Cross-Cultural Global Fashion Business

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Abstract: International fashion businesses deal with cross-cultures all over the world. Culture profoundly influences how an individual thinks, communicates, and behaves. It also affects the kinds of transactions they make and the way they negotiate. Cross-culture globally refers to a company's efforts and interaction with professionals that are from different cultures and backgrounds. It implies recognition of national, regional, and ethnic differences of methods and a desire to bridge their gaps. Cross-cultural communication helps in creating a concept in the fashion business, wherein different people from all over the world with various backgrounds, and how they communicate. The current scenario of cross-cultural concepts which are becoming critically important all over the world for fashion businesses. Many companies are expanding their markets by specially training their employees to handle their products with good communication skills and interact effectively with different cultures globally. Another aspect could be from diversity management in cross-cultural business challenges, for example, the fashion industry of two different countries like the US and China experience, from the different cultures. The role of language and understanding of culture attracts the customer more appropriately and is a positive point for consumer behavior in businesses.

Keywords: Cross-Culture Challenges and Environment, Cultural Trend Factors and Globalization, Diversity, International Intercultural Business management. Organizational culture

1. Cross-Cultural Global Fashion Business

A cross-culture concept recognizes the differences among businesses and how they function and operate, various nations, backgrounds, and ethnicities globally, and how to bridge the gap with fashion management and styling differences to be effective. Cultural influences work together in an era, where the beliefs of people and their culture play a considerable role in introducing fashion trends of that cross-culture. People follow a trend and forecasting in the clothing industry. The Fashion Industry could force intercultural and social movements by global trends in the business field to comprehend the fashion environment. Fashion is controlled by different cultures, we experience an intercultural trend more of a global mass-produced fashion consumed.

Organizing and managing diversity in cross-cultural challenges globally could be a reality. As many fashion companies are now operating globally. Some differences can greatly impact the organization, these differences can be considered getting along or frustrating to the people they work with within the organization. Chewing the floss or tobacco in their mouth while in the meeting might be considered rude in some cultures. Leaders will have to train their employees to accept and be willing to open to deal with any of these differences when they need to work together on the same task, provided the Leaders themselves are ethical, disciplined, and highly educated with professionalism, more than their employees.

The goal of this paper is to deal with cross-cultural International fashion businesses referring to cross-cultural factors, communication, management, and various cultural and ethnic issues that can influence employee performance and helps in the growth of the company’s efforts to ensure that its people interact affectively and positively, despite solid differences from language, genders, gestures, culture, rituals, festivals, food, and architecture, etc. The philosophy of people over process is a clear example that different cultures are more creative and usually they are more skillful and prominent than the general population as they work from different perspectives and concepts.

Organizational culture could be an important point regarding, values, expectations, and guidance from team members which could also be a challenge in the business environment. Hence this paper will emphasize how to bring about ethical behavior, communication, management, and teamwork and how to deal with different cross-cultures in an international organization.

2. Cross-Cultures Challenges and Environment

Cross-Cultural organizational behavior is cultural similarities and differences in processes and behavior at work, in fashion businesses, and companies. Also the dynamics of cross-cultural interfaces in multicultural international and domestic contexts. We are aware that dealing with a foreign culture needs excellent skills to develop an ability to translate, and to learn to speak a new language, or at least master a few key phrases and keep track of cultural behavior. Communication management and skills. There are cross-cultural soft skills that a global marketer should aim to perfect in the current scenario of communication skills. Communication skills are critical to interact professionally with people from different cultures and backgrounds. Then Adapting and listening help in cross-cultures. Being aware of the cultural differences and creativity brings forth trends of different cultures which again helps in the growth of a business or company.

Cross-culture interactions influence business operations every day domestically and internationally. It is quantified into three basic areas: basic communication, behavior, and thinking can affect how they make their decision and negotiate them in a business environment. It is important to understand these factors when conducting and functioning a fashion business internationally, business does not function
as smooth as we imagine as there are other cultural factors with marketing, branding, and advertising, how you communicate and get the message across to the stakeholders is very important to the people effectively.

Culture creates the Fashion environment in an organization which can also be known as organizational culture and this again influences the nature of long term plans in a business or company, which in turn helps the company with has an important impact on the policies and processes that enables the organization to live its mission and vision. Culture varies globally and here are some important points that are foreseen by the author, “Hofstede”.

The Hofstede Model in Context.pdf
Hofstede the author speaks about dimensional cultures and how it depends on the level of aggregation. There are value differences that vary from individual to individual and create confusion. These six dimensions of national cultures are:- Power-Distance, Uncertainty, Avoidance, Gender, Individualism / Collectivism, and Indulgence Restraint. This clearly shows a conceptual research effort of a paradigm of comparing cultures which results in a cross-cultural fashion approach to the Industry.

1) Culture accepts inequity, power differences, and bureaucracy in power distancing and, shows high respect for rank and authority. The low power distance index indicates that culture encourages organizational structure in decision-making, responsibility, participative style of management, and emphasis on power distribution as well.

2) Individualism indicates the importance of personal goals. A person's self-image in this category is defined as "I." Collectivism indicates that there is the greater importance of goals and well-being of the group, wherein a team of different cultures can bring together collectively. A person's self-image in this category is defined as "We".

3) As a high uncertainty avoidance index indicates a low tolerance for uncertainty, ambiguity, and risk-taking. The unknown is minimized through strict rules, regulations, etc. A low uncertainty avoidance index indicates a high tolerance for uncertainty, ambiguity, and risk-taking. The unknown is more openly accepted, where there are rules, regulations, etc.

4) Masculinity comes with distinct gender roles, assertive, and concentrated on material achievements and wealth-building. Femininity comes with fluid gender roles, modest, nurturing, the quality of life.

Long-term orientation focuses on the future and involves delaying short-term success or gratification to achieve long-term success. Long-term orientation emphasizes persistence, perseverance, and long-term growth. Short-term orientation focuses on the near future, involves delivering short-term success or gratification, and places a stronger emphasis on the present than the future. Short-term orientation emphasizes quick results and respect for tradition.

As society allows relatively free gratification, related to enjoying life and having fun, indulgence plays an important aspect here. Society suppresses gratification of needs, restraint indicates and regulates this through social norms.

To understand the cultural aspect that varies in businesses, Hofstede has given an understanding of the differences which help the societies, companies, and businesses to the benefits or advantages that go with growth in cross-cultural fashion management. Here below is a model projecting the cultural-dimensions-theory of Hofstede.

Credit: Greert Hofstede, 1980.

The above model was created in 1980 by the Dutch management researcher Greer Hofstede. Cultural Dimensions Theory determines the dimensions of different cultures how they vary and behave. This is review research on culture, negotiation, It is limited since the theory was

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researched culture 40 years ago. Culture (=Character) has been changed for decades. And also it was created based on the result of a company, named IBM. Therefore, there is a limit to the generalization. However, we agree with most of the points about culture. According to this model, even domestically, India has a low individualism in other words, India's collectivism. In this theory, Individualism-collectivism the degree to which individuals are integrated into groups or organizations. In individualistic societies, they emphasize the rights of the individual and personal fulfillment. Conversely, collectivist society, they act as members of groups or individuals belonging to that organization for life. For example, the culture of an Indian Company thinks that having dinner with team members is also regarded as part of corporate life. (we think that its origins in Military Culture.) So, in case an employee refuses or does not frequently attend the dinner in an organization, he/she gets disadvantage. Because of this kind of social atmosphere, Indians believe in collectivism. Cross-cultural research in the Fashion Industry shows disrupting teams, leadership in companies and organizations.

At this point, a Leader could also be unprofessional at times, and mislead his whole team with unethical behavior as grouping up to a certain culture and promoting the unethical members of his team, being biased with the other cultures around him which could lead to bad or negative politics. Which in turn ruins the whole outcome of the business and gives the company or business a bad reputation. Thus it is all about team management communication besides clothing or accessories, but connected to one's lifestyle, which differs from culture to culture and this brings out a significant overview from design and fashion globally.

Organizational business is coming of age, with individuals manage their independence. Indigenous perspectives highlighting critical challenges for future research especially after the reset of the pandemic. Values that explain cultural differences, levels of analysis issues, incorporating social and organizational factors into cross-cultural change and research taking into consideration the indigenous perspectives seriously, gradually, to go beyond intracultural comparisons and to understand the cross-cultural interfaces and organizational culture in the fashion Industry.

Simultaneously the company depends on strong cross-cultural ideas and methods in management as this helps in a positive aspect of methodology, productivity from different views in an organization. Multicultural workforce, with skilled and flexible working practices such as intercultural and communication skills in changing face of modern organizations, multicultural styles, productivity gains that a multicultural workforce brings to your team and organization, like communication, adaptability, listening, awareness, and creativity which is brought about in a cross-cultural competence to interact and deal with people who belong to different cultures in an organization.

From the Fashion Industry point of view, fashion studies has roots in centuries, age-old histories, interests stories related to cross-cultural perspectives. Cross-Cultural studies and the Fashion Industry need each other to exemplify change and continuity, identity, agency, structure, production, and consumption. Fashion benefits from cross-cultural studies with concepts, contextual flexibility, contemporary and historical perspectives, diverse identity issues, and methodologies from different cultures and their habitats. Here below is the reference of the author Susan B. Kaiser who speaks of the different cultural and fashion aspects of cross-cultural business management in the Industry.

https://www.bloomsbury.com/uk/fashion-and-cultural-studies-9781847885647/

Fashion from both angles, cross-cultural and fashion-related study perspectives, are bringing in the theory and practice of different cross-cultures together and addressing the growing interaction between the two fields to achieve a better conceptualization and good product outcome. Organization and uses of cross-cultural case studies to explore ethnicity, class, gender, and also explains and nation through fashion, how these notions interact and overlap. Developing fashion and cultural studies is essential for the Fashion Industry.

3. Cultural Trend Factors and Globalization

Cultures came into existence at a particular period and region, which is highlighted from the beginning with external influences, in the history of mankind. There has always been an exchange of elements of cross-cultures that has increased enormously with the modern means of terms like "high culture", "popular culture", "subculture" which show us, culture is not only geographic. So the influence of cross-cultures in the fashion industry must be considered as the relation of a part of the culture to the highly complex whole. This results in fashion trends that followed one another, a variety of sources from the cross-cultural scenario. With the presentation of the great fashion houses example, like Haute Couture, every six months which gave rise to the imitation of the rich, the so-called social mimicry. On the contrary, larger firms started to offer more affordable collections, but above all the leaders were copied. Besides Paris, Italy, New York, and London became fashion trend centers in the Fashion Industry.

Currently, in the present day scenario after the pandemic, transformation, and innovation with the internet and digital transformation, people now can access the internet globally, it is obvious that people are aware of the cultural and fashion trends happening in other countries in business management from the Fashion Industry point of view. Businesses and companies are learning, and depend on trends across the world, people are now aware of different lifestyles and get a glimpse of how others live, dress, work, eat, and think and their different lifestyle, all without a need to travel. It has become a trend for people and companies to develop an appetite by borrowing international concepts and designs. This talks about people of rural and cosmopolitan areas moving to a global taste and borrowing menu inspiration from other countries like for example Thailand is repurposing their clothing according to their culture, to emulate Italian styles, and previously India borrowing from Chinese Oriental flavor. This creates a new trend from the flavor of two different indigenous styles to form a new trend in the fashion scenario, which leads to new growth in cultural trend factors in businesses and styling in the Fashion Industry. Sustainability is the current trend that is
highlighted in the Fashion Industry and is creating a cross-cultural environment with cultures globally.

The most intriguing part is how these designs blend with different countries' sensibilities and cultures and a lifestyle from the past to the present globally. This highlights that the cross-cultural designs can come up with different interpretations as these brands prove. The cultural aspect differs from culture to culture and the mindset of people as well. Which in turn can bring new trend analysis, concepts from different intercultural businesses in the Fashion Industry globally.

Cultural studies rely on fashion to exemplify trends and change as well as continuity, examine identity and difference, agency and structure, and production and consumption. Fashion benefits from cultural studies as well, its key concepts, contextual flexibility which helps in bridging 'high' and 'popular culture, contemporary and historical perspectives, and diverse identity issues and methodologies which help globally.

With the advancement of technology, globalization has become a reality. In the field of Fashion Information and technology and liberalization in trade and investment have increased the ease and speed with which companies can manage their global operations. Globalization has helped the Fashion Industry tremendously and is now operating all around the world with a cross-cultural environment globally. This crossing of geographical boundaries with different companies gives the birth of multicultural organizations where different cultures of employees are working together. It may be true that companies are finding these expansions attractive and lucrative. But operating and managing a global business is normally a lot tougher than managing a local company. Global business is affected by several factors like differences in socio, economic, cross-cultural, legal, and political environments.

The global business is also prone to several risks like political risk, currency risk, cross-cultural risks, etc... Human resources are required to perform at all operational levels across all business units be it domestic or global. In such circumstances, the risk of cross-cultural discrepancies is inevitable, these discrepancies and then suggest some effective solutions manage effectively the cross-cultural aspect of human resources for the success of a global business,

The risks for Global Business are failing to adapt management practices across cultures, identities, and new opportunities. Failing to understand local, ethical issues, human resource management, in affective diversity management. Stakeholder conflicts and assignment failures due to cultural issues and language barriers.


4. Diversity

Cross-cultural diversity is a great diversity of the world's culture makes it impossible for any negotiator, no matter how skilled and experienced, to understand fully all the cultures that may be encountered in the Fashion Industry. The concept that recognizes the differences among business people of different nations, backgrounds, how the fashion industry is tuning in to a diverse world? As more non-white, plus-size, and disabled models hit the catwalk, leading and emerging designers realize the internet and social media can make or break their collections, so they need to appeal to a wider cross-section of buyers. One needs to embrace diversity. A diverse workforce presents challenges in terms of region, customs, and communication. Promoting open communication and managing employees from different parts of the world, successful companies realize that good communication is everything, usually, cultural diversity takes into account language, religion, race, gender, age, and ethnicity. Companies started to embrace corporate diversity in the early 2000s. This was due to many trends in demographics and a changing workforce.

Managing and developing cultural competence results in an ability to understand, communicate with, and effectively interact with people across cultures, and work with varying cultural beliefs and schedules with cultural diversity trends.

https://www.researchgate.net/publication/331453077_Managing_cross-cultural_diversity_issues_and_challenges_in_global_organizations

The ability to manage a diverse workforce will be a major determinate of the continued survival and success in becoming a global corporation. Many organizations have begun by initiating training programs, yet they have not explored the full scope of a diverse environment by introducing a complete diversity program that is fully supported by upper management. Diversity is a very sensitive issue and if not handled properly it can be detrimental to an organization. Cultural evolution is taking place in the worldwide workforce, and those organizations that take immediate action will be at the forefront of the global environment.


Cross-cultural management is obviously important and has a great effect on the success of international businesses and their operations. Cullen and Parvoo (2008) have reported that international business management is inseparable from the sphere of patterned cultural behaviors because culture is represented in terms of the pervasive and shared beliefs, norms, values, and symbols that guide the everyday life of different groups of people. International managers have to decide to choose and adjust their strategies aligned with each country's culture.
The traditional strategies used by management to manage culturally diverse workforces are proving inadequate and may not be able to solve the problem of cross-cultural diversity in the era of globalization. https://www.communicationtheory.org/cross-cultural-communication/

To reduce the above barriers to cross-cultural communication, one can take the effort to develop one's listening skills. This will ensure that we start hearing the real meaning of what is being said instead of understanding at face value. Becoming aware of our perceptions towards others will ensure that we take steps to not prejudice a person or stereotype them. By accepting people and their differences and acknowledging that we don't know everything will make us open up to people and their differences resulting in us using contextual information for better understanding. Seeking feedback and taking risks to open up channels of communication and being responsible for our feelings and actions will go a long way in ensuring that miscommunication is mitigated.

5. International Intercultural Business Management

Cultural Identity in intercultural Business Communication is learning and understanding other cultures besides your own and one needs a stronger focus on understanding oneself. Cultural identity is about an individual sense of self-derived informal membership in groups that transmit and inculcate knowledge, beliefs, values, attitudes, traditions, and ways of life. A concept of cultural identity balances components related to vocation, class, growth, philosophy, language, and the social aspects of biology. Cultural Identity changes over time and evolves motions, related to power and privilege, affected by close relationships, and negotiated through communication, and this highlights components directly related to business. The proposed model of cultural identity directly related to business, such as economic class and professional affiliation, and demonstrates how culture not only connects people but also defines them as unique individuals.

https://www.researchgate.net/publication/325070583_Cultural_Identity_Theory_and_Education_What_we_have_learned_about_selves_and_others

Cross-cultural management is the study of management in a cross-cultural context. It includes the study of the influence of societal culture on managers and management practice as well as the study of the cultural orientations of individual managers and organization members Culture. This is one of the terms that vary in their meaning according to the way they are used or defined or the period they were used in. Neither in English nor German is there a clear borderline between culture and civilization. In this sense, culture consisted in (mostly European) elite activities resulting in outstanding art and classical music. The English anthropologist Edward Tylor defined in 1874: "Culture or civilization, taken in its wide ethnographic sense, is that complex whole which includes knowledge, belief, and art.

http://www.branchcollective.org/?attachment_id=852morals,law_custom_and_other_capabilities_acquired_by_man_as_a_member_of_society."

http://www.branchcollective.org/?attachment_id=852

It must be added that particular cultures came into existence at particular times in particular regions, but from the beginning absorbed external influences. In the history of mankind, there has always been an exchange of elements of culture that has increased enormously with the modern means of transport and communication. As the terms "high culture", "popular culture", "subculture" show us, culture is not only geographic. So the influence of culture on fashion must be considered as the relation of a part of the culture to the highly complex whole.

https://www.businessstopia.net/communication/cultural-identity-theory

Fashion and Fashion Industry: As fashion is as old as mankind, the form of constant change occurred in the 14th century in central and western Europe. The acceleration of this change that is particular to Western Civilization came in later on. The Fashion Industry is a relatively recent phenomenon according to Jean Baptiste Colbert, the minister of Luis XIV who had to find the money for the court at Versailles and frequent wars. He tried to do this by making France independent from luxury imports and promote the export of luxury goods in this way creating a positive balance of trade.


The trick he used has become one of the main principles of industrial production. He introduced the division of labor. Every worker was trained in a limited skill and the product was the result of the addition of these skills. The role of culture in the International Fashion Industry. The fashionable French luxury goods were bought by a small section of European society, the nobility, and imitated in a slightly wider scope. The French influence continued with the Empire of Napoleon’s times. In those days fashion was closely linked to the styles in art and architecture.

With the rise of the bourgeois class in the 19th century, larger numbers got access to fashion. This was a result of the Industrial Revolution. Textile machines, railways, and publications made wider participation possible. When they have caught up and the trend and culture that had been generally accepted, the once new fashion is obsolete. On the way to modern consumer society, the media took over a decisive part: fashion shows, fashion magazines, cinema films, and in the end television. Increasingly actresses, show businesses, and society celebrities became the rolemodels nobility and royalty had been. Haute Couture was also known as a trend and culture, which increased the business trends with cross-cultures.

Considering globalization and the fact that most companies' operational domains are international, on the one hand, and the increase in migration and working forces among countries, on the other hand, global trade is faced with the issue of multi-cultural manpower from a multi-cultural working force and an intercultural aspect.

As a matter of fact, in our modern world where there is nowhere on our planet, we cannot reach and the whole world

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is considered to become a global village, communication between people becomes more and more important. As a consequence of the process of globalization and as one of its results, we witness the emergence of a multi-cultural working force. In my belief, the multi-cultural working force is a reality of the modern world which we should recognize. Because of things like the migration of people from different countries to other countries as a result of economic or political problems, foreigners constitute a major part of the working force in the economy of western industrialized countries and it does not seem to be diminishing! This has created a strange situation as those people are foreigners.

Nowadays, we can see people from different nationalities. This strange phenomenon has its advantages and disadvantages. One of the main advantages of this process is the transition of skills, capabilities, and so forth from one country, and at the same time, it has the disadvantage that, because of language and cultural differences between different nationalities, the process of production might not work efficiently, at least in the beginning. To overcome all difficulties and problems between the people constituting a multi-cultural working force, those people must be able to communicate with each other quite well. Good communication between them takes care that many things which come from different cultures will be brought to light and when the problems arise they are handled properly and solved. So, the people from different cultures must be able, in the first place, to speak in the same language, whatsoever it is, and they must be able to talk in this language quite well. Fluency in speaking the same language helps good communication which is vital for an effective working force.

The 20th century is characterized by a succession of trends that accelerates. It World Economic Crisis and World War II. Post-war economic recovery made a brighter outlook possible and Dior created his New Look. Affluent society started in the 1950s. The fashion trends of the rich culture that followed one another came from a variety of sources. The presentations of the great fashion houses every six months gave rise to the imitation of the rich, the so-called social mimicry. Part of the largerfirms started to offer more affordable collections, but above all the leaders were copied. Besides Paris places in Italy, New York, and later on London became fashion-centers, with intercultural trends in businesses.

The youthculture of the popera, the "Youthquake" and the Hippie-movement inspired trends towards color and ethnicinfluences. It was no use fighting against the dictate of fashion, even anti-fashion attitudes and outfits were quickly assimilated into new fashion. The changesshowed an extreme range.

Towards the last third of the 20th-century things became calmer and fashion used the diversity the unrest of the 60s and 70s had brought about. The textile industries of the Western World got into a crisis and only a fraction of them survived.

In high fashion as well as further down, names have become decisive. The brands or labels had always been an important feature of fashion products but had mostly been kept in the background. Now they are an essential part of the product which must be distinguishable from others. In the world of dresses and accessories, they are the base of belief and identification. Brands have become the moving power of a development that deserves to be called the "fashion industry" with the stress on "industry." The role of cultures in the International Fashion Industry: https://www.grin.com/document/151231

The manufacturers that deliver a new collection of a limited segment to the retailshops every six months have disappeared or become specialists in a small corner of the market. Since the 1980s the bulk of the fashion industry is represented by enterprises like H&M, Zara, or, much smaller Marc Cain. These retail chains make use of the, mostly female, consumers’ trust in a brand or label. They are organized in a highly efficient way. The cycle of fashion change is no longer fixed to the two six-month "seasons". Trends that appear in the market are quickly picked up, processed by computer-equipped designers, and rapidly transmitted to the productionsites in low-wage countries. H&M with its enormous turnover has been able to hire top-designer Karl Lagerfeld to do a collection.

But this is rather the exception. Picking up trends is often based on the fact that intellectual property in fashion is not as strictly protected as in other fields of cultural activities. The main characteristic is the rapidity of supplying new fashion goods. The fashionchain ZARA with 2700 fashionshops worldwide uses unconventional practices of production and logistics to supply new goods twice every week.

Culture and the fashion industry. The question of the influence of "culture" cannot be answered easily. Despite all the changes that have taken place during the last 150 years, and despite all the exaggerations in fashion for ladies, the basic pattern of "European" dress still prevails. With some adaptations, it has spread all over the globe. This certainly is a strong cultural tradition.

The role of cross-cultures in the International Fashion Industry is large-scale industrial production, the conviction that change and progress are of absolute importance and the stress on individuality form the foundation of the fashionbusiness. https://dribbble.com/stories/2020/03/31/guide-cross-cultural-design

Perhaps the most intriguing part is how these designs blend with different countries’ sensibilities and cultures and a lifestyle from the past to the present. This highlights that the cross-cultural designs can come up with different interpretations as these brands prove. The cultural aspect differs from culture to culture and the mindset of people as well. Which in turn can bring new trend analysis, concepts from different intercultural businesses in the Fashion Industry globally.

6. Conclusion

Despite solid differences with various cross-cultural and ethnic issues it still influences employee performance and

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builds, innovates, and creates the company's efforts to ensure that its people interact effectively. With cross-cultural differences namely language, genders, gestures, culture, rituals, festivities, food, and architecture, etc. philosophy of people over process, does prove to be a success in the cross-cultural business management and is a clear example of different cultures being creative, skillful and prominent compared to the general population as they work largely from a mixed cultural trend and perspectives. Organizational culture does help in creating values, expectations, and guidance from team members which reduces the global challenges in the fashion business environment in the world.

The goal to cross-culture of the Fashion International business refers to cross-cultural factors and communication by getting to understand and knowing about intercultural management is the key to success with variety as a spice of life, as management is learning cultural awareness, intercultural and cross-cultural aspects have different concepts of Fashion management ideas that help in leading the various cultural teams with rich ideas that bring opportunities to enhance the Fashion Cross-culture scenario and interaction which does bring positive aspects to cultural leaders globally in the Fashion Business Management. The target market varies from different cultures and the research shows how these different cultures can be combined and experimented with within new concepts, good successful and creative fashion business management in the fashion Industry. Cross-cultures also help in Innovation and transformation with the latest concepts, experimenting all over the world.

References


