

CULTURE & EXPORTS (TAKE YOUR START UP GLOBAL)

Dr. Arif Habib*, ²Dr A N Jha

*MBA, PhD, JR University, Ranchi, Jharkhand, India.

²Department of management, BIT Mesra, Jharkhand, India.

*Corresponding Author: Dr. Arif Habib

Abstract

This article aims at pointing towards the need to see the cross-cultural difference through a lens of a global mindset, and identifies seven keys of doing successful business with a Global mindset. It also contains the ways to create a “Cultural Competence” for global companies. It American, European, the Middle East and few Indian examples of cultural dynamics in business. It also deals with the issue of the significance of Women crossing cultures in a very different dynamic than men and explains its impact and significance in the Indian context as well. Most importantly this book, with the help of several case studies and establishes the role of cross-cultural management to bottom-line of the companies. However, the same needs to be done for Indian FMCG companies in my research work.

*This paper also extends to establish “**Bharat’s heritage is a global brand International Business management**” - The 21st century in many ways is pointing towards domination of Indian in the world economy, and hence, many more companies and business managers from India are expected to operate in the international cultures diverse ecosystem for which we need to be prepared with a template to measure and manage the cross-culture diversity. Apart from the power of Indian companies on intellectual capital, IT savviness and economical bend, the most critical factor would be the management of cross-cultural variables in each international country they expand into. Hence the significance of this research to address the future of Indian companies managing across cultures in much bigger number in coming years as much as currently.*

*The key finding is 34% of consumers across selected 8 countries have valued India very highly as source of “Ayurveda wellness” for both health & beauty products sourced from India, along intention to buy such an offering provided the quality standards are international, further 28% consumers have valued India as good to mild value in “Ayurveda Wellness equity” with intention to purchase to such products sourced from India. Remaining 38% are unaware of India’s wellness equity and hence indisposed to purchase of products sourced from India. This 62% consumer segment provided for huge opportunity for exponential growth of Indian exports in Wellness segment, hence academia and corporate research should focus on converting this to a 100,000-crore made in India exports where China cannot compete with us. **In the end the paper presents the concept of “Global Marketing Dexterity” for your MBA and PhD students to launch their global startups.***

1. Introduction

This international research is from an eye of a Global assignee for Indian MNCs and the potential value of the learning to be converted into sustainable growth of Prime Minister Mr. Narendra Modi's flagship plan for "Make in India Products" for Global exports. The backdrop of this learning is time when Indian FMCG decided to go global, after having restricting MNC in Indian market with "do good/feel good space". Globally, the combined turnover in 2021 for Marico, Emami, and Dabur in Middle East, Africa, USA, Russia, and Europe is about 15,000 crores from about combined 100 crores in 2008, with localized product launches and localized brand marketing. This success came after an initial failure of 5-7 years till the time Indian companies realized that the key to success in those countries is Global Dexterity – Adapt to each country's consumer need with local ingredients, without losing your own self (Ayurveda based Indian ingredients), transforming from first generation formats to fourth generation formats. Indian companies also realized the value of "Indian wellness Equity" in Middle East, Europe and Africa coming from three thousand years of trade from India and mention in local scriptures. For the sake of such explanation, one area that is Middle East has been chosen to share learning and further exploration. Another important point in the learning is that equity of Indian Ayurveda in say Middle East is so strong that even after current success; we as Indian business are still scratching the surface. Small startups from Rajasthan and Gujarat are able to now scale up to 500 crore in no time with elementary level of "do good Indian wellness" or Ayurveda based products. An example lies in thousand crores of Indian Henna, Indian Ayurveda based Hair Serums, Face packs, and Indian Black seed oil and Indian incense stick to Middle East.

Hence this business of 15,000 crores can be converted to 100,000 crore & beyond through a sustained NPD model (new product development model for each country to be exported from India) which includes both product & brand transformation based on consumer insight-based need-gap-fit model. Lastly but most importantly, there is a huge need & scope for academic research to help such consumer insight and identify need gaps which are not yet utilized, for a disruption of "Make in India" program.

Let us see what is a culture in the context of international business? Are there layers of cultures in each country and what is Global Mindset which business succeed or fail in international? The initial research and interviews with people working across international markets have indicated that Culture is a set of visible values, invisible values, and beliefs that underlie behaviors unique to each society or country across the globe. In most cases it is the invisible culture and ability to go below the skin to understand them determines the success of business in the global cross-cultural environment. At the core is nation's mythology, religion, and history; rising from this foundation is a complex web of values and beliefs that result in behavior and attitudes that a business needs to read and interpret. Hence, Global mindset is the ability to recognize and adapt to cultural signals so that intuitively see global opportunities and effectively deal with people from different backgrounds around the world. To study cultural behavior and cross-cultural differences, researchers have measured societies and come up with guidelines, thus, every society falls somewhere in the quantum. For example, if direct communication is at one end of dimension and indirect communication is at another end of dimension you will find some cultures clustered at one end (like Germany) for direct culture and others (like India and Japan) for the indirect or discreet approach.

The challenge faced by business is that that unlike financial performance, or facilities integration, Cross Culture performance impact on the bottom line is not a measured component of business currently and hence some work must be done on it. It is important hence to have a cultural template with distinct characteristics which are common around the globe and especially pertinent to Indian business organization going around international markets, which we would refer to as cultural dimensions or cultural variables in this research paper.

This article aims at pointing towards the need to see the cross-cultural difference through a lens of a global mindset, and identifies seven keys of doing successful business with a Global mindset. It also contains the ways to create a "Cultural Competence" for global companies. It American, European, the Middle East and few Indian examples of cultural dynamics in business. It also deals with the issue of the significance of Women crossing cultures in a very different dynamic than men and explains its impact and significance in the Indian context as well. Most importantly this book, with the help of several case studies and establishes the role of cross-cultural management to bottom-line of the companies. However, the same needs to be done for Indian FMCG companies in my research work.

1. Critical review of other literature available on cross-cultural management and its negative role on bottom-line of companies - There are many current theories and research in cross-cultural management which tend to emphasize the "dark side" of culture by focusing predominantly on the adverse outcomes associated with differences while de-emphasizing the positive role of cultural diversity in organizations and very little research about association of cross-cultural management impact on bottom-line of Indian consumer companies in international space.. The results of a content analysis of 1,141 articles on culture in international business, covering a 24-year time period (1989-2021) published in the Journal of International Business Studies, revealed a 17:1 imbalance of negative over positive theoretical research assumptions when exploring the role of culture in various international business contexts (Stahl & Tung, 2016). This overwhelming emphasis on the liabilities associated with cultural differences, with the underlying assumption that differences contribute to misunderstandings, irritation, and conflict, is by no means limited to work drawing on Hofstede's model but seems pervasive in research that uses dimensional frameworks of national culture. However, a similar content analysis of articles published in Cross-Cultural Management: An International Journal Volume-11 | Issue-01 | February 2025

revealed that research that relies less on “universal” approach tends to present a more balanced perspective on culture and cultural differences (Stahl & Tung, 2016). Together these findings suggest that cultural diversity can be both an asset and a liability in various contexts. The idea that there are negative consequences associated with cultural differences is core to the “cultural distance” construct (Kogut & Singh, 1988; Shenkar, 2016) and its underlying assumption that cultural differences are a source of difficulties, costs, and risks, which has guided hypotheses formulation and empirical testing in much of the international business and cross-cultural management literature. In line with this “problem-focused view” of cultural diversity (Stevens, Plaut, & Sanchez-Burks, 2016), problems across a range of international business contexts have been explained in terms of “cultural distance”, “cultural misfit”, “liability of foreignness” and related concepts. This problem-driven research has focused on topics such as foreign market entry, cross-border transfer of knowledge, international negotiations, multicultural teams, and cross-border alliances and mergers. Recognizing this imbalance, a number of scholars have drawn attention to the potentially positive role of cultural differences, advocating studying how cultural diversity, foreignness, and distance can create value for global organizations (e.g., Brannen, 2016; Edman, 2016; Mezias, 2016). These scholars have argued that the overemphasis on the negative in existing research on culture in international management has hindered our understanding of the processes and conditions that help organizations leverage the benefits of diversity in a wide range of contexts, such as development of strategic capabilities, decisions on foreign direct investment, synergy creation in cross-border mergers and acquisitions, learning through cross-border knowledge-sharing, and unleashing of creative potential in diverse teams.

2. The Objective of my research on Cross-Cultural Management would be to focus on all 3 points above in light of the increased international business activities and transactions across nations, the growing mobility of the workforce across national boundaries, and the emerging intra-national heterogeneity in many for Indian FMCG companies working in international space, the time is ripe to consider the positive aspects associated with cross-cultural contact and the factors that could enhance the likelihood of their occurrence. Consistent with the Positive Organizational Scholarship (POS) perspective, we believe that “the rigorous, systematic, and theoretically-based examination of notable positive outcomes and the processes and dynamics that are associated with them”

Overall, we find there is a research Gap in terms of 2 things as mentioned below

a) The current research has not measured the degree of sensitivity of parameters of culture differences or Cultural dimensions individually & collectively to business performance in form of a Culture Score.

b) The current research has also not developed a model which remains adjustable to all cross cultural situation. The current research also does not have much culture difference data for Indian FMCG companies in international markets nor international FMCG companies in Indian market which would be great use to business.

3. The significance of this research is to find the cross-cultural variables from a pragmatic angle especially for Indian consumer companies where very little research is currently available and establish a co-relation, if any, with business performance. Let us see this in detail as below.

a) Firstly, my own personal experience working for Indian companies in global markets like UAE, Saudi Arabia, Egypt, United Kingdom, Australia, African markets and USA, and from my detailed discussions with my colleagues /peers/ people with similar positions in other companies globally, I have been able to understand that there is a serious gap between what has been written in research books and journals on cross-cultural management in international markets and what people have been struggling on ground, which needs to be quantified and cross-cultural model to address the same needs to be created with research.

b) Secondly, another very important significance is that very little is available on cross-cultural issues faced by Indian companies in global markets since the expansion is new.

c) Thirdly, the challenge faced by business is that unlike financial performance, brand performance, productivity or sales; cross-culture performance cannot be measured the component of business.

d) Lastly but most importantly, the 21st century in many ways is pointing towards domination of Indian in the world economy, and hence, many more companies and business managers from India are expected to operate in the international cultures diverse ecosystem for which we need to be prepared with a template to measure and manage the cross culture diversity. Apart from the power of Indian companies on intellectual capital, IT savviness and economical bend, the most critical factor would be the management of cross-cultural variables in each international country they expand into. Hence the significance of this research to address the future of Indian companies managing across cultures in much bigger number in coming years as much as currently.

There are four hypotheses of the current study all of which were proven to be true through subjective and objective studies including statistical analysis.

First hypothesis that cross-cultural differences can be measured in form of cultural dimensions in the international business scenario for Indian companies in the same way as it has been done for American companies. All of the current research is in the context of American companies operating in Europe, and not about Indian companies in international markets.

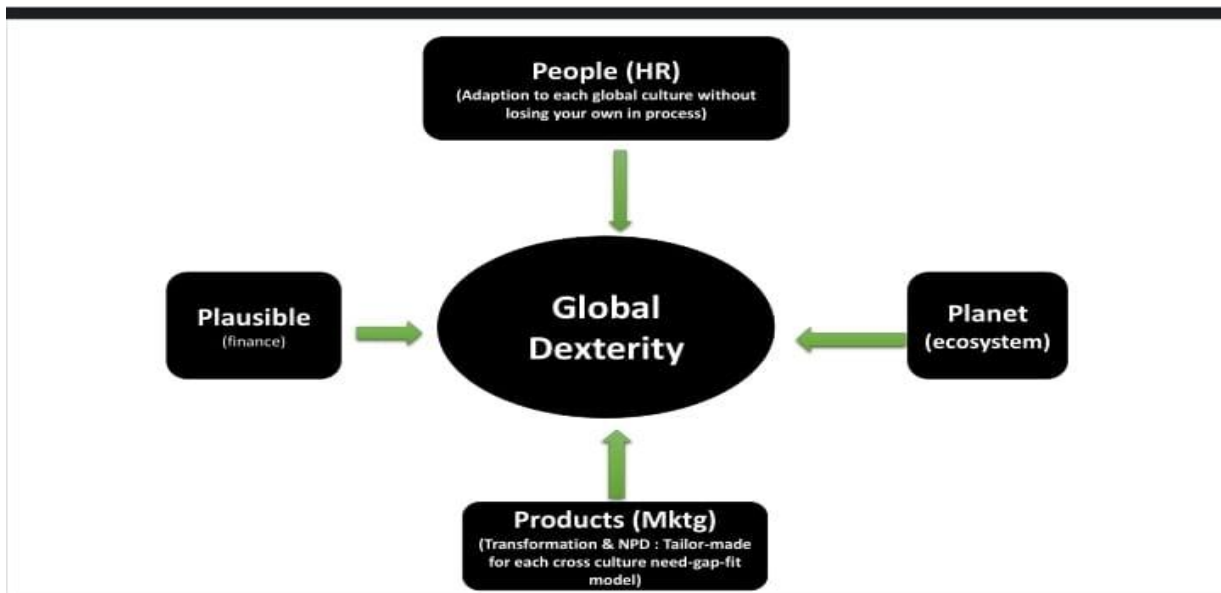
Second hypothesis is that culture variable is as significant as financial variable for a business since many businesses have failed just because they have not adapted to culture variable in a country.

Third hypothesis is that “Culture Adaptation score” of a company operating in various countries can be measured through a survey to establish that different Indian FMCG companies namely Dabur, Marico, Emami, Tata Chemicals and Himalaya have adapted differently to cultural differences challenges. This adaption has ultimately impacted their bottom-line.

Fourth and most important hypothesis is that there is strong co-relation between Culture management / Culture diversity in a company has strong relation to the bottom-line. This would be established by doing a co-relation study for four Indian FMCG companies and their culture diverse score, culture adaptation score with the bottom-line growth of those companies in last 10 years.

4. The concept of Global Dexterity: Global Dexterity model by Harvard Business Review Press, Boston USA has Professor Andy Molinsky saying that he wrote this concept because at Harvard University, there is a serious debate about United Nations SDG goals Vision 2030, and that the biggest challenge or obstacle on its way is serious gap between what is written about managing cross cultural management among countries, and what is practiced on the ground. This along with Corporate Profit greed and country fiscal governance are biggest obstacles in drafting a commonly agreed Vision 2023 Global Sustainability Goals. What means to be a global citizen today, hence driving UN’s SDG goals, goes merely acknowledging country / cultural **differences but also to adapt People, Product, Plausibility (Financial sustainability) and Planet (Environment sustainability), by fill the gaps of differences where one “gives in” to global need but does “not give up” hence maintaining the country DNA and Global DNA at same time.** The global players regularly play across borders and for this need a critical new skill what author calls “Global Dexterity”. This skill helps in overcoming technical, people, psychological challenges towards UN’s SDG by integrating the knowledge to adaptability / authenticity towards global environment. Global leaders are required to look at each country’s SDG vision 2030 and crack the global code to adapted version for each country. Global leaders must hence use Global Dexterity as an independent guide to build Global code without losing their own strengths in the process. Cultural diversity, Different point of views and corporate profits are biggest challenges in way for UN SDG’s Vision 2030 and Global Dexterity provides a middle path – where there is an integration of country code and global code, where both don’t overcome each other. Global mindset is the point where a country does not give up its own SDG vision 30, needs while not giving up on global SDG vision. The barrier to Global SDG goals is universal lack of recognition of Global mindset & Corporate-government participation. As Italians are trying to build relationships, Germans are building schedules, USA is backing corporates with stretch targets overriding planet friendly needs using resources disproportionately, Japanese are trying to find consensus and India is trying world to look at production/ developments needs while not ignoring planet needs. However, what is required is a global intersection where all these needs meet for vision 2030. The key elements are Global Mindset, Global Sourcing, Global Mobility of resources/ end products, Global Sustainability of planet friendly products, Global Back to basic approach looking for ancient planet friendly products which are as good as modern, Global Marketing, Global Wisdom & Collaboration and measure the Globe through own filter. The important finding is that for SDG vision 2030 to be constructed and successful we need to link and co-relate managing capability of country / culture differences to bottom-line of companies/ government fiscal health.

The People-Product-Plausible-Plant Model for Global Dexterity (1) - There are four important elements which need to identify and adapted / transformed to foreign culture based on my interviews with International Managers of Marico, Dabur, Tata, Emami, Godrej, and Himalaya based in Middle East & North Africa, Europe and North America – **are Product Adaptation, People Adaptation, Planet friendly** approach based on norms of the country and building a Transformation business model based on Culture which is **Plausible** Financial Model which is profitable & sustainable (2) . The example of Product adaptation is changing product artwork from English Hind to English Arabic with ingredients highlighted in it. This is the most basic level of Cultural Adaptation. (3)



The example of Product Transformation from domestic market to international market is Marico launching parachute Hair Creams for Middle East market instead of Parachute Hair Oil in Indian market, leading to a market share of 32% in category and an exponential business growth. The other example launching a range of Vatika Hair Oils made of Arabic ingredients like Black Seed, Onion, Roots of plants and Cactus which became a huge hit.

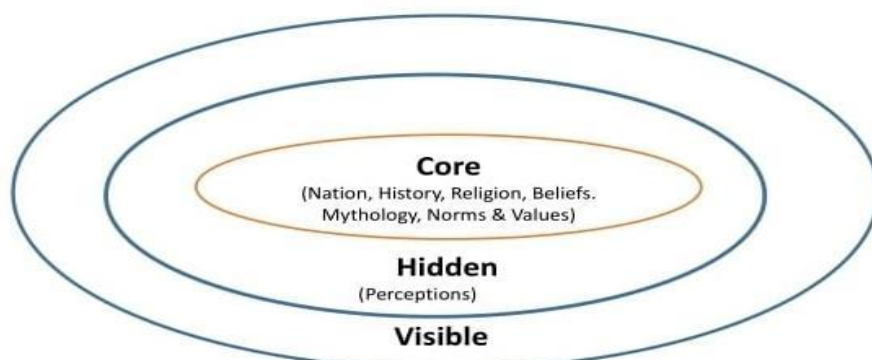
The example of Product Acquisition in foreign market when both adaptation and transformation is not enough is of Marico acquiring Hair code in Egypt and Emami acquiring German Brand Crème 21 to make up for growth needs and cultural need gap which were not being addressed by even transformed products in Middle East & European markets (4). This project was led by me also led to exponential growth for both Emami and Marico since it was based on cultural insights.

Then comes People Adaptation in a foreign country which consists of both transforming your own personal leadership style from domestic country to a hybrid style of foreign country keeping your own core values intact and designing a company IHRM policy which is also a hybrid of that needs of that foreign country and values of company in domestic country headquarters. There are several examples of this aspect directly impacting the bottom-line of the company. One example is of Marico entry into South Africa market which was highly Hierarchical culture, and the employees mistook the Indian leadership attempt to views & give work independence as sign of weakness leading to wide scale employee iteration and lack of initiative as normally expected in India. Once this issue was diagnosed the Marico HR moved to a hybrid approach to dictatorial and democratic approach with clearly defined task management and yet giving motivations & promotions to employees who showed innovation & creative skills.

The third aspect is Planet where the company must be environmentally conscious and conscious of religious norms of the country.

The fourth aspect is Plausible which basically means that all Culture based business transformation must be financially viable & sustainable.

The Layers of Culture which define the “Country Culture” – Key aspect for learning



The Culture is Soft/ Human, yet most important of International Business environment. It is a summation of Beliefs, Morals, Religion, Customs, and any other Norms acquired by people of the country over history of time. History is main formation of culture and an International Business Manager, for us to understand and then adapt to country culture we need to understand the layers since only one layer is visible and rest are either hidden or in the core of culture difficult to insight. The Culture has three layers – Core Culture, Hidden Culture and Visible Culture. The Core Culture is made of National History, National Pride, Beliefs, Nation's Religion or Religions, Nation's Mythology, Norms & values acquired over a period of time. These form the core a human being or a consumer or an employee in a foreign country and it is very difficult to change. The MNC companies hence first learn and then adapt to this core culture in a hybrid way while maintaining their own domestic culture. Next comes the "Hidden Culture" which are perceptions about people, about practices, about products, about other religions, about other countries and about purpose of life (4) . This hidden culture is often not visible immediately but is reflected in Consumer behavior and employee behavior which we have researched and put in form of cultural dimensions in later part of this thesis. Lastly there is Visible Culture which is evident and expressive. Companies try to use this visible culture to transform their brands for success and also form a people strategy for their employees in the foreign country. Visible Culture is also the only layer of culture which can be modified as a process of change and MNC companies use this to form a hybrid culture of their companies in foreign cultures (a mix of MNC's domestic core culture and foreign visible culture).

The Cultural Adaptation Model of "Authenticity and Competence" – A Global Dexterity Portfolio Model - This model frames Global Dexterity Competence into two axes of "Cross-Cultural Awareness" and "Cross Cultural Authenticity or Genuineness in application". This model comes into play since many international founders and managers though duly trained and educated in Cross-Cultural differences, keep working either on their own personal cultural style based on home country or do not implement the personal Cultural Transformation with efficiency. This example was witnessed by several Indian MNCs in Middle East market. Yet there is blue chip Indian MNCs in personal care space which are shining in Middle East market to strong competency and authenticity in what they do for Culturification in foreign markets. To conclude the level of Cultural adaptation of Product, People, Plausible and Planet variables of Culture in foreign market is directly co-related to business performance in exports from India. In Exports, Culture modification is much important than other critical business functions like Marketing, HR, Finance and strategy. **Culture gives you contacts, and content to make profits**

5. Key Findings - "Indian (Bharat)'s Culture heritage is a brand in global market" - The 21st century in many ways is pointing towards domination of Indian in the world economy, and hence, many more companies and business managers from India are expected to operate in the international cultures diverse ecosystem for which we need to be prepared with a template to measure and manage the cross-culture diversity. Apart from the power of Indian companies on intellectual capital, IT savviness and economical bend, the most critical factor would be the management of cross-cultural variables in each international country they expand into. Hence the significance of this research to address the future of Indian companies managing across cultures in much bigger number in coming years as much as currently. The key finding is 34% of consumers across selected 8 countries have valued India very highly as source of "Ayurveda wellness" for both health & beauty products sourced from India, along intention to buy such an offering provided the quality standards are international, further 28% consumers have valued India as good to mild value in "Ayurveda Wellness equity" with intention to purchase to such products sourced from India. Remaining 38% are unaware of India's wellness equity and hence indisposed to purchase of products sourced from India. This 62% consumer segment provided for huge opportunity for exponential growth of Indian exports in Wellness segment, hence academia and corporate research should focus on converting this to a 100,000-crore made in India exports where China cannot compete with us.

A glimpse of Global Dextriy Product Consumer insights for NPD						
Variable	Middle East	Africa	SEA	Europe	USA	South America
Affinity for Indian Culture	9	9	7	5	6	1
wellness we trust	9	8	8	7	5	2
Heard of Ayurveda ? Would look for such products	9	9	6	7	4	1
Pricing	9	2	4	7	9	2
Made in India denotes "wellness"?	8	8	7	7	3	1
Mention of "Indian Wellness" local	9	8	9	2	1	1
Total	8.83	7.33	6.83	5.83	4.67	1.33

Score above 8	Adapt product with Indian wellness, Price, Place and Promotion & Enter
Score of 6 with low score on pricing	Adapt Value for money pricing
Score of 5-6	Launch wellness with masstige, JVs & Acqisition, International branch
Score 4 to 5	Launch Premium extension of products, JVs, Offshore companies and Strategic Alliances
Score less than 2	Stay away & minimise imports

India is a brand in international market and it is linked to Ayurveda equity from our scriptures and mention in old scriptures of other countries of the world which is giving tremendous potential to grow export sales It is clear from this chart that Indian Ayurveda is huge opportunity for disruptive growth in exports. The highest equity is for Middle East with mass Ayurveda products, followed by Africa with low price Ayurveda products, followed by Malaysia/ Indonesia, then Europe & USA with Masstige Ayurveda products and lastly South America with no such opportunity. From Eyes of consumers in international locations working for Indian companies for cultural variables required for new product development for exports

- i) Importance of oriental / traditional products by international country consumers (weight 25%)
- ii) Affinity for cultural similarities with Indian "Hind" origin (20%)
- iii) Trust Cultural Integration products, like Ayurveda & Islamic Herbs combinations (15%)
- iv) Love for Indian Herbal traditional products (10%)
- v) Open to wellness from India like Ayurveda (10%)
- vi) Balance of culture driven products & scientific driven products (~ 15%)
- vii) Resistance to new products / Resistance to change (5%)

Cultural Integration dimensions through Global Filter									
Culture Dimension	Score Definition		Countries						
	1	10	India	Saudi Ara	UAE	Egypt	China	USA	Italy
Importance of Traditional cultural products	No	Yes	8	9	8	7	7	7	5
Affinity to product with cultural integrity	No	Yes	9	8	8	7	8	6	4
Belief in cultural sync with other country	No	Yes	8	8	9	8	7	6	5
Love for cultural indian wellness ingredients	No	Yes	10	9	9	9	5	8	4
Open new ideas on wellness from India	No	Yes	9	9	9	8	6	9	5
Belief in balance of culture & science	No	Yes	8	8	10	8	4	9	3
Orthodox or liberal to cultural change	No	Yes	7	9	9	7	2	8	5
Average Culture score	Moon	Sun	8.4	8.6	8.9	7.7	5.6	7.6	4.4

Key findings are that there is significance for or higher affinity for Indian cultural history ingredients likes Ayurveda. There also likeness for Indian and Arab integrity of ingredients & openness to try new wellness products from India but with some of their own local Arab cultural inclusion.

Case studies from my own industry experience in international domain and from interviews with CEO of international departments of Indian companies abroad.

a) Marico's recent game changer by launching Parachute Hair Cream for Middle East and SEA markets, a product which was not sold by them in India – It was founds during insight sessions with consumers that though they like Indian goodness in form of “Jozel Hind” or “Goodness from India” but they are not willing to buy as the formats are oily and do not include some ingredients from their own country. These made Marico ask its R&D in India to make a Hair cream, Hair conditioners & Hair Masks for female Arab population which has both “goodness from India”, make in India and also Arabic ingredients like cactus, olive and black seed. This resulted growth of business from Rs 12 crores to Rs 207 crore in just 2 years' time with 30% profitability & 27% market shares in categories played. This learning was later followed by Dabur, Emami and Himalaya from India.

b) Emami struggled with same issues in recent period with key brands Fair & Handsome & Navratna brand which were made for Indian consumers and struggled to find base with international consumers with specific reference to Arabia and Southeast Asian consumers. Post consumer research Emami launched a “7 ingredients into 1” or “7O1” brand which had 4 ingredients from Indian Ayurveda origin and 3 ingredients from Islamic Arab origin in 7 different formats like Masks, Creams, Serums, Hammam, Non-Sticky Oil, Conditioners and Hair Gels. The range accumulated Rs 256 crore of incremental business in just 2 years as it was based on local consumer likeness and was made in India.

c) Other insights like “Rahyan Al Hind (Tulsi) goodness from India”, Oudh Al Hind (Sandalwood oil from India) and Ruz Al Hind (rice from India) were used by Indian companies to build incremental business in last 2-5 years.

A lot of business opportunity still remains in this field by converting culture insights to business and researched potential is over 5000 crores of make in India culture products

There are many Ingredients from India which are highly valued in Arab culture can be source of large scale. Following is the list of such ingredients inspired. My research has found the following ingredients which are still lying unused by Indian FMCG exporters and Indian MNCs for export growth. My visits to traditional Arab markets called “Souq” and “Attar”, across middle east for research showed massive quantities of these products include fake duplicates of it from China. It is a gold mine waiting to be exploited by Indian exporters and Indian personal care companies in form of value-added products using below ingredients for Arabian markets. This value for Indian ingredients is due to mention in religious scriptures of Arab world about “Hindi Herbs”. Like for example the Prophet SWS said, “Indian essence is cure to 70 diseases”. These are engraved in Arab minds and should be used as a huge potential for exports. Currently I was surprised to see many duplicates of Indian essence and Agarbattis from China & Africa in absence of active Indian exporters to use this value. The name of these ingredients is as below

- ✓ Indian Black Seed (Nigella Sativa)
- ✓ Honey from India mixed with Turmeric, and Ashwagandha
- ✓ Myrtle, Angel Perfume, Rayyan or Indian Tulsi mention in Scripture
- ✓ Indian Incense like Bakhoor, and Oudh (Sandalwood)
- ✓ Indian Henna
- ✓ Ruz Al Hind (Rice of India)
- ✓ Juz Al Hind (Medicinal Herbal Oils from India)

My research estimates this market of “Indian Wellness” to be more than 500 bn dollars from India to Middle East and worldwide.

Indian NPD Model led by Ayurveda for exponential export growth (back to Indian scriptures and back to basics) – Monetizing "India's Wellness Equity" for sustainable export growth : Learning of an International Assignee in area of International New Product Development, for Indian MNCs, for sustainable development of AtmanirbharBharat & #MakeinIndiafortheGlobe programs This presentation is from an eye of an International assignee for Indian MNCs and the potential value of the learning to be converted into sustainable growth of “Make in India Products” for International exports. The backdrop of this learning is time when Indian FMCG decided to go International, after having restricting MNC in Indian market with do good/feel good space”. International, the combined turnover in 2021 for Marico, Emami, and Dabur in Middle East, Africa, USA, Russia and Europe is about 15,000 crores from about combined 100 crores in 2008, with localized product launches and localized brand marketing. This success came after an initial failure of 5-7 years till the time Indian companies realized that the key to success in those countries is Global Dexterity – Adapt to each country's consumer need with local ingredients, without losing your own self (Ayurveda based Indian ingredients), transforming from first generation formats to fourth generation formats.

6. Summary & Conclusion -Indian companies also realized the value of “Indian wellness Equity” in Middle East, Europe and Africa coming from three thousand years of trade from India and mention in local scriptures. For the sake of such explanation, one area that is Middle East has been chosen to share learning and further exploration. Another important point in the learning is that equity of Indian Ayurveda in say Middle East is so strong that even after current success; we as Indian business are still scratching the surface. Small startups from Rajasthan and Gujarat are able to now scale up to 500 crores in no time with elementary level of “do good Indian wellness” or Ayurveda based products.

An example lies in thousand crores of Indian Henna, Indian Ayurveda based Hair Serums, Face packs, and Indian Black seed oil and Indian incense stick to Middle East. Hence this business of 15,000 crores can be converted to 100,000 crore & beyond through a sustained NPD model (new product development model for each country to be exported from India) which includes both product & brand transformation based on consumer insight-based need -gap - fit model. Lastly but most importantly, there is a huge need & scope for academic research to help such consumer insight and identifying need gaps which are not yet utilized, for a a disruption.

Future Scope - An Academic – Industry research partnership will lead to a sustained growth of Indian exports.

The important finding is that for Indian export vision 2030 to be constructed and successful we need to link and co-relate managing culture capability of country & culture differences in target foreign market, to bottom-line of companies/ government fiscal health Cultural dimensions were identified through quantitative, and interviews and a weight was also assigned to arrive culture score of each country.

Findings Table 1-

Culture Score	Score Definition		Significance
	Low	High	
Culture Dimension			
Hierarchy /Egalitarianism	Egalitarian	Hierarchical	12%
Sense of Belonging to a Group	Individualistic	Team member	18%
Importance of people relationship	Process oriented	People oriented	6%
Communication styles	Direct	Indirect	5%
Time Orientation	Low Time	High Time	8%
Change Tolerance	Change Averse	Change Tolerant	9%
Work Life Balance	Work focus	Life focussed	8%
Consumer style- Conservative/Liberal	Conservative	Liberal	12%
Product liking -Do Good /Feel Good	Do Good	Feel Good	12%
Oriental /Modern	Oriental	Modern	10%
Total			100%

Cross-cultural differences can be measured in form of cultural dimensions in the international-business scenario for Indian companies in the same way as it has been done for American companies (7). All of the current research available in published research is in the context of American companies operating in Europe, and not about Indian companies in international markets. Second conclusion is that “Culture Adaptation score” of a company (operating in various countries can be measured through a survey to establish that different Indian FMCG companies namely Dabur, Marico, Emami, Tata Chemicals and Himalaya have adapted differently to cultural differences challenges.

Findings Table 2

Cultural Differences Dimensions through Global Filter									
Culture Score	Score Definition		Countries						
Culture Dimension	Low	High	India	Saudi Arabia	UAE	Egypt	China	USA	Italy
Hierarchy /Egalitarianism	Egalitarian	Hierarchical	7	9	8	7	7	2	7
Sense of Belonging to a Group	Individualistic	Team member	9	4	5	5	8	2	7
Importance of people relationship	Process oriented	People oriented	9	8	6	7	7	3	6
Communication styles	Direct	Indirect	2	3	4	3	5	9	4
Time Orientation	Low Time	High Time	2	1	7	5	6	9	8
Change Tolerance	Change Averse	Change Tolerant	4	1	5	4	4	9	3
Work Life Balance	Work focus	Life focussed	3	2	4	4	2	8	5
Consumer style- Conservative /Liberal	Conservative	Liberal	3	1	6	5	3	8	9
Product liking - Do Good /Feel Good	Do Good	Feel Good	4	1	6	5	2	7	8
Oriental /Modern	Oriental	Modern	4	1	8	5	2	8	9
Average Culture score	Moon	Sun	4.7	3.1	5.9	5	4.6	6.5	6.6

India, China, and KSA are on one end of the scale while the USA, Italy and UAE are on the other end. Surprisingly Egypt is on the middle of the scale. International FMCG companies who best understand and adapt to the above have the best growth and profits.

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