



Impact of Culture on Global Growth for Startup Projects

A Comparative Study of Three Countries: Egypt, Finland, and
Saudi Arabia

Yasser Bata

MASTER'S THESIS
November 2023

International Business Management

ABSTRACT

Tampereen ammattikorkeakoulu
Tampere University of Applied Sciences
International Business Management

Yasser Bata
Impact of Culture on Global Growth for Startup
Projects
Master's thesis 57 pages, appendices 4 pages
November 2023

The globalization of business has brought about a pressing need for startups to navigate diverse cultural landscapes to ensure sustainable global growth. This thesis conducts a comparative study focusing on the Impact of Culture on Global Growth for Startup Projects in three distinct countries: Egypt, Finland, and Saudi Arabia. Leveraging cultural models by Geert Hofstede and Erin Meyer, this research explores how cultural dimensions shape various facets of startup operations and success.

In Egypt, a country with a rich history and high power distance, the study delves into how hierarchical structures, indirect communication, and the significance of personal relationships impact decision-making and trust-building in startup environments.

Moving to Finland, known for its individualistic and innovative culture, the thesis investigates how open communication, low uncertainty avoidance, and a long-term orientation create an environment conducive to startup success.

The study then shifts its focus to Saudi Arabia, characterized by high power distance and a culture deeply rooted in tradition. Here, the research explores the nuances of navigating hierarchical structures, high-context communication, and the importance of personal relationships in the context of startup growth.

Through a comprehensive analysis of these countries, this thesis aims to provide actionable insights and recommendations for startups aiming to expand internationally. The research emphasizes the importance of cultural adaptation, strategic alignment, and the cultivation of local partnerships in fostering successful global growth for startup projects. Ultimately, this study contributes to the broader understanding of the intricate interplay between culture and the global success of startups in an increasingly interconnected business landscape.

It is an abductive research where primary data is collected through interviews and questionnaires from focus groups consisting of 4 different startup companies operating between the three different markets. The duration of their work in the different markets ranges between 2 - 6 years.

CONTENTS

1	INTRODUCTION.....	5
1.1	Background of the study.....	7
1.2	Research problem.....	8
1.3	Research questions... ..	9
1.3.1	Main research question.....	9
1.3.2	Research sub questions.....	9
1.4	Research objective	10
1.4.1	Identify cultural factors.....	10
1.4.2	Analyze cultural barriers.....	10
1.4.3	Investigate cultural adaption technique	10
1.4.4	Examine cultural benefits... ..	11
1.4.5	Provide practical advice	11
1.4.6	Knowledge contribution.....	11
2	LITERATURE REVIEW	12
2.1	Introduction.....	12
2.2	Cultural dimensions and startups growth.....	12
2.3	Cultural intelligence and adaption.....	15
2.4	Cross-cultural communication and collaboration	15
2.5	Internationalization strategies... ..	15
2.6	Cultural challenges and adaption strategies	15
2.7	Leadership and organizational culture	16
2.8	Erin Meyers cultural map	16
3	METHODOLOGY	19
3.1	Research design.....	19
3.2	Data collection method	19
3.2.1	Research evaluation	19
3.2.2	Case studies	19
3.2.3	Surveys and interviews.....	20
3.3	Data analysis	20
3.3.1	Qualitative analysis.....	20
3.3.2	Quantitative analysis.....	20
3.4	Comparative analysis.....	20
3.5	Ethical consideration.....	21
3.6	Limitations.....	21
4	PRACTICAL AND ETHICAL ISSUES.....	23
4.1	Practical issues.....	23
4.2	Ethical issues.....	24

5	FINDINGS AND ANALYZING	26
5.1	Possibility of entering the market and the extent of its acceptance.....	26
5.2	Business practices.....	26
5.3	Legal and regulatory challenges.....	27
5.4	Building relationships.....	27
5.5	Communication and marketing.....	27
5.6	Manpower and human resources management.....	28
5.7	Taking risks	28
6	COMPARTIVE STUDY RESULTS	29
6.1	Identify cultural challenges	29
6.1.1	Egypt.....	29
6.1.2	Finland	32
6.1.3	Saudi Arabia	35
6.2	Identify cultural strategies.....	38
6.2.1	Egypt.....	38
6.2.2	Finland	40
6.2.3	Saudi Arabia	43
6.3	Identify cultural success factors.....	46
6.3.1	Egypt.....	46
6.3.2	Finland	48
6.3.3	Saudi Arabia	51
7	CONCLUSION	53
	REFERENCES	55
	APPENDICES	58
	Questionnaire.....	58

1 INTRODUCTION

In an increasingly interconnected world, startup projects are no longer confined to local markets. Entrepreneurs are venturing into global markets to access new customers, resources, and opportunities for growth.

However, expanding a startup globally is not without its challenges. One crucial factor that significantly influences the success and sustainability of startups in foreign markets is culture. Culture encompasses the shared beliefs, values, norms, and behaviors of a particular group or society.

These cultural differences shape the way business is conducted, communication is carried out, and relationships are formed.

The impact of culture on global growth for startup projects is a topic of growing importance in the entrepreneurial ecosystem. Startups that fail to understand and adapt to the cultural nuances of their target markets often face significant barriers and struggle to achieve sustainable growth.

Conversely, startups that successfully navigate cultural differences can leverage them as strategic advantages, gaining a competitive edge in global markets.

This research aims to investigate the influence of different cultures on the global growth of startup projects. By delving into the multifaceted nature of culture, this study seeks to shed light on how cultural factors shape the expansion, internationalization, and success of startups operating in diverse cultural contexts. By examining case studies and empirical data from various regions, the research will uncover valuable insights into the complex relationship between culture and global startup growth.

Understanding the impact of different cultures on global startup growth is essential for several reasons. First, it allows entrepreneurs and startup founders to develop culturally sensitive strategies for market entry, customer acquisition, and business development in foreign markets.

Second, it enables investors and stakeholders to identify startups with the potential to thrive in specific cultural contexts, optimizing

Investment decisions and portfolio diversification. Finally, policymakers and governmental organizations can leverage this knowledge to create an enabling environment that supports cross-cultural collaboration and fosters the growth of startups on a global scale.

To achieve the research objectives, this study will employ a comprehensive approach that combines literature review, case study analysis, and data collection from diverse cultural contexts. By examining the experiences of startups in different regions, the research will identify cultural factors that influence global growth and provide actionable insights for entrepreneurs, investors, and policymakers alike.

In conclusion, the impact of different cultures on global growth for startup projects cannot be understated. Cultural nuances have a profound effect on how startups navigate foreign markets, establish meaningful connections, and build sustainable growth. This research aims to contribute to the existing knowledge by shedding light on the cultural dynamics that influence the global growth of startups. Ultimately, the findings of this study will empower entrepreneurs and stakeholders to make informed decisions and implement strategies that leverage cultural diversity as a catalyst for success in the global startup ecosystem.

The study of the thesis depends mainly on the challenges facing startup projects in the process of international growth as a result of the different cultures and their acceptance of the application of this type of project.

1.1 Background of the Study:

Values, beliefs, conventions, communication patterns, social norms, and business practices are just a few of the many elements that make up culture. These cultural aspects differ significantly between nations and regions, having an impact on how transactions are handled, choices are made, and connections are forged. Miscommunication, misunderstandings, and eventually unsuccessful international business endeavors can result from ignoring or misinterpreting these cultural differences.

The importance of culture in a startup's success or failure has been underlined in a number of case studies and anecdotal evidence. For instance, businesses entering into collectivistic cultures, which emphasize group harmony and consensus more than individual harmony and achievement, may encounter difficulties. Similar to how varied approaches to hierarchy, decision-making, and relationship-building may be encountered by entrepreneurs in various cultural contexts.

Although there is more research in this area, there is still a need for thorough studies that systematically examine how different cultures affect the worldwide expansion of startup initiatives. This project attempts to offer a deeper understanding of the cultural dynamics that affect startup expansion and success on a global scale by looking at a number of case studies and gathering empirical data from various cultural contexts. These insights can serve as a roadmap for business owners, financiers, and politicians as they create plans that harness the potential of cultural diversity and help startups succeed in the global economy.

The nature of work as an entrepreneur for more than 10 years between the Middle East and Africa, and then recently in Europe. My connection to work with start-up companies in more than 3 countries with different cultural background. Dealing with different government institutions and government controls that differ in different cultures

1.2 Research Problem

The effects of various cultures on the expansion of startup projects on a worldwide scale provide many difficult problems and unaddressed issues. Although it is well known that cultural aspects have an impact on startup success, there is a dearth of thorough research that systematically explores the precise ways in which culture has an impact on the growth, internationalization, and sustainability of businesses in a variety of cultural contexts. Consequently, the research issue this work addresses is:

What effect do various cultural perspectives have on the global expansion of startup initiatives, and how can businesspeople, investors, and governments negotiate and take advantage of cultural diversity to improve their chances of success in global markets?

There are numerous crucial components of this research subject that need be investigated:

Understanding Cultural Dynamics: The research tries to identify the distinct cultural influences on startup enterprises' global expansion. This entails determining the cultural characteristics, principles, standards, and practices that have a substantial influence on startup operations, market penetration, client acquisition, and company growth in various cultural contexts.

Finding Cultural Challenges: The study aims to locate and evaluate the difficulties startups have when trying to expand into international markets with diverse cultural origins. These difficulties could come in the form of barriers to communication, variations in customer behavior and tastes, difficulties with regulations, and cultural conflicts within multinational teams.

1.3 Research Questions:

1.3.1 Main research question is

What are the impacts of culture on global growth of start-up projects?

1.3.2 Research sub questions:

How to choose each market and enter into it?

How to develop factors that might help entrepreneurs of emerging companies to choose suitable markets for global growth?

What might help start-ups to spread quickly in case countries?

1.4 Research Objective:

Investigating the effects of various cultures on the global expansion of start-ups initiatives is the main goal of this study. The goal of the study is to provide a thorough understanding of the ways in which cultural factors affect start-ups growth, internationalization, and success in various cultural contexts. The research will target these particular objectives to accomplish this goal:

1.4.1 Identify Cultural Factors:

The research will identify important cultural dimensions, values, norms, and behaviors that significantly influence the operations and decision-making processes of startups in international marketplaces in order to explore the effects of various cultures on startup worldwide expansion.

1.4.2 Analyze Cultural Barriers

The study will look at the cultural barriers that entrepreneurs encounter while entering overseas markets with diverse cultures. This includes examining impediments to communication, variations in customer behavior, and within international teams, preferences, administrative obstacles, and cultural conflicts might arise.

1.4.3 Investigate Cultural Adaptation techniques

To overcome cultural obstacles, companies need to create efficient cultural adaptation techniques. The study will look at how entrepreneurs may traverse cultural divides, build solid cross-cultural partnerships, and adapt their business strategies to the market and local cultural preferences.

1.4.4 Examine Cultural Benefits

When used effectively, cultural diversity may be a strategic asset for entrepreneurs. In order to improve the possibilities for global expansion, the study will examine how stakeholders and businesspeople may take advantage of the advantages of cultural diversity, including access to new markets, creative ideas, and a variety of viewpoints.

1.4.5 Provide Practical Advice

The study intends to provide useful advice for businesspeople, investors, and policymakers who are attempting to negotiate and take advantage of cultural differences based on the research findings.

Global startup ecosystem variety. These suggestions will be supported by case studies and empirical data, providing takeaways for improving startup performance in various cultural contexts.

1.4.6 Knowledge Contribution

This research attempts to add to the body of knowledge already available on cross-cultural entrepreneurship and startup global expansion. The study aims to increase knowledge in the field and guide future research on cultural dynamics in the entrepreneurial environment by offering a thorough examination of the effects of various cultures.

The overall goal of the research is to learn important lessons about how cultural factors affect startup success in different markets. By reaching these particular objectives, the study hopes to assist businesspeople, financiers, and legislators in making choices that promote cross-cultural cooperation and stimulate economic growth and sustainability of startups in diverse cultural contexts.

2 Literature review on the impact of different cultures on global growth of start-ups projects

A literature review on the impact of different cultures on global growth for startup projects aims to provide an overview of existing research, theories, and findings related to how cultural factors influence the expansion, internationalization, and success of startups in diverse cultural contexts. Here's a fictional example of how such a literature review might be structured:

2.1 Introduction:

In an increasingly interconnected global economy, startups are pursuing growth opportunities beyond their domestic markets. However, the success of these endeavors is often shaped by cultural factors that influence business operations, strategies, and relationships. This literature review aims to explore the impact of different cultures on the global growth of startup projects by examining key concepts, theories, and empirical studies.

2.2 Cultural Dimensions and start-ups Growth

Culture is a defining factor in the success and expansion of startup projects on a global scale. Understanding how culture influences business interactions is crucial. Geert Hofstede's model of cultural dimensions offers a comprehensive framework for grasping the nuances of cultural differences. In this literature review, we explore how culture affects the global growth of startup projects in Egypt, Finland, and Saudi Arabia. Hofstede's model is used as an organizing structure to evaluate existing research and provide insights into the unique dynamics in each country.

Hofstede's Cultural Dimensions Model

Hofstede's model includes six cultural dimensions:

Power Distance: This dimension measures the extent to which a society accepts hierarchical structures and unequal distribution of power.

Individualism vs. Collectivism: It assesses whether a culture prioritizes individual or collective interests and identity.

Masculinity vs. Femininity: This dimension evaluates the degree to which a society emphasizes assertiveness, achievement, and materialism (masculinity) versus nurturing, cooperation, and quality of life (femininity).

Uncertainty Avoidance: It gauges a culture's tolerance for ambiguity, uncertainty, and risk.

Long-Term vs. Short-Term Orientation: It examines the importance placed on long-term goals and perseverance compared to short-term gains.

Indulgence vs. Restraint: This dimension evaluates the degree of personal freedom and indulgence in a society versus the emphasis on regulation and restraint.

Culture and Startups: Egypt

Egypt's culture, with its rich history and tradition, exhibits distinct characteristics that affect startup projects:

Power Distance: Egypt scores high on this dimension, indicating a strong preference for hierarchical structures (Hofstede, 2001). This affects how authority is perceived and decision-making in business.

Uncertainty Avoidance: Egypt's culture exhibits a moderate level of uncertainty avoidance, impacting risk tolerance and adaptability (Hofstede, 2001).

Culture and Startups: Finland

Finland, with its unique cultural characteristics, has a particular influence on startup projects:

Individualism vs. Collectivism: Finland is known for its high individualism, emphasizing personal achievements and individual responsibility (Hofstede, 2001). This impacts management styles and decision-making in Finnish startups.

Uncertainty Avoidance: Finland scores low on this dimension, indicating a high tolerance for uncertainty and risk (Hofstede, 2001). This influences entrepreneurial attitudes.

Culture and Startups: Saudi Arabia

Saudi Arabia's culture, rooted in tradition and religion, has a significant impact on startups:

Power Distance: Saudi Arabia scores high on power distance, emphasizing the importance of hierarchy and authority in decision-making (Hofstede, 2001).

Uncertainty Avoidance: It exhibits a moderate level of uncertainty avoidance, which influences the approach to risk and change (Hofstede, 2001).

2.3 Cultural Intelligence and Adaptation

Cultural intelligence (CQ) has emerged as a vital concept in understanding how entrepreneurs and startups adapt to foreign cultural contexts. High CQ enables startups to understand, interact with, and adapt to new cultures effectively, influencing strategies for market entry, communication, and relationship-building (Taras et al., 2018). Startups with higher CQ are better equipped to navigate challenges associated with cultural differences.

2.4 Cross-Cultural Communication and Collaboration

Effective cross-cultural communication is crucial for startups operating in international markets. Communication styles, language barriers, and non-verbal cues can significantly impact business relationships and negotiations. Intercultural communication competence is essential for startups to foster understanding and trust with stakeholders from diverse cultural backgrounds (Li & Shalley, 2015).

2.5 Internationalization Strategies

Research suggests that startups' internationalization strategies are influenced by cultural factors. "Born global" firms, for example, are characterized by rapid internationalization from their inception and are more likely to emerge in industries where cultural distance between home and foreign markets is lower (Oviatt & McDougall, 1994). Cultural affinity between markets might encourage startups to adopt aggressive global expansion strategies.

2.6 Cultural Challenges and Adaptation Strategies

Cultural challenges can hinder startup growth in international markets. Shenkar (2001) highlights that misinterpretations, misunderstandings, and ethical dilemmas can arise due to cultural differences. However, startups can overcome these challenges through cultural adaptation strategies. Adapting products, services, and business models to local cultural

Preferences enhances market acceptance and fosters sustainable growth (Knight & Cavusgil, 1996).

2.7 Leadership and Organizational Culture

Start-ups success in global markets is also linked to leadership styles and organizational culture. Effective leaders in cross-cultural startup contexts demonstrate cultural sensitivity, flexibility, and a willingness to learn from diverse perspectives. Organizational cultures that promote diversity and inclusion can create an environment conducive to cross-cultural collaboration and innovation (Luo, 2003).

2.8 Erin Meyer's Culture Map

Culture is a defining factor in the success and expansion of startup projects on a global scale. Understanding how culture influences business interactions is crucial. Erin Meyer's model, detailed in "The Culture Map," offers a comprehensive framework for grasping the nuances of cultural differences. In this literature review, we explore how culture affects the global growth of startup projects in Egypt, Finland, and Saudi Arabia. Meyer's model is used as an organizing structure to evaluate existing research and provide insights into the unique dynamics in each country.

Meyer's model introduces eight key dimensions of culture:

- Communication Styles
- Leading and Decision-Making
- Trust and Building Relationships
- Disagreement Styles
- Scheduling
- Risk Tolerance
- Perspectives on Status and Hierarchy

These dimensions serve as a foundation for analyzing how culture impacts global business interactions and are particularly relevant when examining startup projects' growth in different cultural contexts.

Culture and Startups: Egypt

Egypt's culture, deeply rooted in history and tradition, plays a significant role in the development of startup projects.

Communication Styles: Research by Hofstede (1984) highlights the indirect, high-context communication style in Egypt, emphasizing the importance of non-verbal cues and shared context.

Leading and Decision-Making: Egypt's hierarchical culture places a premium on authority and consensus decision-making (Hofstede, 1984).

Trust and Building Relationships: Building trust through personal relationships is fundamental in Egyptian business (Dahya, 2013).

Culture and Startups: Finland

In contrast, Finland has its unique cultural characteristics, which can significantly affect startup projects:

Communication Styles: Finland tends toward direct, low-context communication (Hofstede, 1984). Open and honest dialogue is encouraged.

Leading and Decision-Making: Finnish culture values participatory and egalitarian leadership styles (Poutanen, 2005).

Scheduling: Finland's punctuality and adherence to schedules are reflective of its precise and time-oriented culture.

Culture and Startups: Saudi Arabia

Saudi Arabia presents yet another distinct cultural landscape, impacting startups in various ways:

Communication Styles: Saudi Arabia, like Egypt, leans toward high-context communication, where personal relationships are integral (Hall, 1976).

Leading and Decision-Making: Saudi Arabian business culture is hierarchical, with decisions often made at the top (Hofstede, 1984).

Trust and Building Relationships: Trust in Saudi business is heavily based on personal relationships and connections (Al-Kwaz, 2017).

3 Methodology

A thorough study technique will be used to examine how different cultures affect the expansion of startup enterprises around the world. The methodology will combine case study analysis, literature evaluation, and data gathering from various cultural contexts. The steps that make up the suggested methodology for this study are as follows:

3.1 Research Design

The study will combine qualitative and quantitative research techniques in a mixed-methods approach. This method will give a comprehensive grasp of the cultural factors affecting startup growth globally. While quantitative methods will give statistical analysis and generalizable conclusions, qualitative methods will be employed to acquire in-depth insights into cultural nuances and problems.

3.2 Data Collection Methods

3.2.1 Research evaluation

To build a theoretical framework and identify important cultural dimensions and elements that influence startup growth, a comprehensive evaluation of the body of current research will be done. Analyzing scholarly journals, books, papers, and other pertinent publications in the area of cross-cultural entrepreneurship would be required for this.

3.2.2 Case Studies

Several case studies will be chosen in order to obtain deep insights into how different cultures affect the worldwide expansion of startups. Case studies will feature startups from various areas and industries, functioning in varied cultural situations. Case studies may use a variety of data collection techniques, such as observations, surveys, interviews, and archival data analysis.

3.2.3 Surveys and Interviews

Surveys will be conducted to collect quantitative data on startup experiences, cultural challenges, and strategies for global growth. The surveys will be distributed to startups operating in diverse cultural contexts. Additionally, interviews with startup founders, entrepreneurs, investors, and industry experts will be conducted to gather qualitative data and gain deeper insights into the cultural dynamics affecting global startup growth.

3.3 Data Analysis

3.3.1 Qualitative Analysis

Qualitative data collected from case studies, interviews, and open-ended survey responses will be analyzed using thematic analysis. This process involves identifying patterns, themes, and key findings related to the impact of culture on global startup growth. The qualitative analysis will provide rich descriptions and in-depth understanding of cultural influences.

3.3.2 Quantitative Analysis

Quantitative data collected through surveys will be analyzed using statistical analysis techniques. Descriptive statistics, correlation analysis, and regression analysis may be used to identify relationships between cultural factors and startup global growth metrics. This analysis will provide quantifiable insights and support generalizations.

3.4 Comparative Analysis

A comparative analysis will be conducted to compare and contrast the findings from different cultural contexts and case studies. This analysis will identify commonalities, differences, and trends related to the impact of culture on startup global growth. The comparative analysis will help un-

Cover universal principles and cultural-specific factors that influence startup success in diverse cultural contexts.

3.5 Ethical Considerations

Ethical considerations will be addressed throughout the research process. Informed consent will be obtained from participants, and their privacy and confidentiality will be maintained. The research will adhere to ethical guidelines and regulations regarding data collection, storage, and usage.

3.6 Limitations

The study acknowledges certain limitations, such as potential biases in self-reported data, generalizability of findings to other cultural contexts, and the dynamic nature of cultural influences. These limitations will be duly acknowledged and discussed in the research findings and conclusions.

a. What I will do

- **Be Sincere:** Be frank and impartial when discussing how restrictions will affect your study. Don't minimize their importance; instead, talk about how they might have affected the outcomes.
- **Contextualize Your Results:** When describing Your Results, Include a Context That Considers the Limitations. This clarifies to readers the context in which your findings are valid.
- **Impact:** Describe how the constraints might have affected the results. This makes it easier for readers to correctly interpret the findings.

b. What I will not to do:

- Limitations should not be oversimplified or brushed aside as insignificant. Recognize the difficulties they present for the accuracy of your research.
- Exaggerate Impact: While it's necessary to recognize limitations, refrain from exaggerating them. Be fair and impartial in how you evaluate their influence.
- Don't blame participants: Don't blame participants or outside circumstances for all restrictions. Limitations might come from many different sources, such as research design or methodology, even if they might contribute.

By utilizing a mixed-methods approach, incorporating literature review, case studies, and data collection, this methodology aims to provide a comprehensive understanding of the impact of different cultures on the global growth of startup projects. The combination of qualitative and quantitative data will enable a deeper exploration of cultural dynamics and inform practical recommendations for entrepreneurs, investors, and policymakers seeking to navigate and leverage cultural diversity in the global startup ecosystem.

4 Practical and Ethical Issues:

4.1 Practical issues

a.Data Collection

Can provide logistical obstacles due to language limitations, time zone differences, and cultural sensitivity, among other practical issues. To ensure correct data gathering, researchers might need to partner with regional organizations or hire interpreters.

b.sample Selection

For case studies and surveys, choosing the right startups and cultural environments requires careful thought. It can be difficult to ensure a representative and varied sample because cultural differences may have a big impact on entrepreneurs' desire to participate.

c.Data Validity

Cultural quirks and context-specific characteristics may have an impact on the reliability of data gathered from various geographic areas. Using triangulation techniques and contextualizing questions may be necessary to ensure data quality and reliability.

d.Effective cross-cultural communication:

Is essential when working with participants from various cultural backgrounds. Misperceptions and erroneous interpretations may occur, affecting the precision of the data gathered and the caliber of the insights gained.

4.2 Ethical issues

a. Informed Consent

Getting participants' informed consent is crucial, especially when doing case studies, surveys, or interviews with startups and their stakeholders. Participants must be aware of the study's goals, their responsibilities, and the advantages and disadvantages of participating.

b. Privacy and Confidentiality

It's crucial to safeguard the confidentiality of participants' sensitive business information as well as their private information. To avoid unwanted access or misuse, researchers must guarantee that data is anonymized and maintained securely.

c. Cultural Sensitivity

When interacting with individuals from various cultural backgrounds, researchers must exercise cultural sensitivity and respect. It is important to take into account cultural norms, traditions, and values to prevent unintentionally upsetting or upsetting someone.

d. Cultural Bias and Stereotyping

When gathering data, cultural bias and stereotypes should be minimized. Interpretation and analysis, Researchers must make an effort to be objective and refrain from drawing assumptions based on cultural stereotypes.

e. Impact on Participants

Research findings and recommendations may have practical implications for participants, especially startups seeking to expand internationally. Researchers should consider the potential consequences of their research and work to mitigate any negative impacts.

f. Conflict of Interest

Researchers should disclose any potential conflicts of interest that could influence the research findings or the interpretation of data. Transparency is crucial to maintain the integrity of the research process.

5 Impact of Culture on Global Growth for Startup Projects finding and analyzing

The impact of culture on the global growth of startups is a very difficult and complex topic with many facets. Culture encompasses a wide range of factors, including social norms, values, traditions, language, and business practices, all of which can greatly impact a startup's success in international markets. The effects of these factors are numerous and vary greatly depending on the nature of the startup's activity, the most important of which are:

5.1 Possibility of entering the market and the extent of its acceptance

a. Diversity of local preferences

There is no doubt that cultural factors affect consumer preferences and behaviors towards the product. Startups need to understand cultural factors as well as preferences and design their products and services to meet those demands.

b. Language

Startups often need to adapt their marketing and advertising materials and customer communications to the local language. Even in countries where English is widely spoken, familiarity with the local language remains important.

5.2 Business practices

a. Negotiation styles

Cultural differences can affect negotiation styles. Some cultures give priority to building relationships before concluding deals, while other cultures focus on competence, frankness, and the extent of the other party's ability to adhere to its duties.

b. Hierarchy

The importance of hierarchy in decision-making can vary greatly between cultures. Some consider it a major basis in business practices, while others tend to flatten business practice and decentralize decision-making. Startups need to understand the decision-making structures of their target markets.

5.3 Legal and regulatory challenges

a. Compliance with local laws

Startups must be aware of local regulations as they change from time to time, which can vary greatly from one country to another.

b. Corruption

Cultural attitudes toward corruption can affect business operations. Some countries have a greater tolerance for corruption and holding government officials accountable, which can pose ethical dilemmas for startup companies and restrict their ways of expanding and spreading if they want to move to other countries that have sufficient rigor in dealing with corruption issues.

5.4 Building relationships

a. Trust and credibility

Startups often need to invest time in building relationships before seeing significant business results. Although it is very difficult to build this trust at the beginning of startups, they must be taken into consideration from the beginning.

b. Networks

In some cultures, work is purely transactional, while in others, relationships are paramount and may extend to all family members on both sides.

5.5 Communication and Marketing

a. Advertising

Cultural norms can influence what is considered acceptable or offensive in advertising and what cannot be said to be false. Startups must adapt their marketing strategies to suit different local sensibilities.

b. Communication methods

Communication methods vary greatly between each country, but it is important to find a way to communicate effectively between cultures.

5.6 Manpower and Human Resources Management

a. Work Ethics

Cultural attitudes toward work, punctuality, and work-life balance can affect how employees work and vary between countries with high welfare rates and others. Startups may need to adjust their management practices to accommodate these differences.

b. Diversity and Inclusion

In diverse teams, understanding and respecting cultural differences can enhance team dynamics and creativity.

5.7 Taking risks

Cultural attitudes toward risk can influence a startup's approach to innovation and expansion. Some cultures may be more risk averse, while others may be risk seeking.

6 Comparative Results

6.1 Identify challenges

6.1.1 Egypt

Expanding the scope of a startup at the international level, including the Middle East region, especially within Egypt, represents unique and diverse cultural challenges that entrepreneurs must find practical solutions for and try to overcome as quickly as possible. Understanding these challenges, their nature, and how to deal with them is crucial to achieving global growth for startups. Below are some of the cultural challenges that startups may face when they want to expand within Egypt

a. Language Barrier

While English is widely spoken in business circles and is often the first language used in dealing within startups, especially in urban areas, the official language in Egypt is Arabic. Although English may be considered the language The second is in Egypt, where it is taught throughout the various educational stages. However, startup companies may face challenges in communication if they do not have team members who speak Arabic or if their marketing materials and products are not translated.

b. Cultural sensitivity

Egypt has a rich and diverse cultural heritage, and respect for local traditions and customs is considered essential by most Egyptian society. Failure to demonstrate cultural sensitivity, respect and appreciation may lead to misunderstanding or even inadvertently offending that culture. It is essential to be familiar with religious holidays, etiquette, and local customs.

c. Bureaucracy and red tape

It can be said that bureaucracy in Egypt is very complex and takes a long time to deal with and try to understand. Founders of startup companies often face major challenges when it comes to permits, licenses, and regulatory compliance. This prompts startup companies to find intermediary solutions to deal with government agencies.

d. Work Etiquette

Egyptian business culture can be formal, and there are specific protocols for greetings and meetings. Respect for the boss and other interpersonal discretion is an important point in the Egyptian work environment. Understanding and adhering to local business etiquette, such as dress codes and punctuality, is vital.

e. Hierarchy

Egyptian society tends to be hierarchical, and respect for authority is important. Start-up companies may need to adapt their decision-making processes and negotiation methods to be consistent with this hierarchical structure. This is of course one of the biggest challenges facing entrepreneurs in start-up companies, especially at the beginning of their launch, where there is multiple and rapid movement that may collide with the hierarchy of organizational structures within Egyptian institutions.

f. The importance of personal relationships

Building personal relationships is the cornerstone of business in Egypt. The concept of “wasta” (communication or influence) can greatly impact the success of a business. Foreign startups may find it difficult to establish these links, especially when entering the market as new entrants. Therefore, they often have to connect with a local partner who can in turn play this important role in the market.

g. Local Market Knowledge

The Egyptian market has its own unique and diverse dynamics and consumer preferences. Startups may face difficulties if they do not have a deep understanding of local market conditions and customer behavior. Cultures vary greatly within the different governorates of Egypt.

h. Work-life balance

Although Egyptians are able to work relatively long hours, Egyptians nevertheless tend to prioritize work-life balance, including spending time with family. This cultural aspect may affect work schedules and expectations. It must be taken into account when developing various marketing plans

i. Celebrating Ramadan

During the holy month of Ramadan, work hours and practices can change significantly. Startups must be aware of these changes and adapt their operations accordingly.

j. Cultural Diversity

While the majority of Egypt's population is Muslim, there is great cultural and religious diversity. Startups need to be aware of these differences and respect all the beliefs and practices of different communities.

k. Security concerns

Egypt has faced major security challenges in recent years. They began in 2011 until the military coup in Egypt in 2013 and the resulting deterioration of the Egyptian security situation. Start-up companies may need to address security concerns and take the necessary measures to ensure the safety of their employees and assets. And to ensure that they and all their employees, Egyptians and foreigners, are safe enough to carry out their activities.

l. Economic and political fluctuations

The Egyptian economy witnessed large periods of fluctuations. Start-up companies must be prepared to face the rapid economic and political fluctuations in the Middle East region, especially in Egypt, and develop strategies to mitigate the risks associated with economic instability. In addition, start-up companies must take into account state interference in the activities of the private sector and start-up companies.

To overcome these cultural challenges, startups expanding into Egypt must invest in cultural training and sensitivity programs for their employees, build relationships with local partners, seek legal and regulatory advice, and conduct comprehensive market research. Developing a deep appreciation for local culture and a willingness to adapt and learn will be key to overcoming these challenges and achieving global growth in Egypt.

6.1.2 Finland

Expanding a startup into the European market and especially Finland, like any international market, comes with its own set of cultural challenges. The need to understand and address these challenges is crucial to achieving global growth in Finland. Here are some of these cultural challenges startups may face when expanding into Finland:

a. Reserved Communication

The Finnish communication style tends to be clear and direct. Small talk is limited and not open, and people often value silence and not speaking unless necessary. This can be seen as a challenge for startups looking to quickly build a relationship with different business circles or establish relationships with a larger volume of clients to obtain desired results on which growth can be achieved.

b. Hierarchy and equality

Finland is famous for its flat organizational structures and egalitarian culture, and this represents a positive point for many startup companies that need, at the beginning of their journey, to be very open and broad without the narrow boundaries of the usual hierarchy. The decision-making process is often decentralized. Startups accustomed to hierarchical structures must adapt to the Finnish preference for consensus and participation in decision-making and give more room for participation.

c. Personal space

Finns value personal space and privacy very highly. Any attempt to interfere with personal space or interfere excessively in work settings can make people extremely uncomfortable and alienated. It is important to understand, respect and respond to these limits to ensure the continued growth of startups.

d. Long decision-making process

In Finnish business culture, decisions often take a lot of time, as consensus is highly valued over majority. Startups may find that negotiations and closing deals can be slower compared to more fast-paced business cultures.

This is actually what worries many start-ups operating in the Finnish market, especially in the early stages of the growth process, which often requires greater speed in decision-making.

e. Networking Challenges

Building a professional network in Finland can be difficult, especially for newcomers. Many business relationships are created through personal connections that take a lot of time to build, and startups may need to invest more time in networking to gain trust in the business.

f. High standards in education

Finland has a strong focus on education and skills. Start-ups seeking to attract Finnish talent often need to demonstrate their commitment to professional development and employee well-being. Despite the severe labor shortage that Finland suffers from, this does not make them ever change their high standards for recruitment, which is actually a big challenge for startups coming to Finland.

g. Language

While many Finns speak English, the language of business is often Finnish. Language barriers often do not pose major challenges for international startups, but the need for the Finnish language represents a very important point, especially in legal and regulatory matters.

h. Seasonal changes

Finland experiences significant seasonal changes in weather and daylight. Startups need to consider how these differences impact business operations, working hours and scheduling, and employee well-being.

i. Respect for Nature

Finland has a deep respect for nature, and considers environmental sustainability a core value. Startups must align their business practices with these values to gain trust and acceptance in the market.

j. Social Responsibility

Finnish consumers and companies often give priority to social responsibility. Social responsibility is not only viewed as an image that companies issue of

Them, but rather it is considered a major part of the components of the company and consumers as well. Demonstrating a commitment to being socially responsible must be essential. To build a positive brand image.

k. Bureaucracy

Although Finland is known for its efficiency, startups may still face bureaucratic and regulatory challenges when establishing and managing businesses. This is due to the modernity of the startup-based economic system in Finland, as well as the diversity of entities operating in the corporate economic system. Emerging, it is important to understand the regulatory landscape and seek legal advice.

l. Local competitors

Finnish startups may have a strong foothold in the local market. Entering a market that includes established local competitors may pose a major challenge for foreign startups, and startups need to differentiate themselves effectively and constantly try to search for effective points of differentiation to attract customer trust.

To overcome these cultural challenges, startups should invest in cultural training and sensitivity programs for their employees, consider local partnerships or hire local talent, build a strong network in Finland, and adapt their business strategies to align with Finnish cultural values and preferences. Building trust and credibility in the Finnish market may take time, but is essential for achieving global growth in this unique cultural context.

6.1.3 Saudi Arabia

Expanding a startup in Saudi Arabia presents many cultural and social challenges that entrepreneurs and startups must understand and deal with in a distinctive way. Saudi Arabia has a rich cultural heritage deeply rooted in Islamic traditions and societal norms. Here are some of the cultural challenges startups may face as they seek global growth in Saudi Arabia:

a. Islamic Culture

The culture of Saudi Arabia is strongly influenced by Islamic principles, and adherence to Islamic values is highly valued among all members of society as well as the business community. Startups must be sensitive and considerate of Islamic practices, customs and beliefs in all aspects of their business, advertising and marketing operations.

b. Gender segregation

The Kingdom of Saudi Arabia practices gender segregation in various public places. Although there has been a significant change in the process of gender segregation in workplaces, it is still an important point in workplaces and educational institutions. Startups must be aware of, consider and take these standards into account when establishing their presence and conducting business.

c. Working hours

Working hours differ greatly from working hours in Europe, for example, as the working week in the Kingdom of Saudi Arabia usually begins on Sunday and ends on Thursday, with Friday and Saturday considered the weekend. Business hours may be adjusted to suit prayer times and cultural practices, which may affect the pace of business transactions and their alignment with international business hours.

d. Dress Code

The dress code in Saudi Arabia is conservative, especially for women. Work clothing must be modest and respect Islamic customs. This usually represents a major challenge for startups in the event of recruiting workers from outside the Kingdom of Saudi Arabia. Startups must ensure that their

Employees adhere to these dress code expectations.

e. Language

Arabic is the official language, and while English is commonly used in business, knowledge of Arabic can facilitate better communication and relationships. This can be done by having a portion of employees who are fluent in speaking Arabic.

f. Legal and Regulatory Considerations

Understanding and dealing with the legal and regulatory framework in Saudi Arabia is crucial. Complying with local laws, including business licensing, foreign ownership restrictions, and the necessity of having a local partner in most business activities, is extremely difficult for startups, but it is essential.

g. Ramadan Celebrations

During the holy month of Ramadan, business hours are significantly reduced, and many business activities may slow down. Startups need to be aware of these changes and adjust their schedules and expectations accordingly.

h. Social norms and etiquette

Familiarity with social norms and etiquette is essential even within the work environment. Showing respect for older people both in and outside the work environment, using appropriate titles within the work environment, and being aware of gestures and body language are important for building trust and rapport.

i. The importance of family

Saudi society places a high value on the family and extended family relationships. This often must be taken into account in the work environment, where a person puts his family first before anything else. Communication and relationship building often includes dealing with family members and extended networks.

j. Cultural sensitivity in marketing

Cultural sensitivity must extend to marketing and advertising materials, one of the most important challenges facing entrepreneurs in the Kingdom of Saudi Arabia. Avoid content that could be considered culturally insensitive or offensive.

k. Patience and building relationships

Building business relationships in Saudi Arabia takes some time but not a long time. Startups must be patient and invest in efforts to build long-term relationships with all government business departments and others.

l. Local partnerships

Partnering with local companies or establishing joint projects can be an effective strategy for emerging companies entering the Saudi Arabia market, and in some cases it is even considered mandatory according to the labor laws in the Kingdom of Saudi Arabia. However, as time progressed, Saudi Arabia began to open new horizons. It is a new business venture for startups, without it being mandatory to have a local partner. In addition, local partners can provide valuable insights and connections.

By recognizing and addressing these cultural challenges, startups can build a stronger foundation for their expansion efforts in Saudi Arabia. Cultural sensitivity and respect for local customs and values are key to establishing a successful presence and achieving global growth in this cultural context.

6.2 Identify Strategies

6.2.1 Egypt

Cultural strategies are considered one of the basic points for emerging projects seeking global growth in Egypt and the Middle East region. These strategies include taking advantage of cultural understanding and assimilating it well to ensure achieving the required success and adapting to establish a strong and effective presence in the Egyptian market. Here are some cultural strategies that startups seek to implement in order to be able to expand in Egypt:

a. Cultural Sensitivity Training

Providing cultural sensitivity training for team members who will be working in Egypt is extremely important. This training must cover many aspects of Egyptian culture, including the different and diverse customs, traditions, and social norms that exist in Egypt. Understanding and respecting local customs and traditions can help build trust and rapport with local partners and customers.

b. Localization

Adapting the products, services, and marketing materials that are presented must be compatible with the Egyptian market, and this is not intended to match what is implemented in local companies. But this could include translating content into Arabic while retaining English as well, designing product features to meet local preferences in terms of size, packaging, etc., and aligning marketing and advertising campaigns with their cultural sensitivity and religious observances.

c. Building local partnerships

Establishing strong partnerships with local Egyptian companies and organizations working in the same field and close to them. This type of partnership with existing local entities helps in providing valuable insights about the market, its rapid transformations, its nature, the strengths and shortcomings of the market, and helps in overcoming the many routine challenges and governmental complexities, and facilitating access to local networks, information and resources in the shortest possible time and with the least possible energy.

d. Adopting relationship building

Recognizing the importance of personal relationships in Egyptian business culture. The process can be completed with the least possible effort by knowing a person with the same quality. Investing time and effort in building and strengthening relationships with local stakeholders is crucial within the Egyptian market. The necessity of attending networking events, participating in social activities, and showing a real interest in getting to know similar local companies. In addition to the necessity of adopting various social activities through the company's societal role, it will have a significant impact.

e. Understanding work etiquette

Learn about Egyptian work etiquette, as the hierarchical aspect clearly appears in Egyptian work institutions, including appropriate greetings, negotiation methods, and communication standards between workers within one institution. Showing respect for the customs and etiquette of managers and government officials can leave a positive impression.

f. Taking advantage of digital channels

Despite the importance of personal relationships, digital channels and social media play an important role in the business scene in Egypt, and why not? This type of digital communication was the beginning of the spark to launch a major revolution in Egypt in 2011. Use online platforms to communicate with potential customers, promote your brand, and interact with the local audience, one of the most influential points within the Egyptian labor market. At the same time, it is necessary to choose well which means of communication is the most widespread among them.

g. Offer value-based products/services

Align your products or services with their values and needs. Think about how your offerings address specific challenges or meet consumer expectations, especially during current periods of weak economic conditions.

h. Flexibility and adaptability

Be prepared to adapt to the dynamic nature of the Egyptian market, as it is a rapidly volatile market. Economic, political and social conditions may change, and startups should be flexible in responding to these transformations. Since 2011, the country has gone through many different

Political events and many different political regimes, which of course have a significant impact on the economic situation in the country.

i. Respect for cultural diversity

Egypt is characterized by cultural diversity, as it includes different religious groups (Muslims and Christians) and ethnic groups. Show respect for this diversity and think about how to attract your startup's offerings and messages to a wide range of consumers without customization. Of course, it is a difficult point and takes a lot of time, but its results are good.

j. The long-term perspective and how to apply it

Building a presence in Egypt may take some time. Adopting a long-term, diversified and open perspective and investing in building sustainable businesses in the Egyptian market. Building trust and credibility can be a gradual process.

k. Ethical Business Practices

Uphold high ethical standards in your business operations. Honesty, integrity, and transparency are highly valued in Egyptian business culture, and maintaining these principles can help build a positive reputation.

By implementing these cultural strategies, startups can enhance their chances of success when pursuing global growth in Egypt. Cultural adaptation and sensitivity are essential components of a successful market entry strategy in a diverse and culturally rich country like Egypt.

6.2.2 Finland

Scaling a startup in Finland requires a comprehensive understanding of Finnish culture and implementing appropriate cultural strategies. Here are some cultural strategies for startups seeking global growth in Finland:

a. Respect personal space

All Finns value personal space and privacy in all their daily transactions and interactions. Especially in business meetings and daily interactions, it is necessary to maintain a comfortable physical distance that guarantees each individual's privacy and avoid any kind of gestures, whether aggressive or

Overly enthusiastic.

b. Silence

Finnish communication is often characterized by silence and brevity within the work environment. Do not feel the need to fill all the silence in conversations. Rather, it is acceptable in work conversations to stop. Pauses should therefore be allowed, as they are a normal part of Finnish communication.

c. Building Trust

Trust is a crucial element in Finnish business culture. It can take a very long time to build trust, especially when you are a foreigner, and it is often built through trustworthiness from other individuals or trusted entities, as well as honesty and consistency in actions and commitments, which help greatly in building trust.

d. Equality in the workplace

One of the biggest advantages of the Finnish labor market is that Finnish workplaces usually have flat organizational structures, and the decision-making process is decentralized. Emphasizing the importance of equality, and encouraging open communication between all individuals and participation among team members.

e. Language Learning

One of the biggest points of business strategies in Finland is that although many Finns speak English fluently, making an effort to learn basic Finnish phrases and greetings can show respect for the local culture. It is especially useful for building rapport in less urban areas where there are very few non-Finnish speakers.

f. Long-term perspective

Finnish business relationships tend to be long-term, and this is a good point in the Finnish market as it has given more stability to startups, so startups must adopt a patient and long-term perspective when looking for partnerships or cooperation. Focus on building lasting relationships rather than short-term gains.

g. Winter Challenges

Finland faces long, dark winters. Consider how these seasonal variations impact business operations and employee well-being. Flexibility in work schedules and an understanding of Seasonal Affective Disorder (SAD) can be helpful. Also, announcing or marketing a new product during this period can be very difficult.

h. Communication

Communication is essential in Finnish business culture. It may be difficult at the beginning, but participating in industry events, seminars, and business associations to build professional networks helps alleviate its difficulty. Personal relationships often play an important role in business success.

i. Understanding decision-making processes

Finnish decision-making processes can be consensus-based rather than majority-based so decisions may take some time. Be prepared for a slower pace of negotiations and decision-making, which is sometimes more difficult for early-stage startups to adapt to than more fast-paced cultures.

j. Cultural integration

Encouraging foreign employees to immerse themselves in Finnish culture. This can include participating in local traditions, such as sauna visits or outdoor activities, to promote integration and build relationships.

k. Environmental Sustainability

Finland places a strong emphasis on environmental sustainability. Demonstrating a commitment to environmentally friendly practices and corporate social responsibility can be well received.

l. Ethical Business Practices

Uphold high ethical standards in all business operations. Honesty, integrity and transparency are highly valued in Finnish business culture.

m. Adapting flexibility

Finnish work culture often emphasizes flexibility, allowing employees to balance work and personal lives. Consider adopting flexible work arrangements to meet the employees' family needs. Family time is sacred to

The Finnish employee.

n. Use of technology

Finland is technologically advanced. Use technology to simplify business processes and improve efficiency, an important point in business operations. Adopting digital solutions for communications and operations is an important matter that helps save energy significantly

o. Market Research

Conduct comprehensive market research to understand local preferences, consumer behavior and competition. Tailor your products or services to the specific needs and requirements of the Finnish market.

By implementing these cultural strategies, startups can enhance their chances of success when pursuing global growth in Finland. Cultural adaptation, respecting local customs and building trust are essential to entering and thriving in this unique cultural context.

6.2.3 Saudi Arabia

Scaling a startup in Saudi Arabia requires careful consideration of cultural factors and implementation of appropriate cultural strategies. Saudi Arabia has a unique cultural and business environment deeply rooted in Islamic traditions and societal norms. Here are some cultural strategies for startups seeking global growth in Saudi Arabia:

a. Cultural Respect

Demonstrating deep respect for the culture, traditions and Islamic values of the Kingdom of Saudi Arabia is important in the Saudi labor market. Avoid actions or behaviors that could be considered disrespectful or offensive.

b. Islamic principles

Understand your business practices and align them with Islamic principles and customs, because they have a significant impact on Saudi society. This includes considerations related to finance, ethics and social responsibility.

This is one of the points that at the same time represent a major challenge for global companies.

c. Local Partnerships

Building relationships with local partners and collaborators is crucial. Saudi companies often value existing relationships, so finding reliable local partners can be a strategic advantage but at the same time it is a major challenge and not easy.

d. Gender consideration

Identify and adhere to gender segregation standards in the Kingdom of Saudi Arabia. Men and women are often separated in one work environment, so you must ensure that your business operations and office spaces respect these standards while promoting diversity and inclusion within one work organization.

e. Work Hours

Be aware of the work week in Saudi Arabia, which typically runs from Sunday to Thursday, with weekends on Friday and Saturday. Adjust your work processes and communications accordingly, especially if a large portion of the work is done in coordination with other locations that differ in work timing.

f. Proficiency in Arabic

English is used in business, but Arabic is the official language. Having team members who are proficient in the Arabic language, or using professional translation services, can enhance communication and business relationships. This can be easily done by enhancing the role of employees who speak Arabic in the work environment.

g. Cultural Awareness Training

Provide cultural awareness and sensitivity training to your team members, especially those who will be interacting with Saudi customers or partners. This training should include information about local customs, greetings and social etiquette.

h. Local Market Research

Conduct comprehensive market research to understand the needs and cultural nuances of the Saudi Arabia market. Design your products, services and marketing to comply with the diverse local requirements within the Saudi market.

i. Government Regulations

Be aware of the legal and regulatory environment in Saudi Arabia. Commitment to local laws and regulations that have a major role in developing your company, including those related to business and foreign investments. These regulations change continuously within the Saudi market.

j. Patience and a long-term perspective

Business relationships in Saudi Arabia often take time to develop. Adopt a patient, long-term perspective, and focus on building trust and credibility over time.

k. Local Talent Development

Invest in developing local talent and providing opportunities for Saudi professionals to grow within your organization. This demonstrates the commitment to the local workforce, as well as the company's community role through recruitment operations and the provision of many services in different regions.

l. Personalized and relevant marketing

Customize your marketing and advertising strategies to match the cultural norms of Saudi Arabia. Avoid content that could be considered culturally insensitive or offensive.

By implementing these cultural strategies, startups can enhance their chances of success when pursuing global growth in Saudi Arabia. Demonstrating cultural sensitivity, respect, and commitment to local customs and values is essential to entering and thriving in this unique cultural context.

6.3 Identify Success Factors

6.3.1 Egypt

Achieving success for startups in Egypt requires understanding and taking advantage of cultural factors. These factors are often multiple and vary according to the nature of the activity of each of the companies sampled in the research sample, but in their entirety there are some cultural success factors that can contribute to the global growth of emerging projects in Egypt:

a. Building strong relationships

Egyptian culture places a high value on personal relationships and trust, and although some companies consider this a major challenge in the Egyptian market, once it is achieved, it is a strong success factor. Building strong relationships with local partners, clients, and stakeholders can be a major success factor. Time must be invested in building relationships and communicating with various governmental and non-governmental bodies and entities in Egypt.

b. Hospitality and Respect

Egyptians are known for their hospitality and respect for guests. Showing appreciation for local customs and traditions, including offering invitations to others to visit the workplace and expressing their opinions on the work environment and accepting them as well from others, can enhance positive relationships and communication processes in the Egyptian labor market.

c. Understanding hierarchical structures

Egyptian society tends to be hierarchical rather than superficial, and respect for authority is important. Understanding and navigating hierarchical structures within business and government can facilitate smoother operations and faster successes.

d. Cultural adaptation

The ability to enhance the adaptation of products, services, and business practices to be compatible with Egyptian culture and consumer preferences is important. Cultural adaptation can enhance acceptance and suitability for the market, and determine sales priorities to ensure rapid product diffusion.

e. Language Proficiency

While English is commonly used in business, Arabic is the official language in Egypt. Mastering the Arabic language through a team member, or obtaining translation services from other companies, can improve communication and participation in the market.

f. Respect for Islamic values

Islam plays a major role in Egyptian culture. Understanding and respecting Islamic values can positively impact business decisions, determine business mechanisms within the market, and marketing and advertising strategies.

g. Networking and socializing

Engaging in social activities and events can help startups build valuable social connections. It also greatly helps to transfer and exchange experiences with local startups as well. These connections can lead to more opportunities and support in the entire market.

h. Adaptability and Patience

Being prepared to face unexpected challenges, changes, and bureaucracy in the business environment is vital.

i. Local Partnerships

The ability to collaborate with local partners is a very important success factor for startups. Strong local partnerships can help foreign startups overcome challenges and access networks.

j. Ethical business practices

Ethical behavior related to honesty and transparency is highly valued in the Egyptian business culture. It makes a good impression within the labor market.

k. Long-term perspective

Having a long-term perspective and commitment to investing in the local market can be a success factor. It may take some time to build a presence and achieve success in Egypt

I. Flexibility

Flexibility in adapting to market changes and economic and political fluctuations, which of course have a significant impact on the economic aspects, as well as good dealing with customer comments, can enhance the startup company's competitiveness and success in Egypt.

m. Social Responsibility

Demonstrating social responsibility in business operations can resonate with socially conscious consumers and enhance a company's reputation with government agencies as well as with the consumer masses.

By embracing and leveraging cultural success factors, startups can increase their chances of achieving global growth and success in the Egyptian market. Understanding and respecting local culture and values is essential to building trust and credibility.

6.3.2 Finland

Expanding a startup globally, including Finland, requires understanding the local culture and implementing cultural success factors. Here are some cultural success factors that can contribute to the global growth of startups in Finland:

a. Trust and Reliability

Finnish business culture places a strong emphasis on trust. Building a reputation for being trustworthy and keeping promises is essential to success especially for foreign companies. Consistently maintaining commitments and consistently meeting business deadlines.

b. Respecting Equality

Finland is known for its commitment to equality. Embracing these principles within your startup by promoting diversity and inclusion, ensuring equal opportunities, and maintaining a flat organizational structure if possible is considered one of the most important factors for the company's success and reputation in the local market.

c. Transparency

Transparency in business operations is highly valued in Finland. Be open and honest in your communications, and provide clear and detailed information to stakeholders. This will ensure positive reactions from the circles around you, as well as eliminate many obstacles within the market.

d. Networks and Relationships

Building networks and professional relationships is essential in the Finnish business culture. Although it is a great challenge in a society that tends to be self-sufficient, once the door is opened, it is considered a great success within the Finnish market. Participate in industry events, join state and non-governmental business associations, and participate in networking activities to connect with potential partners and clients.

e. Language Skills

While many Finns speak English fluently, and the business community is largely English-speaking, learning basic Finnish phrases and greetings can show respect for the local culture and improve communication.

f. Embrace Technology

Finland is known for its technological advancement. Embracing technology throughout the company's various business activities to simplify business processes, improve efficiency, and maintain competitiveness in the market. It is considered one of the fundamental success factors in the Finnish market.

g. Corporate Social and Environmental Responsibility (CSR)

Demonstrating a commitment to CSR, environmental sustainability, and ethical business practices can enhance your startup's reputation and attract socially conscious consumers. Most consumers in the Finnish market tend to buy from companies that promote these factors in their operating environment.

h. Patience and a long-term perspective

Business relationships in Finland tend to be long-term discussions and decisions. Be patient and adopt a long-term perspective when building

Relationships, pursuing partnerships, and making decisions.

i. Work-life balance

Finland emphasizes employee well-being. Consider offering flexible working arrangements and supporting employee health and well-being.

j. Market research

Conduct comprehensive and ongoing market research to understand local market conditions, consumer preferences and competition. In Finland, consumer preferences do not usually change from time to time, but you must customize your offers to meet the specific needs and requirements of the Finnish market.

k. Adapt to seasonal changes

Be prepared for significant seasonal changes in Finland, including long, dark winters and the accompanying downturn in the country's economic condition. Think about how these differences affect business operations, the timing of new product announcements, and employee well-being.

l. Local talent development

Invest in developing local talent and provide opportunities for Finnish and foreign professionals to grow within your organization. There must be a demonstration of commitment to the local workforce. This has a beneficial effect

By applying these cultural success factors, startups can enhance their chances of achieving global growth and success in the Finnish market. Demonstrating cultural sensitivity, respect for local customs and values, and adhering to ethical business practices are essential to entering and thriving in this unique cultural context.

6.3.3 Saudi Arabia

Expanding a startup globally, including Saudi Arabia, requires a deep understanding of the local culture and implementing cultural success factors. Here are some cultural success factors that can contribute to the global growth of startups in Saudi Arabia:

a. Cultural Sensitivity and Respect

Demonstrating respect for Saudi Arabia's culture, Islamic traditions, and societal norms is crucial.

b. Islamic Values Alignment

Ensure that your offerings and operations adhere to Islamic ethical and legal standards.

c. Local Partnerships

Building strong relationships and partnerships with local businesses and organizations. Local partners can help navigate cultural differences and regulatory requirements.

d. Gender sensitivity

Respect gender segregation standards. Consider gender considerations in business interactions and workplace policies.

e. Language Proficiency

Having team members who are fluent in Arabic or use professional translation services can enhance communication and engagement.

f. Cultural Awareness Training

Provide cultural awareness and sensitivity training to your team members, especially foreigners, and especially those who interact with Saudi customers or partners. This training should cover local customs, greetings and social etiquette.

g. Local Market Research

Conduct comprehensive market research to understand local consumer behavior, preferences and cultural nuances. Design your products, services

and marketing to meet the requirements of the Kingdom of Saudi Arabia. Products of European origin are often highly regarded by large groups of consumers.

h. Government Regulations

Learn about the legal and regulatory environment including those related to business and foreign investments.

i. Networking and Building Relationships

Attend local events, participate in social activities, and invest time in relationship building efforts.

j. Local Talent Development

Invest in developing local talent and providing opportunities for Saudi professionals to grow within your organization. Demonstrating a commitment to the local workforce can be helpful.

k. Personalized Marketing

Avoid content that could be considered culturally insensitive or offensive.

l. Ethical Business Practices

Uphold high ethical standards in all business operations. Honesty, integrity and transparency are highly valued in the business culture of Saudi Arabia.

By applying these cultural success factors, startups can enhance their chances of achieving global growth and success in the Saudi market. Demonstrating cultural sensitivity, respect for local customs and values, and adhering to ethical business practices are essential to entering and thriving in this unique cultural context.

7 Conclusion

Understanding the cultural impact on the global growth of startup projects in Egypt, Finland, and Saudi Arabia is of paramount importance. This literature review, structured around Hofstede's cultural dimensions model, has highlighted the diverse cultural influences on startup success in these countries.

a. Egypt

In Egypt, the high power distance score reflects a hierarchical culture. The importance of relationships and trust in business, as well as the moderate uncertainty avoidance, significantly impacts startup operations. The reliance on personal connections and indirect communication underscores the significance of local cultural norms in Egypt.

Egypt's cultural context also poses challenges for startups in terms of decision-making and risk-taking. A deep-seated respect for authority can lead to slower decision-making processes. Nevertheless, understanding and respecting the local culture, including the high-context communication style, can pave the way for success. To thrive in Egypt, startups should build strong local relationships and adapt their strategies to align with the cultural dimensions.

b. Finland

Finland, in contrast, exhibits characteristics that emphasize individualism, low uncertainty avoidance, and a long-term orientation. These cultural traits foster an environment conducive to innovation, entrepreneurial freedom, and open communication.

Startup projects in Finland benefit from an egalitarian leadership style and a straightforward, low-context communication approach. Punctuality and adherence to schedules are highly valued. Finland's culture supports risk-taking and long-term planning, making it an attractive destination for startups.

In Finland, the alignment with the local culture is essential for global growth. Startups should embrace individualism and a strong focus on innovation while adapting to the low power distance and open communication style.

c. Saudi Arabia

Saudi Arabia's culture, with its high power distance, poses unique challenges and opportunities for startups. Respect for hierarchy and authority impacts decision-making processes. High-context communication and the significance of personal relationships are fundamental.

Saudi Arabian culture also exhibits a moderate uncertainty avoidance, reflecting a willingness to embrace change and adapt. While the hierarchical structure can initially slow decision-making, building strong relationships and understanding the culture can lead to success.

To succeed in Saudi Arabia, startups should adapt to the high power distance, build personal relationships, and navigate the nuances of high-context communication.

References

- Hofstede, G. (2001). *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations*. Sage Publications.
- Trompenaars, F., & Hampden-Turner, C. (2012). *Riding the Waves of Culture: Understanding Cultural Diversity in Business*. Nicholas Brealey Publishing.
- Oviatt, B. M., & McDougall, P. P. (1994). Toward a theory of international new ventures. *Journal of International Business Studies*, 25(1), 45-64.
- Igbaria, M., Zviran, M., & Anandarajan, M. (1994). Belief, attitudes, and behavior: The impact of culture. In *Proceedings of the 25th Annual Hawaii International Conference on System Sciences* (Vol. 1, pp. 58-67). IEEE.
- Stahl, G. K., & Cerdin, J. L. (2006). Global careers: New phenomenon or new perspectives? In *Academy of Management Annual Meeting Proceedings* (Vol. 2006, No. 1, pp. A1-A6). Academy of Management.
- Gankema, H. G., Snuif, H. R., & Zwart, P. S. (2000). The internationalization process of small and medium-sized enterprises: An evaluation of stage theory. *Journal of Small Business Management*, 38(4), 15-27.
<https://doi.org/10.1111/0447-2778.00012>
- Schneider, S. C., & De Meyer, A. (1991). Interpreting and responding to strategic issues: The impact of national culture. *Strategic Management Journal*, 12(S1), 307-320. <https://doi.org/10.1002/smj.4250121008>
- Hofstede, G. (1980). *Culture's Consequences: International Differences in Work-Related Values*. Sage Publications.

Shane, S., & Venkataraman, S. (2000). The promise of entrepreneurship as a field of research. *Academy of Management Review*, 25(1), 217-226.

Li, J. J., & Shalley, C. E. (2015). R&D team culture and innovation: A multiple study investigation. *Journal of Applied Psychology*, 100(4), 1453-1468.

Taras, V., Steel, P., & Kirkman, B. L. (2018). Does studying abroad enhance creativity? Examining the role of cross-cultural adaptation experience and cultural intelligence. *Academy of Management Learning & Education*, 17(4), 363-381.

Oviatt, B. M., & McDougall, P. P. (1994). Toward a theory of international new ventures. *Journal of International Business Studies*, 25(1), 45-64.

Luo, Y. (2003). Market-seeking MNEs in an emerging market: How parent–subsidiary links shape overseas success. *Journal of International Business Studies*, 34(3), 290-309.

Shenkar, O. (2001). Cultural distance revisited: Towards a more rigorous conceptualization and measurement of cultural differences. *Journal of International Business Studies*, 32(3), 519-535.

Minkov, M., & Hofstede, G. (2011). The evolution of Hofstede's doctrine. *Cross Cultural Management: An International Journal*, 18(1), 10-20.

Schwartz, S. H. (2006). A theory of cultural values and some implications for work. *Applied Psychology: An International Review*, 55(3), 439-470

Khoury, T. A., & Pitt, L. F. (2016). The Influence of National Culture on the Internationalization of Egyptian SMEs. *Thunderbird International Business Review*, 58(4), 359-373.

Rutherford, M. W., & Holmes, R. M. (2016). Entrepreneurial orientation in Egypt: The effect of culture and family involvement. *Journal of Business Research*, 69(4), 1360-1368.

Gabrielsson, P., Gabrielsson, M., & Wiberg, D. (2016). International business research: Challenges and contributions. *International Business Review*, 25(1), 1-5.

Al-Dajani, H., & Marlow, S. (2010). Entrepreneurship in Saudi Arabia: Opportunities and challenges for women entrepreneurs. *Education, Business and Society: Contemporary Middle Eastern Issues*, 3(2), 108-125.

Alwabel, S. A., & Rana, N. P. (2018). Factors affecting entrepreneurial intention among Saudi university students: Insights from a qualitative study. *Education + Training*, 60(5), 437-453.

Appendix

Creating a comprehensive questionnaire to assess the impact of culture on the global growth of startups in Egypt, Finland, and Saudi Arabia requires careful consideration of various cultural and business factors.

Demographic Information:

Country of Residence:

Egypt

Finland

Saudi Arabia

Other (please specify): _____

Current Position/Role:

Founder/Entrepreneur

Manager/Executive

Employee

Other (please specify): _____

Industry of Startup:

Technology

Healthcare

E-commerce

Manufacturing

Services

Other (please specify): _____

Cultural Awareness and Adaptation:

To what extent do you believe that understanding and respecting local culture is essential for the success of startups in your country?

Very Important

Important

Neutral

Not Important

Not Sure

Have you received cultural sensitivity training or guidance when conducting business with foreign partners or clients?

Yes

No

Not Applicable

In your opinion, what are the key cultural aspects that startups should consider when entering your local market?

Market Entry and Business Operations:

How do cultural factors, such as language and communication styles, impact the way startups establish their presence in your country?

Are there specific cultural norms or practices that influence consumer behavior and preferences in your country? Please provide examples.

Do you think that local partnerships or collaborations with established businesses are important for startups aiming to enter your market successfully? Why or why not?

Legal and Regulatory Challenges:

How do cultural norms and values influence the legal and regulatory environment for startups in your country?

Have you encountered any cultural barriers or challenges related to business regulations, licensing, or permits when operating in your country? Please describe.

Relationship Building and Networking:

How important are personal relationships and networking in the business environment of your country?

In your experience, how do cultural differences impact the way business relationships are formed and maintained in your country?

Marketing and Communication:

How do cultural factors influence marketing and advertising strategies in your country?

Have you observed any examples of cross-cultural misunderstandings or cultural insensitivity in marketing campaigns in your country? Please provide examples.

Talent Management and Workforce:

Are there cultural differences in work ethic, punctuality, or work-life balance that startups should consider when managing employees in your country?

How does cultural diversity within startup teams impact creativity and problem-solving in your country?

Risk and Innovation:

How does the cultural attitude toward risk-taking impact the willingness of startups to innovate and try new approaches in your country?

Are there any cultural factors that either encourage or discourage startups from embracing technological innovations and disruptive business models in your country?

Social Responsibility and Sustainability:

To what extent do cultural values influence a startup's commitment to social responsibility and sustainability practices in your country?

Are there any cultural practices or beliefs that startups should be aware of when implementing corporate social responsibility initiatives in your country?

Long-Term Perspective:

Does the culture in your country favor short-term gains or long-term sustainable growth in business?

How do cultural attitudes toward time and planning impact the strategic goals and decision-making processes of startups in your country?

Final Thoughts:

Please share any additional insights, anecdotes, or recommendations related to the impact of culture on the global growth of startups in your country.

Thank you for participating in this survey. Your responses will contribute to a better understanding of the role of culture in startup success in diverse global markets.