

Building Cultural Resilience and Agility: Based on Cross-Cultural Adaptation by Global Consultancies

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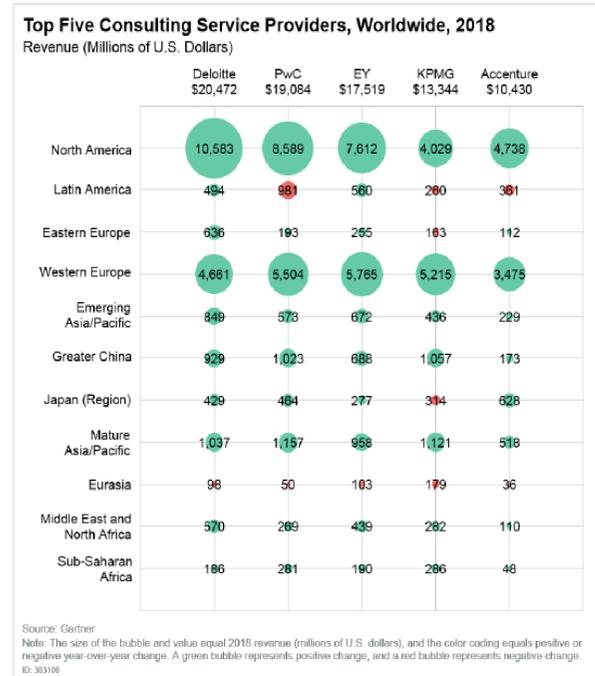
Culture and Consultancies

Culture is the identity of a group. It's the thinking, behavior, practices, traditions, values and other exclusive characteristics of that group.

To help frame the cultural guidelines an industry with successful international growth is analyzed, the global consulting industry.



Figure 1. Top Five Consulting Service Providers' Consulting Revenue, Worldwide, 2018



Source: Gartner
Note: The size of the bubble and value equal 2018 revenue (millions of U.S. dollars), and the color coding equals positive or negative year-over-year change. A green bubble represents positive change, and a red bubble represents negative change. 01/30/19

In 2018, the top 10 consultancies owned 56.6% of market share (see Table 1). This indicates that, while this is a heavily diverse market in terms of skills and client outcomes, the largest consultancies have significant market advantage. That advantage is not limited to consulting.

According to Euromonitor, the industry saw an increase in turnover at an average of 10.8 percent annually in the five years to 2018

Application Matrix



These are few of the popular fields of cross-cultural communication. All of these fields could benefit from the cultural tools. Some other areas can be:

- Conduct environmental assessment
- Identification of local resources
- Detect change influencers
- Analyze adaptation process
- Define local brand perception
- Study of country culture for better PR
- Construct best practices for local management
- Forecast changes based on global trends and standards
- Establish decentralized headquarters
- Management considering the diversity mandates
- Clarify local execution/ implementation processes
- Formulation of advisory board
- Explore liabilities based on local political/power structures
- Investigate cultural history design product roll-out
- Perceive the path of least resistance
- Monitor reputation management
- Detect growth opportunities with low risk profiles
- Informed corporate social responsibility

Theoretical Approach



Young Yun Kim's Cultural Adaptation Theory

This theory states that all new arrivals go through a stress-adaptation-growth dynamic and establish a stable relationship with their host environment.



Edgar Schein's Model of Organizational Culture

Culture based on three levels or layers (onion model):

- artifacts and symbols
- espoused values
- basic underlying assumptions

Impact

- A compilation of various cultural theories, tools, resources, and best practices are included in these infographics.
- Uploading these on the company intranet for quick and easy reference is a great way of increasing cultural awareness. The researcher can glance at this information and read about the tool relevant to their cause.
- Thus Increasing cultural agility without cultivating a sense of cultural fatigue

The block contains several infographics:

- CONFLICT PREVENTION**: Focuses on research to prevent cultural issues.
- Cultural Guidelines**: A document titled 'Expect The Unexpected'.
- Organizational Culture**: Explains how organizational culture is shaped.
- Client's Culture**: Discusses understanding the client's culture.
- Market Culture**: Analyzes market culture through Hofstede's dimensions.
- Erin Meyer Cultural Map**: A tool for comparing cultures across countries.
- Other**: A collection of various cultural resources.