to develop its fan base in India.

After doing a detailed study on socio-cultural barriers of

Coca-Cola in India, the most noticeable factor is the company is not following and considering the social and cultural trend and factors. The main drawback which Coca-Cola is facing is it is going against environment or exploiting environment. The company is using fresh water in such a large quantity where there is a crisis for fresh drinking water; apart from that, due to its waste discharge they have been spoiling the water and soil. Therefore farmers are facing numerous problems with their crops. Because of these reasons Coca-Cola is facing problems in India. At the end it was suggested that, the company should employ an efficient corporate social responsibility team to monitor their operations in the Indian sub-continent and make policies to overcome any such instances. With the help of these suggestions, Coca-Cola can make a brilliant come back to the market.

III. RESEARCH METHODOLOGY

3.1 Objective of the study

- To identify possible cultural barriers Indian companies face while expanding abroad and the neutralization strategies they used to overcome them.
- To conduct a questionnaire-based study and judge the impact of cultural barriers on food joints in India namely, KFC, Dominos, Burger King, Starbucks, and McD.

3.2 Collection of data

Primary data was collected via an open-ended questionnaire of total 15 questions and was filled by food joints like Mc Donalds, Dominos, KFC, etc. to judge the impact of cultural barriers on food joints in India Also, Secondary data has been used for this project work, articles from scholarly journals and other published and reputable journals were used as the basis for the opinions written in this paper. Case Studies on the effect of cultural differences were also used as the basis.

3.3 Research Instrument

An open-ended questionnaire is used to collect primary data from food joints in Delhi. There are 15 questions in this questionnaire that are made filled by the managers of the joints like Mc Donalds, Burger King, Dominos, KFC and Starbucks.

3.3 Limitations of the study

The main limitation of my study is the time constraints, I have conducted some personal interviews of managers of food joints which is indeed a very time consuming task. Therefore, due to the time constraints I was not able to target more food joints. Another important limitation is the non-availability of concerned person to ask questions from which further leads to unavailability of appropriate data to work on.

IV. DISCUSSIONS AND FINDINGS OF THE STUDY

4.1 Cultural barriers Indian companies face while expanding abroad and the neutralization strategies

Barriers	Strategies Used
1) Foreigners don't trust Indian brands.	Build trust
2) It's a (fertile) jungle out there.	**Maintain Focus, Leverage Core Competencies**
3) India does not have the reputation for innovation	Innovate
4) Bollywood doesn't scale	**Global Brand, Local Knowledge**
5) The advertising department can't fight the CEO.	**Elevate Branding to the Boardroom**

1. Foreigners don't trust Indian brands.
According to PR consulting firm Edelman's 2017 "Trust Barometer" – a ranking and analysis of the trust and credibility that global consumers placed on respective international businesses, various governments, and global media organizations, the faith that developed market consumers have in Indian- based MNCs have depreciated steadily from 40% to 32% since 2011.
Negative press covering India's corruption, inadequate infrastructure, and fractured government has done far greater damage to Indian companies, than those companies have done defending their brand, counteracting negative public opinion, and ultimately building rock solid strategies to expand abroad.
Strategy used: Build Trust
The cornerstone of any foreign expansion must be to build trust by delivering on the brand promise. The maxim: "Never advertise a bad product," was never more true. Expansion must not out run its ability to deliver.

2. It's a (fertile) jungle out there .
The term "fertile jungle" implies there are so many opportunities, so many unmet needs, that Indian brands may be tempted to scatter their fire, attempt too much, and fail at all of their attempts.
Strategy used: Maintain Focus, Leverage Core Competencies
Delivering the brand promise requires a company to efficiently set and exceed customer expectations. Yet, Indian companies have consistently failed to understand the importance of doing this; aiming instead on delivering many different kinds of goods to different sectors, in order to diversify its offering. Many companies in India have such a broadly defined portfolio that it has in effect, "muddled" the brand, confused the customer, and created organizations that try to do too many different things. In the end, those organizations not only fail to deliver value to some customers, they fail all of their customers. To succeed, Indian companies should leverage their core competencies by cutting back in areas they don't execute well, and focus instead on where they can deliver the most value, most efficiently.

3. India does not have the reputation for innovation.
There is no doubt that India has some of the smartest talent on earth. Yet public perception would have you believe that the wealth of Indian talent lies within a call center on the other end of the telephone line. But consumers buy brands to

get "the latest thing," the hot item, the most innovative.
Strategy used: Innovate
The problem's not talent, but rather Indian companies' resistance to put top talent to work on R&D and innovation. In fact, only 30% invested 10% or more of their annual revenue on innovation related R&D, while 33% of Indian companies invested 5% or less.

While India has traditionally targeted lower-end customers, selling low quality affordable goods –India will lose to China, Vietnam, and others who are far better and experienced at low cost competition. Indian companies' pool of talent can enable them to rise above "low cost low quality," and meet their customer's real needs in new and creative ways. Indian companies can look to L'Oréal, whose French personal care products dominated developed markets, and ultimately as a result of in-depth market research, were able to dominate Asian ones too. To succeed, Indian brands entering new markets must strive for something better, not cheaper.

4. Bollywood doesn't scale
Branding in India has been logos, design identities, and Bollywood endorsements. While these are important ingredients, successful branding involves all aspects of a company that must be aligned with the brand promise. Beyond Indian consumers, Bollywood doesn't scale.

Strategy used: Global Brand, Local Knowledge
To create commanding points of difference, Indian companies must fuse foreign products with Indian characteristics (or Indian products with foreign characteristics) to meet the needs of the world outside of India. Indian companies can look to KFC, who's China strategy not only required training local staff in customer service and cooking western food (western traditions rooted in the core of the company's fundamental organizational structure) but also included customizing product offerings and advertising to meet the demand of Chinese consumers at the provincial level.

The advertising department can't fight the CEO.
Bollywood ads and celebrity endorsements can create a brand promise—but can't deliver it.

Strategy used: Elevate Branding to the Boardroom
To build a strong brand, consistently delivering on the brand promise is vital. The marketing silo doesn't have the clout to deliver the promise. And when the boardroom focuses exclusively on financial performance, no one is managing this essential requirement. Boardrooms and upper management need to take on the task of infusing the brand in all activities of the company. Procter and Gamble's solution was to elevate "brand managers" to be the "CEO" of their product, responsible for ensuring that the company was producing what the customer wanted, not what the company found to be most cost efficient to make.

4.2 Impact of cultural barriers on food joints in India

Name of food joint	Establishment Year in India	No. of outlets in Delhi	Target audience	Veg/Non-veg demand	Peak/Lean season	Festivals and sale	Online food services and sale	Cultural Adaptations & Future strategies
Mc Donalds	Oct. 13, 1996, at Basant Lok, Vasant Vihar, New Delhi.	169	Earlier-children and families Now- youth	The ratio of veg to non-veg is 2:3	No peak or lean season as such for all the products but yes the demand of our cold beverages like ice creams and soft drinks decline in winter season in Delhi.	National & gazetted holiday turns up the sales.	about 40% of the orders come via online mode	A. localized its products B. Don't sell beef or pork in India. C. Planning to include more burgers and breakfast options for people in India.
Dominos	1996	479 (approx.)	focus on consumers between the ages of 8-35	veg pizzas are more demanded by people in India, unlike other countries.	Weekends and all of the days are the peak time.	Sales go up on festivals like Diwali, Christmas and New Years but during festivals like Navratri non-veg sales go down.	Increased sales by 18-20% only.	A. Indians are budget conscious people so we introduce our pizza mania range at just Rs 35. B. To bring a new range of Pizzas at an affordable price and to include Indian taste in Italian food.
KFC	1995	26	Metropolitan and tier 2 cities, urban people of both the genders aged between 15-45	known for its chicken, therefore, our non-veg sale is more than a veg sale.	Peak season- Eid, Diwali Lean season- Roza and Navratri	Not on all festivals sales goes up, rather holidays and weekends play a major role.	Sale has gone up by tying up with swiggy, Zomato and uber eats, etc.	A. launched its veg menu just for India. B. signed up with Indian railways. C. Tweaked its global tagline from "so good" to "so veg, so good"
Starbucks	19th Oct 2012	38	High-income group urban people who are tech-savvy aged between 22-60 with the teen audience growing steadily	Veg products are highly demanded in India	Weekends usually shows an increase in sale	Festivals definitely shows the sale, the reason being people get an off from their work and want to relax.	Started home delivery service in 2015 through their mobile app and the sales went up for initial FY but now it's more or less stable.	A. Localized their menu by adding dished like paneer tikka roll, basil tomato sandwich, and Murg Tikka Panini. B. plans to explore and enters new cities in the coming years.
Burger King	Nov 9th, 2014	24	Its target audience is males, aged 18 to 35 who eats fast good 9 to 16 times per month	Vegetarian products are more demanded.	Weekend and holidays witness more sales	Sales go up in India during occasions such as new year's, Diwali, etc.	Began its website for online delivery in 2015 after that it left behind Starbucks and McD in terms or sales due to its affordable pricing.	A. changed the perception of people towards QSR's and consider them as a healthy meal joint. B. created 6 varieties of vegetarian sandwiches and snacks for Indians. C. Brought beef free whoopers to India.

The questionnaire-based study concludes that Indian culture and religion has a huge impact on food habits or people which in-turn affects the sales and profits of international

food joints operating in India.

Target audience – Before entering into any market, a marketer needs to divide the market into various segments so as to target its audience a position its product in the market. In case of India, the food joints mostly focus on children and youth of the country plus some lavish joints like Starbucks also focus on a high-income group of urban people who are tech-savvy and aged between 22-60. Some joints like KFC segments its market according to the area like metropolitan and tier 2 cities.

The demand of veg and non-veg items- After the study, it was seen that almost in all the joints the demand for its veg products is more in India unlike other countries, the reason being the veg eats in India is way more than non-veg eaters due to our cultural beliefs and traditions. Also during some festivals like Navratri and shrads the non-veg demand almost vanishes in some joints like KFC.

Peak and Lean season- There is no specific peak or leans season as told by the managers of all the outlets but yes there are some days like a weekend or national and gazetted holidays sales goes up than the regular days. One reason could be that has seen is that people want to have a good time and relax during a holiday and some may don't want to cook at home

Festivals and sales- Festivals and traditions are rooted in India and Indians. There are more than 40 festivals people celebrate in India and the benefit of which is taken by these food joints. Festivals have a major impact on sales, especially Diwali, Christmas and new year time. But again every coin has two sides, some festivals like in Navratri Consumption of non-vegetarian food reduces significantly because in India we believe not to eat non-veg during the 9 auspicious days of Navratri. Due to this reason, Domino's turned half of its outlets all vegetarian for these 9 days last year. By turning vegetarian, Dominos attracted more orders and boost sales growth.

Online food services and sales- collaborating with online food service apps like zomato, swiggy and selling from their own websites has increased the sales tremendously for many joints. McD accounts for 40% increase in its sale whereas Dominos accounted only 20-25%. Starbucks and Burger King started selling through their respective apps and websites in 2015 and saw a substantial increase in demand.

Cultural adaptations and future strategies- India is a country of various traditions and beliefs and these traditions sometimes becomes barriers for international organizations as they don't much about the Indian culture. Therefore to overcome these barriers some has to change their menus and also must select the strategic locations or their outlets. Due to these reasons, the following outlets have adapted their products for India.

India is a very significant market for McD as it is still operating in India apart from legal issues it had to face since 5 years, moreover, in 2017 it had its 1st ever profits in India in 22 years. Talking about the future strategies they are planning to include more burgers and breakfast options for people as Indians have become more demanding and brands like domino's and Starbucks have lured people with their wide varieties of options. KFC is known for its finger-licking

range of fillets but for India, they had to create a vegetarian menu, moreover, KFC has also tweaked its global tagline from "so good" to "so veg, so good". As India is way too traditional country dominos guessed that pizza appears to be similar as Indian roti and its toppings as subji, therefore, it appeals to Indians a food which can be eaten with hands. Also, Indians are budget conscious people so they spent 8 years to research and then introduce their pizza mania range at just Rs. 35. Taco Indian.

V. CONCLUSION AND RECOMMENDATIONS

The conclusion of this study shows that there are a number of cultural barriers a business organization has to seriously consider in international business expansion. The importance of understanding cultural barriers and differences is highlighted by the fact that its failure can lead to frequent disagreements, quarrels, and fights among employees in the workplace; increased cases of on-the-job accidents caused by the failure to understand safety rules and procedures; loss of productivity of employees and the organization as a whole; and lack of cooperation and teamwork within the business organization.

It is recommended that business organizations must do extensive research or seek the help of locals in the country as they get acquainted with the culture of a particular country. As a business organization gets more acquainted with cultural differences there is the greater likelihood of ensuring the success of the business venture. Further, it also helps in managing the business organization better. It may happen that inexperienced business organizations may neglect cultural differences in international expansion. They may think that business behavior and practices are essentially the same regardless of geographical location. This baseless assumption only increases the likelihood that the business organization may fail in its business venture. It is when business organizations neglect cultural differences that culture becomes a barrier in international business.

Cultural diversity and differences may also be an edge on the part of a business organization who understands its importance in the business organization. Cultural Diversity is essentially an understanding that people are different and that sound business management demands that business strategies should also be adjusted taking into account these differences.

Cultural diversity among employees within the workplace is essentially one of understanding and acceptance. It means an understanding and acceptance that the workplace is composed of individuals who are unique and different. Employees are all unique in the sense that no two persons are alike. Employees are also different because they have different languages, races, and ethnicity. They also exhibit differences in the way they dress, their political values, religions and religious practices and in the manner, they interact with each other.

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