Communication Skills, a Solution Diminishing Risks in International Business

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Abstract: According to the latest approaches in the field, the integrated marketing communication requires a planned organizational approach, creating and maintaining in time good relations with the customers of its products or services, but also with its other stakeholders. According to the data provided by the National Statistics Institute (INS), the year 2014 is the first year in history when the Romanian exports exceeded the amount of EUR 50 billion. However, within the context of the economic crisis, numerous Romanian brands have disappeared from the market and Romania risks becoming a simple outlet market if the local companies do not improve their communication processes and skills, as sources of competitive advantage by which the Romanian products and services may differ in relation to those of the E.U. member countries. Within the context of business globalization and of the knowledge society, the present paper is trying to identify ways of developing the communication skills, which can be integrated in a formal risk management system, allowing the decrease of the risks triggered by the cultural differences specific of communication in international business.

Keywords: integrated communication, linguistic skills, branding, risk management, ineffective export.

JEL Code: F27, M12, M31, D83

Introduction

The factors of the external environment, which has become unstable and even aggressive, have forced the economic actors to a basic revision of the strategies of product and service positioning, and in its turn, this revision has influenced the communication process. Now, there is simply much more information than a consumer could efficiently process and a great part of it is eliminated, along with its associated products and services.

Nowadays, building or maintaining a brand image means putting the consumer at the heart of the organizational concerns.

Communication switches from manipulation actions to actions allowing the consumer to become involved in the appearance of new products by the common management of the knowledge concerning the consumer's needs, motivation and behavior. [1]

The descriptive communication based on rational arguments about the product and its features is becoming inefficient and it is gradually replaced by the communication based on emotional arguments.

When communication takes place in an international language, the action becomes more complex because the non-native reader needs additional elements in the message, serving as a support in the decoding and interpretation of the meaning. "The consumer is not anymore that Homo politicus fond of the facts and events agitating the high society, he wants to be talked about, to feel that the emitter cares about him in all his dimensions. This is an argument among many others, permanently reminding us that we do not write about him but for him." [2]

We have witnessed, beginning with the 90’s, the gradual transition from the traditional business communication to the integrated one, in response to the changes in the competitive environment and as an effect of the development and the spreading of the digital technology, which has made it possible to increase the communication forms by the use of the internet.

"The great corporations have quickly understood the advantages of developing this type of communication, using it particularly for the advantages it brings to the brand, which has become in this way a major competitive differentiation tool and succeeds in obtaining individualization, coherence and mutuality of the contact with the consumers” [3], diminishing the risks of confusion in the perception of the target publics and increasing the chances of operation on the foreign markets.
1. The integrated communication imposed by the aggressive business environment

Integrated marketing communication is nothing else but a reaction to a changing market environment. The dramatic changes of the last twenty years have lifted the concept to a higher level, out of necessity. The definition of the concept of integrated marketing communication has taken, in time, different forms, which have tried to clarify and complete its meaning:

**1993.** Integrated marketing communication is a concept related to the planning of marketing communication, recognizing the added value of a comprehensive plan meant to assess the strategic roles of diverse communication ways - for example, advertising, in general, direct answer, sales promotion and PR - and combines these disciplines to provide maximum clarity, coherence and impact (American Association of Advertising Agencies). [4]

**1995.** Integrated marketing communication is the strategic choice of the marketing communication elements that can efficiently and economically influence the transactions between the organization and its existing or potential customers. [5]

**1999.** Integrated marketing communication is a concept in which a company carefully integrates its coordinates, in multiple communication channels to transmit a clear, coherent and convincing message regarding its organization and its products. [6]

**2000.** A unitary effort of the organization, coordinated to promote a brand concept, by the use of several communication tools that "speak as a single voice". [7]

**2001.** It is a process of analysis, planning, organization, realization and management of profitable relations with employees, users, stakeholders and the great public, offering everybody the chance to interact with the organization by means of a large variety of environments. [8]

**2002.** Integrated marketing communication is a process of customer relations management, leading to the increase of the brand value. [9]

Particularly, it is a trans-functional process meant to create and maintain profitable relations with the customers and the stakeholders, checking or influencing all the messages submitted to such groups and encouraging dialogue in order to obtain results.

**2011** According to the American Marketing Association, Integrated Marketing Communications represent a planning process aiming that all the contacts of the brand with a consumer or with an organization should be relevant, consistent and constant in time. [10]

The key of development and of execution of an integrated communication programme consists of the observance of the eight principles [11] representing the basic concepts of a customer-oriented organization, in order to succeed on the interactive international market of this century.

These principles have been stated by the one who is considered the father of the integrated marketing communication and have been published in the year 2004 in *IMC, The Next Generation. Five Steps for Delivering Value and Measuring Returns Using Marketing Communication*.

**Principle 1. Become a customer-centered company**

Customer-centered companies (Figure 1) understand not only what value is for the customer, but also how valuable the customer is for them.

These companies observe operation models based on a carefully defined and quantified strategy (of customer segmentation and of adaptation of the flows of development of products, demand, manufacture programming, purchase chain, clients’ assistance etc), to provide the highest value to the best clients, at the lowest cost.
All the operational activities, elements and units are directed towards and focused on supplying benefits to customers, on satisfying customer needs and demands. The company’s main goal is to serve and keep the customer satisfied, to assure his loyalty in order to obtain continuous income flows from the customers.

**Principle 2. Use an outside-in planning**

Incentives for a company come from the outside, from the market or from the customers, and only when sales are realized, marketing targets are attained. Customers are regarded not as a reason for expenses, but as an income source for the company. The goal is to manage the creation of demand and of income flows, before products and costs. The key responsibility of marketing communication is to generate and keep customers and income flows by using different tools, programmes and activities. The responsibility of the whole company is that to develop, cultivate, and maintain the income flows brought by customers in time.

**Principle 3. Focus on the customers’ total experience**

The customers’ total experience represents the whole set of memories the customers have regarding a product, service or even an organization. The examination of all the factors that have led the customer towards a positive or negative experience can pave the way towards a strategic approach in the proper management of the shaping of the clients’ experience.

Therefore, an organization must determine [11]:

- Who are the customers? (from behavioral data or other data)
- What experience have they had? (related to the company)
- What can the company do for its customers? (what must be added to the product / service, in order to meet the client’s wish)
- How will the company organize the way the products, services and personnel should be ready to offer the promised experience?
The moment when the customer sees an advertisement or billboard, he already sees the brand and, thus, the management of products, services and of people, with the purpose of providing the customer with a positive experience – this is an essential part of the integrated communication.

Considering that the usual actions of the customers are motivated rather by emotions than by the rational thinking, we can understand how important it is for them to have positive emotions. The way the brand is presented is also extremely important, from the perspective of the consumer’s total experience. The brand may be a list of features or may tell a story.

When this happens, telling the story to other people, the customers shall identify themselves with the story, which shall become their story and the company will experience the great success [12].

**Principle 4. Align the consumers’ objectives with the organization’s objectives**

Aligning organizational with client objectives and then supporting these objectives by suitable marketing and communication programmes is an extremely difficult task, which can be successfully realized if the marketing strategy is perfectly aligned to the general strategy of the company, allowing the development of integrated communication programmes with an important effect.

The next important step regards the top management, who has the responsibility to make investments in [11]:

- research-development, for product / service improvement;
- the company resources’ planning, in the supply chain and in ECR (efficient consumer response);
- the relations with the clients, in communication, in the management of the relations with them, as well as in other brand building initiatives.

**Principle 5. Establish the customers’ objective behavior**

Knowing the consumers’ objective behavior, integrated communication strategies able to influence this behavior in the company’s interest can be developed.

Respecting this principle leads to the following benefits [11]:

- acquiring new customers,
- keeping and maintaining the current customers,
- keeping and increasing the sales volume or profit brought by the existing customers,
- determining the existing customers to buy the company’s products or services, at higher prices.

**Principle 6. Treat your customers as valuable assets**

The customer is one of the most important, if not the most important income source for the organization. He must be treated as a king, because, actually, he represents the company [13].

Viewing the customers as assets, and then developing a marketing strategy, by making an investment that will then return as customer-produced income (only if the whole process has taken place well) is all that integrated communication represents.

**Principle 7. Improve the efficiency of the operational activities**

Another marketing communication challenge comes from the other departments of the organization, which maintain a sort of competition related to the budget each one receives, as recognition of their importance within it.

This can constitute a barrier for integration.

If separate budgets are distributed for PR and Marketing, they will not be able to hold a joint activity.

The change of perspective comes only from a thinking focused on the target, with common goals: the customer and his experience with the product, services and people, offered by the brand and by the company.

In Schultz’ model, the improvement of the efficiency of the operational activities includes two terms: messages and incentives [11], which means that all efforts must be focused on these two aspects and thus, a much larger range of communication options shall be generated.

**Principle 8. Marketing communication activities should be oriented towards the same point**

The convergence of the marketing communication activities is the meeting of the traditional marketing communication with the electronic marketing and with other communication activities.

Another important perspective is the one that on this modern and dynamic market, coherence is necessary [14].
Communication must be transmitted in the same way on all channels, aligning the company’s voice and image with its identity. Coherence can be assured only if marketing communication activities are integrated: one company - one voice.

A series of factors have led to the re-thinking of the role that different communication tools have on the level of the promotion mix used by organization:
- the inefficiency of advertising by the traditional media (TV, written press, specialized magazines etc.);
- the unprecedented atomization of the demand, which determines a very well-targeted, personalized and interactive communication;
- moving power from emitters towards intermediaries;
- explosive increase of the different forms of communication through the internet;
- growth of the importance of the time factor and stress factor in the human existence.

In the first chapter of their book of 2004 [11], Heidi and Don E. Schultz highlight the main engines of integrated marketing communication.
According to the authors, three modifications occurred by mid-1980s and were key factors in the development of integrated marketing communication:
1 – “development and spreading of digital technology in the whole range of business operations”.
The information technology developed in the 1990s made it possible for companies to fully understand their consumers.
2 – “the increased stress laid on brands and branding as a major competitive tool of differentiation”.
In a world where everything can be copied and duplicated, and where the label leads to the sales explosion, the brand is the “new kind of competition”.
3 - “the increased stress laid on multi-nationalization and globalization and on the marketing extended beyond the traditional geographic frontiers”.

In a world where brands are “able to operate in real time, 24 hours a day, [...] everywhere”, brands need to re-think their communication beyond the national frontiers to “create a unified, coherent and integrated strategy, while the rest should answer the unique needs of the individual and cultural markets”.

Only integrated marketing communication can bring clarity and can help find a balance between global coherence and local differences.

There are three great objectives of integrated communication: brand notoriety, attitude to the brand and loyalty to the brand.

**Brand notoriety**
Before a company can sell specific products and services, it needs to create the notoriety of the brand on the market, speaking about the brand and its significance.
Example: “increase brand notoriety by 10 per cent within three months”.
The building of brand notoriety is essential to also build brand capital.
This includes the use of different promotion channels, like advertising, social mass media, sponsoring, launch events etc.
The brand notoriety includes both recognizing and remembering the brand. In general, it is easier to recognize a brand than to recall it.
Awareness of a strong brand leads to high sales and to a high market share.

**Attitude to the brand**
Once a company has established its brand notoriety, its next important step is to convince customers to buy its products.
A customer’s attitude towards the brand has two components:
- the positive or negative feeling related to a customer’s experience regarding a certain brand,
- the belief that the positive or negative feeling is correct.
The company can evaluate the attitude to the brand before and after a marketing campaign, to see if they have improved. At the same time, the customer’s intention to buy after a campaign might be studied.
Example: “winning 15 per cent of the market, within three months”.

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Loyalty to the brand

The long-term objective of most companies is that to develop and maintain relations with its loyal customers. The goal is to increase incomes from the current customers. Example: “the increase of the basis of customers by 20 per cent and of incomes by 10 per cent within 6 month”. The consumers who are loyal to the brand are the foundation of an organization. High loyalty levels lead to low marketing expenses since the customers who are loyal to the brand also promote the brand.

At the same time, brand loyalty acts as a means of launching and introducing with lower expenses several products meant for the same customers.

It limits the appearance of new competitors on the market. Loyalty to the brand is a key component of brand capital.

Tools of the integrated marketing communication

This type of individualized communication in which the organization and the customer are equal partners in communication uses complex communication programmes that assure the coherence of the transmitted messages, the key point being the strategic planning process. Integrated communication has special operational features, each level of the organizational structure having specific responsibilities.

Advertising, sales promotion, public relations strengthen their position in the organizational mix, yet, in the new concept, their use is of an integrated type, on all the contact levels between the organization and the target public (Figure 2).

Figure 2 – Tools of integrated marketing communication

<table>
<thead>
<tr>
<th>Corporate communications management:</th>
<th>Corporate communications marketing:</th>
<th>Consumer contact management:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate advertising;</td>
<td>Sales point display;</td>
<td>Services provided to clients;</td>
</tr>
<tr>
<td>Corporate sponsoring;</td>
<td>Promotions;</td>
<td>Mediated sales;</td>
</tr>
<tr>
<td>Corporate PR;</td>
<td>Merchandizing;</td>
<td>Direct sales;</td>
</tr>
<tr>
<td>Corporate identity;</td>
<td>Product advertising;</td>
<td>Telemarketing;</td>
</tr>
<tr>
<td>Corporate image</td>
<td>Brand sponsoring;</td>
<td>Internet sales;</td>
</tr>
<tr>
<td></td>
<td>Branding PR</td>
<td>Direct marketing;</td>
</tr>
</tbody>
</table>

Source: Stanton P., Stanton J., The Role of marketing in shopping in Corporate annual reports: research perspectives used, The University of Newcastle Australia

2. International languages communication skills and risk diminution in business

In international business, removing the linguistic barriers is essential. Organizations aiming to favorably position their brands on the regional or global markets need to acquire not only linguistic skills but also communicative skills. This objective requires that the emitter should use linguistic tools close to those of the receiver. Communicative skills mean knowing and putting into practice the rules that require the use of the word in the context. At the same time, discursive skills are necessary, considered by Sovignon as “the capacity to interpret a series of sentences or statements, so as to obtain an intelligible whole, coherent texts adapted to a given context.” [15]

Grammatical skills refer to the mastering of the linguistic code up to the capacity of recognizing the lexical, morphological, syntactical and phonological features of a language and to manipulate them to form sentences so that the receiver may decode the message as close to the emitter’s expectations as possible.

“The mix of knowledge, skills and attitudes allowing people to communicate and have contacts, despite cultural frontiers, forms intercultural skills. They require the gathering of information on a certain culture, interpretation of such information to understand the faiths, reasoning and behaviors of people belonging to this culture.” [16]
The sociolinguistic skills are the key of articulation of the individual general skills with the foreign language communication skills.

The foreign language communication strategies need to be integrated on a more general level, namely that of the social actor’s global skills. “Good communication means selecting, balancing, implementing and coordinating the pertinent components needed for planning, executing, monitoring and assessing, even re-planning the tasks with the goal of successfully realizing the communicative intention.” [17]

The communicative skills are the first objective of learning a foreign language. The simple linguistic skills are not enough from a communication perspective. From the perspective of expression, those who know foreign languages need to learn to use forms and adopt language behaviors and attitudes in a way allowing their interlocutor to recognize them. From the perspective of understanding, they will have to be able to identify, recognize and interpret correctly the attitudes and behaviors used by their interlocutors in communication acts and in historical and cultural references.

Modern languages are not simple tools allowing the factual transmission of information. They are, first of all, communication vectors of the cultures where they come from. The country's history, the social and fundamental historical norms of the society are all factors necessary to understanding culture and also the appropriate use of the modern language.

Therefore, it is necessary for foreign language users to integrate culture in the learning act, going beyond the civilization level to approach deeper elements such as the systems of values or beliefs and the vision of the world. Anyway, it is not just about having some cultural knowledge. From the intercultural perspective, the communication skills require the interlocutors’ capacity of recognizing the cultural element in the oral or written linguistic exchanges. To learn a foreign language means being able “to perceive the hierarchic systems by which a social community functions and, consequently, to anticipate, in a given situation, what will happen (respectively, what behavior is recommended to maintain a proper relation with the actors of a given situation)”. [18]

Communication skills are not only the sum of the linguistic knowledge, they are - to the same extent - the reflection of different pieces of knowledge related to language, linguistic acts completed in harmony to the communication needs and the social interaction.

The foreign language is, first of all, a social practice and our linguistic analysis endeavors to research to what extent those who communicate can discern the authentic intercultural situation features, so that the goals of the message emitter be retrieved at the end of its reception. Communication means the use of the foreign language in a manner that is appropriate to a great variety of social situations and the fact that the user has profound knowledge on the rules that are socially admitted and on different models of communicative situations.

The target public has different reference systems (faiths, attitudes, opinions, tastes, norms, principles, values, prejudices etc.). The American model of the individual and group reference system is represented by three concentric circles (Figure 3). [19]

![Figure 3. The American model of the individual and group reference system](image-url)

The individual reference system interferes, but does not overlap on the social reference system. The American experts recommend that we should build and influence opinions and attitudes without affecting the faiths, because the whole representation might be disturbed in this way. We could get an image close to the one we want, if the information provided for the target public manages to individualize, to differentiate the organization by comparison with other similar ones.

The cognitive operations cannot be ignored when it comes to interpreting and building meaning, because communication is not reduced to a simple information transmission, based on a coding and decoding operation. Understanding is related to mental spaces which refer to the universe of different faiths of the actors in the co-elaboration of the message. This co-construction is reached as a result of the negotiation, adaptation, confirmation stages etc. This operation requires other skills than the simple linguistic and sociolinguistic skills. We shall remind that it is the discursive skills that allow the recognition of the types of speech, and also the sociocultural skills that allow the author and the receiver of the message to apply strategies to understand the message sent during the interaction. So, the meaning is not derived from the sentence and from the linguistic forms; it is the result of a calculation, starting from a personal reference system (encyclopedic, sociocultural knowledge etc.) and logical skills. These operations are at the basis of the construction or reconstruction of the meaning of the message.

3. Risks management and the integrated marketing communication of Dacia brand.

A representative example in point of integrated communication and performance in international business is S.C. Automobile Dacia S.A, a company that has succeeded in standing out on the international markets, by sharing communication experience and technological know-how within the Renault-Nissan Alliance. This alliance has created a common work platform and a coherent strategy to favor the technological development and the development of the sales network internationally.

The Renault-Nissan Alliance has applied a profitable development strategy, which has had three objectives, namely [20]:

- to be acknowledged by customers as one of the best car manufacture groups internationally as product and service quality and as attractiveness in every world region, and per each range segment
- to rank among the first 3 car manufacturing groups worldwide in point of key technologies, each partner being a leader in specific excellence fields. For example, the Renault-Nissan alliance is developing, in collaboration, the technology for a future electric car and the strategy to sell it on a large scale.
- to constantly realize an operational result which should rank the alliance among the first 3 car manufacturing groups worldwide, due to a high operational margin and to a continuous growth.

As for the sharing of the good practices, each company within the alliance has improved its performances, drawing from its partner’s experience. At present, the alliance represents a unique competitive advantage, both for Renault and for Nissan, within the current context of international economic crisis. Within this context, S.C. Automobile Dacia S.A, a company of the Renault group, the biggest car and spare part Romanian exporter, having sales which amount to 511,465 units, in 2014 managed to reach the best trade performance of its history, thus joining the restrained club of manufacturers selling more than half a million cars per year [21].

Dacia is one of the key brands of the Renault Group and of the Renault-Nissan Alliance, since the ILN Centre (International Logistic Network) from Mioveni delivers parts for the Logan assembly factories of Morocco, Columbia, Russia, Iran, India, Brazil and South Africa. Having a production capacity of 350,000 units per year and a manufacture rate of 64 cars / hour, Dacia car factory manufactures both the range of cars including Logan Sedan, Logan MCV, Logan Van, Dacia Sandero and Dacia Duster, and spare parts [22].

The integrated marketing communication realized by the Renault Group ensures a balance between global coherence and local differences, pursuing three objectives: brand notoriety, attitude to the brand and loyalty to the brand.

The notoriety of the Dacia brand has constituted the main factor that has determined the Renault Group to invest in Romania. Nevertheless, through a correct communication strategy, considering the evolution of the quality of the products provided and the assimilated know-how, Dacia has started to improve its notoriety worldwide.

On the international markets, the customers’ attitude to the brand used to be negative given its poor brand image among the external customers. Therefore, Dacia started a real rebranding campaign in the year 2004, simultaneously to the launching on the market of the Logan model. To improve the company’s poor image among the external customers, the launch of the new model has been scheduled simultaneously in Romania and France. The LOGAN age started with the launch of the first advertising campaign on 17 September 2004: “It is no longer
just a dream! It is real and it’s yours!” As an international brand, Dacia needed an advertisement adequate for an international context. Madrid and its surroundings, as well as a desert landscape near the town of Toledo, where several shots of the movie *Lord of the Rings* were taken, as well, were considered the ideal background to highlight the qualities of the new car. To create the advertisement, the Romanian agency Graffiti BBDO was chosen, which collaborated with BBDO Madrid and the Spanish film production house *The Family* [23].

A significant element in the communication strategy are the *Open Gates* operations, which have become a tradition in the Dacia group, being organized whenever a new model or of a new version is launched. The main objective is to offer the visitors the possibility to discover the car and its tiniest details, to test it and to get informed on the offer of associated services, like funding and after-sale services” [23].

*In the long run, Dacia’s communication strategy has aimed to increase customer loyalty to the brand.* This has become possible by integrating in the Renault Group’s communication strategy of the programme meant to make customers loyal by which the organization endeavors to get closer to its customers and convince them of the quality of the company’s products and services and, consequently, make them loyal to the Dacia brand.

Other means of external communication of the Dacia brand have been the advertisement broadcast by means of the national and international mass media, the participation in the international car exhibitions, press releases, newsletters, Facebook, Twitter or even LinkedIn social network and the [www.media.renault.com](http://www.media.renault.com) and [www.daciagroup.com](http://www.daciagroup.com) sites.

In an interview realized by the Romanian PR with Anca Oreviceanu, Communications Director of Renault Group Romania, she has stated that, beginning with the year 2012, due to the difficult economic situation, “both for Dacia, and the Renault Group, the communication strategy is, generally, elaborated in-house... The stress has been laid on skills, so that the eventual services that used to be entrusted to agencies before may be realized using our own forces” [24].

Leaving aside its optimum quality-price report, the company has succeeded in standing out on the international markets by an integrated communication realized in a professional way. This has also been possible due to the development of the communication skills of the management and of the sales personnel, who have succeeded in managing the risks related to the products of the company on the foreign markets. Dacia has invested great amounts to shape the communication skills needed to master the good practices identified within the Renault-Nissan alliance.

Benefiting of the shared communication within the alliance, in 2014 Dacia acted assertively on the international markets. On the whole, during the last year, 481,840 cars were sold outside Romania, i.e. 19% more than during the previous year [21]. Europe is dominating in the top per regions, about three quarters of the cars sold by Dacia in 2014 being matriculated in the Old Continent countries, as we can see in Table 1.

**Table 1 Top 10 Dacia export destinations in 2014**

<table>
<thead>
<tr>
<th>Country</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  France</td>
<td>105,893</td>
</tr>
<tr>
<td>2  Germany</td>
<td>50,704</td>
</tr>
<tr>
<td>3  Spain</td>
<td>45,986</td>
</tr>
<tr>
<td>4  Italy</td>
<td>39,964</td>
</tr>
<tr>
<td>5  Algeria</td>
<td>39,741</td>
</tr>
<tr>
<td>6  Turkey</td>
<td>34,469</td>
</tr>
<tr>
<td>7  Morocco</td>
<td>33,734</td>
</tr>
<tr>
<td>8  United Kingdom</td>
<td>23,862</td>
</tr>
<tr>
<td>9  Belgium</td>
<td>18,000</td>
</tr>
<tr>
<td>10 Poland</td>
<td>14,689</td>
</tr>
</tbody>
</table>

Conclusions

Within the context of a changing and complex international environment, companies have to efficiently manage the risks specific of international business.

Performance in the risk management process is given by the quality of the involved managers and personnel, by their proactive behavior and the use of a formalized risk management process [15].

Acting in an unpredictable international environment, S.C. Automobile Dacia S.A has to face the risks that might be triggered by a deficient external communication in international business. The main such risks are as follows:

- the wrong interpretation of the external customers' needs;
- the inefficient use of electronic marketing;
- the non-correlation of the advertising message with the consumers' cultural specificities and behavior;
- the use of improper communication channels;
- improper correlation between the company's image and its identity;
- delays in external customers' servicing;
- customers' negative reaction to the products and services provided;

The risks triggered by specific cultural differences of communication in international business can be diminished by developing intercultural communication skills for the organization's members, within a dynamic risk management process.

References