

A Global Strategy of a Company that Uses Culture Content as its Core Business

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Abstract

Purpose: The international business is affected by significant cultural factors that may impede the operation and the ultimate performance of a business organization. The current study aims to investigate prior literatures works to find cross-cultural discrepancies such as the cultural distance that impacts international companies' operations and management and develop appropriate strategies for realizing high performance while overcoming these challenges. **Research design, data and methodology:** To find the required sources, the study employed the use of secondary data. Different search strategies were used to find the necessary materials from various sources. The data composed of an extensive review from multiple peer-reviewed journals and other existing research. **Results:** Based on literature analysis, the current study suggests novel seven strategies for multinational organizations. As a result, this study provides various pieces of literature to deduce meaningful information on the appropriate business strategies that a company can use to bridge the gap of the limitations of cross-cultural impacts on international businesses. **Conclusion:** An organization moving into a new cultural environment faces challenges including tastes and preferences, norms, language barriers, and beliefs. Organizations, therefore, have to devise the best strategies to align themselves with the prevailing cultural conditions to reap the benefits of internationalization.

Keywords: Global Business, Cultural Contents, Theoretical Content Analysis

JEL Classification Codes : F23, M14, L21

1. Introduction

In today's business world, the rate at which companies globalize their operations has immensely increased. Technological advances and trade liberalization have perfected how companies manage their global operations. Consequently, many companies and business organizations have opted to internationalize their operations to reach a broad base of customers. The crossing of geographical boundaries has resulted in the creation of multicultural companies and business organizations where employees

from different countries with varying cultural backgrounds work together. Globalization has enabled companies to reap the benefits such as reduced production costs and would allow companies to access new markets. Though globalization of businesses presents companies with enormous opportunities and advantages, the management and operation of these globalized companies have always imposed unending problems to the business leaders compared to local companies' management and operation (Park, 2018).

The international business arena is affected by numerous factors that may impede the operation and the ultimate performance of a business organization. These factors include social, political, legal, economic, and cultural factors present in the target countries. Also, global companies face more risk from currency, politics, and cross-cultural issues within a particular country. However, multinational companies have to put up a top-notch performance irrespective of these factors that may hinder

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their performance. The risk of multicultural discrepancies cannot be evaded by the businesses that operate in the global arena and whose core business is culture.

Singh (2011) defines culture as the acquired knowledge that individuals employ in understanding experiences and generating different social behaviors. Culture involves a learning process, and it plays an instrumental role in helping individuals to interact and communicate with other people in a societal setup. Usually, some people experience difficulties in adjusting and adapting to different cultural environments, and as such, it requires cultural tolerance to adapt to a given cultural setting. This understanding of culture is essential for multinational companies whose operations are culture-centered. The companies are able to develop an understanding of how a particular group of people clothe, shelter, and feed themselves. Additionally, a multinational company can learn how people from a given culture behave towards each other and foreigners. The company can also understand the beliefs and values of a particular group of people. This is important in developing a global business strategy that can result in high performance while considering the international business domain's cross-cultural issues.

As many new companies enter the dynamic international trade, it is crucial to acknowledge the role cultural diversity plays in the formulation of global business strategies. Multinational companies' failure to consider the cross-cultural issues in their operations has resulted in management and operational failures. Therefore, for any global organization that uses culture as its core business, it is essential to understand the target customers' cultural implications to develop the most appropriate business strategies that enhance performance while overcoming the discrepancies of cross-cultural environments. This study aims to study various prior literature works to find cross-cultural discrepancies such as the cultural distance that impacts international companies' operations and management and develop appropriate strategies for realizing high performance while overcoming these challenges.

Different nations at times always have existing cultures that are quite different. In other words, people living in different countries are known to be inspired by different norms, values, beliefs and religions. Before a business engaging in the global strategies, they are supposed to understand all the existing cultural difference (Mayhand, 2020). This will be able to help the organization deal with all the issues that they might face such as language barrier.

2. Literature Review

The advent of globalization of business has affected

how organizations carry out their operations, and it is observed that various cultural problems have arisen in the international business arena (Marinescu, 2018). Several studies have been conducted to find vital information on the different strategies employed by companies that use culture as their core business. This research aims to find an appropriate strategy that global companies that use culture as their core businesses can employ to ensure that their businesses' operations are not affected by problems that arise from cultural differences in the global business arena. The study also aims to explore previous studies to evaluate the relationship between culture and international business, the problem of cultural differences in global business, and understand the best research techniques that can be used to come up with the best solution for the problem. (Trochim, Donnelly & Arora, 2015).

To find the required literature sources, the study mainly employed the use of secondary data. Different search strategies were used to find the necessary materials from various sources. The data composed of an extensive review of pieces of literature from multiple journals, books, existing research, and websites such as google scholar. This data was instrumental in studying the literature on cross-cultural diversity and international business for companies that use culture as their core business. The literature was also essential in identifying existing gaps in the study area and recommendations for future studies.

The international setting's culture needs to understand the different and heterogeneous customs and norms from one nation to another. According to Ardalan (2009), "Any adequate analysis of globalization and culture necessarily requires a fundamental understanding of the worldviews underlying the views expressed concerning the nature and role of globalization and culture."

A study conducted by the study of Richards and Yang (2007) on transaction cost economics found a piece of valuable information in reference to culture and international business. The study concluded that for companies that use culture as their core business, it is crucial for business leaders to incorporate elements of cultural distance such as power distance to manage their operations and make crucial decisions on management that are important in decreasing transaction costs while improving business performance. The research also posited that when there are enormous cultural distances within an organization, it is likely to experience more conflicts that might increase transaction costs. The researchers suggest that important cultural considerations must be incorporated in the globalization processes to reduce the overall costs of transactions.

The research conducted by Booker (2011) focused on the strategy that business leaders can follow to adopt a strategy that can lead to organizational success in the

multicultural business environment. The study concluded that subcultures result in the creation of motivation that can enhance business performance. The research posited that business leaders should employ subcultures that are important in motivating the workers they aim to inspire to improve their organization performance (Booker, 2011). Cross-cultural business environments may impose a big challenge for employees who have gone to work in new cultural settings, eventually derailing their performance. Therefore, it is vital for business leaders to develop a strategy for motivating them in cross-cultural environments to boost their performance and that of the organization.

Business leaders should be well aware of elements to integrate into their organizational culture that is crucial in helping in the implementation of change policies and practices into the existing programs to enhance productivity and to notch performance in an organization. The researcher argues that cross-cultural discrepancies can affect the operation and management of multicultural companies if no proper policies and change practices are implemented. Also, prior study conducted research to study the relationship between cultures and the motivation of workers. The study found that employees were motivated to go to work and help their organizations work in cultures where business leaders showed their commitment to validating and valuing employees' cultures.

The prior study conducted noted that an organizational culture that enhances the satisfaction of the workers in their daily tasks is essential in boosting their morale and instilling in them a feeling of worth and importance (Fusch & Fusch, 2015). To be sure, in terms of business research, the use of an ethnographic design and cultural perspective demonstrates the significance of the study.

On the contrary, organizational cultures that are subject to rapid changes involving changes in the workplace setting where employees are uncontrolled, unaware of the occurring changes, and at times scared, leads to a lack of interest in the success of the organization. In the mini-ethnographic study,

business manager in a tiny machine shop employed to improve the workplace culture while overcoming resistance to change. The research found that employee motivation is crucial in enhancing improved organizational performance in an international business domain.

Nonetheless, several studies found a positive interdependence between cultural distance and the performance of an organization. The prior study posited that when companies that use culture as their core business adopt capability seeking behaviors and economies of scale in their operations, the companies are likely to excel in most operations of the organization, thus its improved performance. The research also suggested that it is crucial to integrate capabilities in global firms to bring together

diverse knowledge and skills in enhancing innovation (Reus & Lamont, 2009).

Additionally, various literature has also studied companies that use culture as their core business by researching the influence of cultural differences on various other factors involving companies' internationalization. Research conducted by Dai and Nahata (2016) on the relationship between culture and finance in international business found that cultural differences directly impact the performance of a global business. Similarly, studies conducted by Paul (2019) found that marketing in the international business domain is closely related to different cultures. Also, a relationship between culture and product development by global companies was largely dependent. (Gilal, Gilal & Gilal, 2020)

Studies conducted by Sarala and Vaara (2010) emphasized the importance of companies' interaction that uses culture as their core business with their partners in domains such as knowledge sharing and collaboration. The findings of the study noted that companies that do not enhance effective knowledge sharing and collaboration with other partners register poor performance in the global markets. Prior studies found that culture play a vital role in the collaboration in financial building and technical innovation (Muethel & Bond, 2013; Lew, Sinkovics, Yamin & Khan, 2016).

The study conducted by Gelfand, Raver, Nishii, Leslie, Lun, Lim and Yamaguchi (2011) researched the concept of loose and tight culture. The researchers noted that some nations have loose cultures while others have a tight culture. The study indicated that tight cultures have strong social norms and low leniency to acceptable behaviors. In contrast, loose cultures, on the other hand, are characterized by less restrictive and more diverse morals and customs, weaker implementation of norms, and higher levels of individual discretion and nonconformity concerning social behavior (Gelfand et al., 2011). The tightness of culture influences how international companies are able to conduct their operations to enhance maximum profitability.

To comprehend the best strategies be used by a global whose main business operation is centered on the culture, it is essential to understand that cultural distance is dependent on the level of intra-country cultural diversity (Shin, Hasse & Schotter, 2017). As a result, the concept of culture tightness or looseness should be incorporated in the study of the globalization of businesses with respect to cultural considerations.

According to the study conducted by Parboteeah, Hoegl and Cullen (2008), it is challenging to separate international business management from cultural behaviors that follow a particular pattern. The author argues that culture is described in terms of norms, values, and beliefs

that guide the daily lives of a specific group of individuals. However, aligning the strategies of multiple companies has been a significant challenge for most international managers. Therefore, it is vital to establish business strategies that can help them adjust to the cultural requirements of the target country. Parboteeah et al (2008) point out that international businesses should develop more robust and contemporary strategies to limit the disadvantages of cultural differences since the traditional strategies for managing the operations of multinational companies have become inadequate and sometimes ineffective.

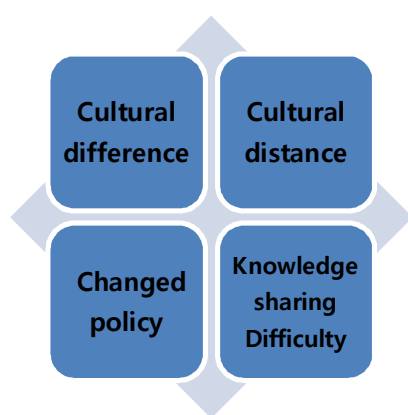


Figure 1: The Summaried Challeges of Prior Literature (This figure was created by the present researcher based on exant prior literatures)

3. Method

According to Sung (2021), the literature review is almost similar to academic writing foundations. The fact that research findings continuously prove contradictory, deviant, or similar makes critical literature review an important tool to obtain underneath hidden knowledge. In order to explain the purpose, methodology, and research design, it is important to review the existing literature and condensing it to match one's study. The study of Woo and Kang (2020) mentioned that the condensation of the most significant of relevant research overviews is essential for results residencies of research concerning researchers' particular contributions. In social sciences, content analysis is very significant, especially when dealing with the different forms of communications, most primarily the ones based on textual data (Gaur & Kumar, 2018). The content analysis method is applied to this research to make a rich extraction of context available and textual data of different research studies that have been previously conducted on this same topic. Content analysis is important

for global strategy of organizations that use a culture content as its core business

since it reveals the perceptions of cultural contents' differences can lead efficient employee performance and understanding of customers' needs.

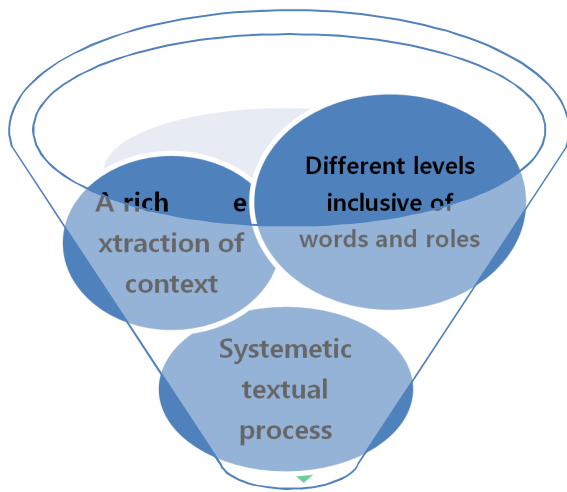
On the other hand, qualitative content analysis looks into communication directly, making it useful in this topic's study as it pulls together then central ideas of social interaction between the human resource managers and their employees. Therefore content analysis rather than empirical research should be highly recommended for use in this research and be supported through the provision of valuable historical insights between the employees and HR department relationships overtime through textual analysis and provide insights into the most complexities of language and human thoughts. Additionally, Vaismoradi and Snelgrove (2019) suggest that content analysis opportunities create a realm of research opportunities since it analyzes communication at different levels inclusive of words and roles. In an argument by Woo & Kang (2020), research through literature should be done using content analysis as it describes communication messages in an unobstructed way. Also, rather than the empirical research method, content analysis is a safer way to examine communication messages (Sung, 2021).

There was a systematic literature review to determine the relations between global strategies and cultural contents using content analysis. This analysis followed a seven-step model of analyzing content because content analysis must follow a purposeful and clear process structure (Woo & Kang, 2020).

The analysis process there includes the material collection, and in this study, the materials collected included English-speaking peer-reviewed reviews on the literature on global strategy of organizations that use a culture content as its core business, which was published between the 1999 and 2021 periods, respectively. Peer reviews are considered essential analysis units used by researchers to communicate. The study title or abstract includes keywords, literature review, hiring policy, and employee satisfaction in jobs. Depending on the availability of the sample, this article may either borrow or extend further than this point. In order to make sure that the identified papers are important to the topic of study, an analysis involving distinct processing steps will be involved. The present author read the articles researched to ensure the relevance of the topic under investigation and reflect on their appropriateness to the topic under the research study (Kang & Hwang, 2017, 2018).

Assessments were done and presented together with analysis of findings from the information obtained concerning various journal distribution. The main category of analysis was the sample journal's article, including the

research aim, quality measure, and data analysis methods derived from different categories (Assarroudi, Heshmati Nabavi, Armat, Ebadi & Vaismoradi, 2018). The compilation of literature review and data category gathering requirements compliments the number of published resources category and covered period. Therefore, from the main content analysis process is data borrowed and complemented by analysis of the data, main analytic categories, and criteria for structuring the descriptive content analysis.



Content Analysis

Figure 2: The Overall Procedure of Literature Content Analysis (This figure was created by the present researcher)

4. Results

4.1. Cross Cultural Training

A critical factor that business leaders consider before deciding on a global business strategy is the relationship between the local responsiveness and the global responsiveness of the strategy to be implemented. Global integration refers to the extent to which the company can use similar products and methods in other nations irrespective of cultural differences. On the other hand, local responsiveness refers to the level of customization by a company on its products to meet the cultural norms, values, and standards in other countries. Business strategies are very vital in the planning of global companies that use culture as their core businesses. These strategies clearly define how to solve the problems brought to a worldwide company due to different cultures (Sit, Mak & Neill, 2017; Vouillemin, 2020).

4.2. Standardization Business Strategy

The first solution is the standardization strategy. This strategy requires that a global company treats the whole world as a single market with insignificant dissimilarities (Samiee & Chirapanda, 2019). In this strategy, the company assumes that a particular product can meet the needs of all parts of the world. This strategy assumes that machines, tools, and equipment or information technologies are universal and require little customization for local conditions. However, when using this strategy, the cultural variance must be considered to ensure that the products are welcome in all parts of the world. Using standardization strategy, branding, and tailoring should not violate a particular country's cultural beliefs. The branding methodologies should be able to resonate internationally. They should be consistent globally to enable the company to present an understandable and standard image or message accepted in all cultural settings. Standardization plays a vital role in unifying different cultures with the same environmental locations and consumer requirements across different cultures. Therefore, this strategy is crucial for the limiting issues that globalization presents to companies that use culture as their core business.

According to the study of Rao-Nicholson and Khan (2017), standardization strategy results in massive cost reduction, enhanced planning and distribution of services, customer consistency, and control across the borders. Irrespective of their cultural differences, consumers around the world need high-quality goods at low prices. Companies, therefore, have to incorporate different aspects of standardization to ensure that they get a competitive advantage by producing quality goods. Since standardization strategy helps realize economies of scale, companies must embrace it in international marketing to record high performance in the global market. Standardization strategy best suits a company whose core business is centered on culture since it enhances the production of easily accepted goods in multiple cultural settings.

4.3. Elimination of Cultural Discrimination and Bias

Also, multidomestic strategy is essential for international companies that sell their products using culture as core business. This strategy limits the impact of cultural differences on global firms by customizing products to specific conditions in a given country. International firms that use the multidomestic strategy to market their products extensively customize and tailor their products to meet local customers' requirements. Moreover, these firms little e pressure to integrate internationally

(O'Neill, 2016). As a result, multidomestic strategy tends to create a centralized organizational structure that enables subsidiaries all over the globe to conduct their operations independently from the head office. Usually, multidomestic strategy allows global companies to centralize their overall management in the home country. However, the managers in subsidiary company offices in other locations are given the freedom to make changes that enhances their adaptation in that particular environment (Kostova, Marano & Tallman, 2016). This strategy can help companies that use culture for their core businesses since it enhances responsiveness to the local cultural settings. The responsiveness of the multidomestic strategy allows it to cater to the needs and the requirements of the target customers. Also, the strategy is beneficial since it enables the recruitment of country managers and employees that best understand tastes, regulations, customs, and cultural values in a particular country therefore explicitly decide on the goods to be produced to the target customers.

Additionally, business leaders should comprehend the political and economic backgrounds of their target countries. Political and economic factors in a target country influence that particular country's socio-cultural activities. Therefore it is vital to consider the political and economic factors in that environment. Appropriate comprehension of political and economic issues in the target country is integral to understanding their cultural perceptions and the national affairs that can affect business performance. Such cultural knowledge is vital in facilitating the understanding of partners, employees, and the goals of an organization in a given cultural setup. Also, business decisions are easily interpreted to provide a comprehensive insight on seizing global opportunities. Business leaders can also establish open and productive relationships with their partners when they show genuine trust and respect for their target customers. Moreover, business leaders operating in multinational companies acquire higher levels of language proficiency to enable their firms to gain a competitive advantage over the business (Herd, Alagaraja & Cumberland, 2016). Managers who can converse in several languages have the ability to successfully negotiate business terms in a multicultural setup and create positive business interactions compared to managers.

4.4. Factual and Interpretive Knowledge Acquisition

Business leaders for companies using culture as their core business should acquire factual and interpretive knowledge about the different global cultures, they wish to sell their products. To successfully globalize the operations of their businesses globally, business leaders should pay great attention to knowledge about the values,

lifestyles, customs, and attitudes of the various cultures they want to sell their products (Lakshman & Estay, 2016). Having deep knowledge about a given culture will be very vital for the managers to products needs and the requirements of their customers and the values and the customs of their employees. This will be very instrumental in coming up with quality products suited to the consumer requirements. Therefore, it is crucial for multinational businesses to enhance the acquisition of factual and interpretive knowledge about their target cultures to enable them to have a piece of explicit knowledge about these cultures to limit the disadvantages of cultural differences (Zaidman & Brock, 2009; Nepstad, 2004).

4.5. Avoidance Cultural Bias

It is also essential for multinational companies to avoid cultural bias in their operations. A global company that practices cultural discrimination tends to base its judgment on its cultural assumptions. This can have devastating consequences regarding international of a company that uses culture as its core business. Cultural bias based on ethnocentric assumptions results in uninformed business strategies in the planning and implementation. Ethnocentric assumptions also result in poor communications between the different partners, thereby hindering organizational collaboration with other firms. Business leaders new in the international business arena may perceive other behaviors among their coworkers as odd and offensive when these coworkers' values seem to violate the managers' own cultural values and beliefs (Adekola & Sergi, 2016; Ross, 1999). Cultural biasness undermines the ability of a multinational company to establish effective interaction with the target customers, a situation that may result in communication breakdown with the culture. Consequently, the overall output of the organization is affected. Therefore, it is crucial for business leaders who manage international companies to understand the different cultural values in a multinational business environment to avoid the disadvantages that arise from cultural biasness. Managers should explicitly understand their self-reference criterion to step away from ethnocentric assumptions.

4.6. Establishing Critical Incident Analysis

International companies should establish a comprehensive critical incident analysis to enable them to analyze ambiguous situations that arise in cross-cultural interactions. This analytical tool is vital in developing empathy and understanding of other people's cultural values and norms. The approach is crucial in evading the negative consequences of the self-reference criterion that tend to occur in cross-cultural scenarios. Critical incident enhances

an impartial reaction to cultural diversities by helping business leaders establish other cultures points of view. Therefore, it is crucial for business leaders to employ critical incident analysis to evade cultural biasness to control the negative impacts of cultural distance (Adekola & Sergi, 2016; Ross, 1999).

4.7. Cross-Cultural Training

Furthermore, cross-cultural training is significant in minimizing the negativities of cultural differences in recruiting at the international business levels. Global organizations can educate their employees on how to react and handle every cross-cultural scenario. This is vital as the employees gain helpful knowledge that can help them understand the different cultural settings under which they are supposed to perform their tasks (Tahir & Ertek, 2018; Tien, 2019). Multinational companies can implement two training approaches to educate their employees on different cultural aspects. Firstly, employees with diverse cultural backgrounds can be trained on a particular skill. As a result, they are able to put away their cultural differences and perform as a single unit. Also, a multinational company using culture as its core business may decide to train the employees and executives who frequently interact with the diverse pool of customers in the global business arena. These pieces of training should involve real-life, hands-on practice to enhance understanding of employees and skills of handling different cross-cultural problems that emerge from diversity (Singh, 2011). Additionally, the trainings should involve multicultural orientation, language education, environmental briefings, and field practice. These can be very significant in helping the global companies whose primary business is dependent on culture.

The cross-cultural skills will help the employees and business leaders to develop cross-cultural skills that are very instrumental in collaboration with other partners in the global business arena. According to the study of Jain and Pareek (2019), every culture has its approach to performing transactions, resolving disputes, and negotiating business deals. Therefore, it is essential to embrace all the aspects of cross-cultural proficiency, which are categorized mainly into four personality characteristics. Through cross-cultural training, business leaders should acquire a tolerance for ambiguity. They should be lenient to other people's cultural values and norms. Also, cross-cultural training should impart perceptiveness into business leaders and employees that closely interact with customers in a multinational business environment (Gopalkrishnan, 2019; Li & Li, 2017). Perceptiveness will assist them in deducting crucial information from other people's speech and behaviors. The table below shows the suggested solutions.

Table 1: The Summary of the Present Research Findings

| Research Findings | Summary |
|--|--|
| 1. Cross Cultural Training | * Educates employees on the various strategies handling cultural diversity. |
| 2. Standardization Business Strategy | * A particular single product is able to meet the needs of all consumers irrespective of their cultural values and norms. * It reduces costs of production as well as cultural distance. |
| 3. Elimination of Cultural Discrimination and Bias. | * Enhances the ability of a multinational company to establish effective interaction with the target customers, a situation that may result in convenient communication with the target customers. |
| 4. Factual and Interpretive Knowledge Acquisition | * Helps in the acquisition of knowledge about the values, lifestyles, customs, and attitudes of the various cultures |
| 5. Avoidance Cultural Bias that is difficult to eliminate | * Understand the different cultural values in a multinational business environment to avoid the disadvantages that arise from cultural biasness. |
| 6. Establishing Critical Incident Analysis | * Employ critical incident analysis to evade cultural biasness to control the negative impacts of cultural distance. |
| 7. Cross-Cultural Training | * A particular single product is able to meet the needs of all consumers irrespective of their cultural values and norms. * It reduces costs of production as well as cultural distance. |

5. Limitation and Recommendation for Future Studies

The main aim of the current study was to carry out an investigation on the various works on literature that existed so that they can be able find the existing discrepancies like differences in cultural norms and beliefs that are likely to affect the operations and managements of the international companies. After the identification of those discrepancies, there was supposed to be development of global strategies that would help in the realization of high performance and at the same time overcome all the challenges that might be existing. There are some limitations that existed including a limited scope of the study since the study only focused on a specific article that only had limited information and excluded other articles that that might be having essential information that could be very important to the topic that is

being assessed. Another limitation that also existed was time constraints during the review of the literature.

The study that was carried out was done for a short period of time and enough time was not dedicated to the study. Also, the research was also conducted rigorously during the literature review inclusion criteria. As a result, conclusions that were made after the study were quite limited. Based on the limitations that were encountered in the study, some of the recommendation that can be made for the future study is that the criteria that is used for the selection of the study material should be reviewed. Also future researchers are supposed to ensure that they try and use a wider scope on their study and not focus on just a few literatures.

6. Conclusion and Implication

This study has studied various pieces of literature to deduce meaningful information on the appropriate business strategies that a company can use to bridge the gap of the limitations of cross-cultural impacts on international businesses. The technological advancement in the 21st century has made communication more straightforward than ever; thus, globalization has been made easier. Companies can easily acquire information about various customers, products, competitors in a given environment. As a result, more businesses can offer their products to a large base of consumers with reduced costs of production. Though there are many benefits that businesses can derive from the international markets, the global business arena faces cross-cultural challenges that may hamper the operability and management of these companies. This essay has studied the various works of literature to find the best business strategies that international companies can use in their operations.

Usually, an organization moving into a new cultural environment faces challenges including tastes and preferences, norms, language barriers, and beliefs. Organizations, therefore, have to devise the best strategies to align themselves with the prevailing cultural conditions to reap the benefits of internationalization. The study of the various literature has indicated that cultural distance can negatively affect the performance of the international business when appropriate business strategies are not used to curb its effects. Some studies have found a correlation between employee motivation in the global business domain. Also, some of the researches have indicated that interaction between companies in the global business is vital in achieving organizational success. As a result, various solutions have been proposed to help multinational companies manage their cultural discrepancies while achieving greater organizational success. These strategies

include standardized business strategy, clear comprehension of the prevailing political and economic factors in a given environment, acquisition of factual and interpretive knowledge about the target market, cross-cultural training, and multidomestic business strategy. Based on the various pieces of literature studied and the analysis conducted, it can be easily assumed that business leaders who do not have a comprehensive understanding of the multiple cultures have high chances of failure in the multinational business domains. Cultural diversity is a crucial topic in international business. Therefore, this study was significant in coming up with essential information that business leaders can use in the global arena to improve their organizations' performances while limiting the impact of cultural discrepancies. However, most of the studies conducted suggested that further studies need to be done on global organization performance regarding cultural diversity. Some researchers agreed that experimentation could be used to understand the demerits of culture's limits better. Similarly, the fact that the study on the global business is still growing is undisputable. Further studies should focus on more research domains to have a broader understanding of culture and its implications in the international business arena.

Some of the implications of the study is that cultural diversity can influence the strategies in both the formulation and the implementation stages. The formulation of strategies is influenced by shaping the schemes and meanings that are quite interpretive by several members in the management team to all the occurrences that take place outside the company. Cultural diversity always help the business to gather information on the perception of the environment that that they have and on the environment that surrounds them and how to interpret those perceptions (Ludviga, 2013). Another implication of the study is for there to be a successful global business strategy in the world that is full of diversity is through cross cultural training where the international management team together with all the other members in the organization. These trainings in the business so that all the people who will be involved in the business will have an understanding on the cultures that exist in the other nations so that whenever they interreact with them so that they cannot offend the people that they will be doing business with.

Another implication of the study is that for there to be a successful global business strategy, there is supposed to be some elimination of all the cultural biases and discrimination that might exist. This factor is very important especially for those businesses that sell their services and products using culture as their core business. This can limit the impact that can be brought about by all cultural differences on all the businesses that exist in all the

firms in the entire globe since all the management of all the firms will be done on a central place where all people will be neutral.

Based on the above research, cultural diversity happens to be a very important topic in the international management since first it is a source of a competitive advantage. Cultural diversity always give a business an opportunity to bring in about new ideas, creativity and innovation which can be used by the business to gain competitive advantage in the international market. Businesses always put in place an international diversity management with the ability and expertise of steering the differences and the similarity in a very effective and successful way. Also, international cultural diversity always helps businesses to understand each other giving them opportunities of understanding different perspectives that exist in different organizations in the entire world. Understanding different cultures always help businesses to understand different cultures well and dispelling all the stereotypes that might exist against other business and learn to appreciate each other.

The research also had its limitations which could have affected the results of the study. The study only focused on particular articles and excluded several essential sources that could have given more information on the topic. The criterion for article inclusion in the research was rigorous. This could have affected the deduction of meaningful conclusions from the study. As a result, future studies should focus on a less strict criterion for article inclusion to ensure that more articles are used in the research. Consequently, researchers will be able make necessary recommendations that can shape up the study of cultural diversity in relation to global business.

For there to be a successful integration of the culture to the global business strategies, all the international businesses are supposed to learn about both the local and the international cultures so that they can be able to determine how they will be able to integrate all these factors to their business and embrace them. As a result the business will be able to help in the implementation all the international strategies that have been put in place to match the cultures.

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