

# **METRO – CASH & CARRY –A CASE STUDY ON THE STRATEGIES ADOPTED TO OVERCOME CROSS CULTURAL DIVERSITY WITH SPECIAL REFERENCE TO INDIA**

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**Abstract:** The paper tries to focus on the cross cultural issues of two nations i.e. Germany and India. How the German culture is totally different from the Indian culture in Hofstede;'s dimension of Long term orientation, Power Distance, Individualism vs Collectivism, Uncertainty Avoidance, Masculinity Vs Femininity, . Why German companies are investing in Indian market. Despite at the totally opposite poles culturally, Metro- cash and carry proved to be successful in India. The paper stresses not only the differences in terms of culture but also difference in Geography, demography, socio-politico, legal and economic environment. The paper focuses on the case study of Metro- Cash and carry , a German wholesale giant, its Strategies to venture in multicultural India and the HR strategies of recruitment and training people to become successful.

**Key Words:** Metro- Cash & Carry, Hofstede's Dimension, TOWS of Metro

About 80% of the MNC believe in the growth potential of India. It is a manufacturing hub for many international organization. The benefit that BPO and R&D companies get in setting up their business in India is immense. As India offers cheap and quality work force as compared to its counterparts. It is also a good market for the German finished goods.

## **Cross- national Convergence and Divergence**

The reality of the world is both convergence and divergence. People are becoming more similar in some ways but at the same time retain their distinctiveness.

*German Companies in India:-*

1. CARE ZEISS : It is a known brand in opto electronics and optical
2. ABICOR BINZEL: It has a manufacturing unit in Pune, the company produces gas cooled MIG torches

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3. HENKEL GROUP: Above 75 subsidiaries in different nation in India, the group functions through 4 joint ventures companies, branded products that are famous among consumers in India are laundry, toiletries, cosmetics etc.
4. DMG: It manufactures cutting tools for minning and turning. It business in India with services and sales.
5. SCHULER : It started with its subsidiaries in India. It is famous for providing value added service in metal forming.
6. BAJAJ ALLIANZ: Colaborating with Bajaj in India offers financial services and products in insurance
7. DAIMLER CHRYSLER: Daimler AG merge with TELCO in India and formed Daimler Chrysler. The joint venture braught Mercedes Benz in India.
8. KNORR – BREMSE GROUP: In India all break systems for commercial vehicle, are produced under Knorr Bremse India Pvt. Ltd.. The company also offers support to its client.
9. ZEPPELIN: Which is a light weight and trust worthy insulated body sort after products in India and abroad.
10. ADIDAS INDIA MARKETING PVT. LTD.: Deals with foot ware, sports wear, accessories and apparels. The marketing division is a subsidiary of german Indian Brand with its based in New Delhi.

Germany is one of the most dynamic, progressive and interesting of the European countries. Germans are most formals in business and social relationship. The united nations population fund lists Germany as a host of third highest number of International migrants. 96% reside in west Germany and Berlin. Seven Million of them are foreign. The largest ethnic group of non german origin are Turkish. Germany has been a destination for many developing countries. Germans are also very mobile as million travels abroad each year. Christinaity is the largest religion in German, second largest is Islam, followed by Buddhism and Judaism. German is the only official and widely spoken language.

India is ten times the size of Germany and its population is twelve times the German population.

Germany is by large a monolingustic and mono religious country. India is a land of multiple religions and multiple orientation.

The paper tries to focus on the Hofstede's dimensions to substantiate the difference of culture in two countries.

## Hofstede's dimensions compared between Germany and India

### Hofstede's national culture scores for Germany and India

Hofstede's Culture Dimensions	Germany	India
Power Distance	35	77
Uncertainty Avoidance	65	40
Individualism-Collectivism	67	48
Masculinity-Femininity	66	56
Long term Orientation	31	61

- 1) Power Distance: Countries having large power distance, inequalities is expected and desired. People who are higher in the organizational hierarchy enjoy sufficient power. Centralization is generally found in the countries with high power distance. Might prevails over right. Whoever has power is right. Communication is top down. Manager is directive and shows the direction to the people. India scores high on power distance.

Germany has a low power distance with more employee participation. Employees are subjected to lesser control and more autonomous.

- 2) Uncertainty Avoidance: Different cultures have different ways to deal with uncertainties or ambiguities. India score comparatively low in uncertainty avoidance which says that Indians are comfortable in ambiguous situations. Indian companies can tolerate and cope with ambiguity. The main reason being the political and socio-economic uncertainty.

In German organization are known to operate in well defined structured political and socio economic environment. They like to be guarded by rules and regulation and hence high on uncertainty avoidance.

- 3) Individualism Vs Collectivism: People belonging to individualistic society vary greatly in their behaviour when compared with the collectivistic society. People in collectivist society tend to be the part of the larger social framework. People are part of extended family or group with common cultural and linguistic profiles. India is a collectivist society where even in the organizational context the relationship between

employer and employee is on moral terms whereas in individualist society it is totally contractual.

Relationship prevails over task in collectivist society as opposite to the individualistic society, like Germany. Collectivism could prove to be double edged as it can constrict the cohesion within the organization or could be a facilitating force for improving organizational efficiency depending on HR practices.

- 4) Masculinity Vs Femininity : Masculine society is characterized by competition, achievement, ambition and success, stress on equity, competition among colleagues. India is considered to be a masculine society. Focus is in achievements and material gains.

In feminine society dominant values are care, preservation, quality of life is the sign of success. The same is reflected in the organizational culture.

- 5) Long-term orientation vs Short term orientation: Society having long term orientation are more pragmatic towards rewards, future oriented, persistence. India has long term orientation, believes in Karma and dominates its religious and philosophical thought. Great tolerance for religious views all over the world. Society with long term orientation typically forgive lack of punctuality. Relationship is ordered by status. Germany has a short time orientation where emphasis is on quick result. Status not a major issue in relationship. The same is depicted in their organization culture.

### CASE STUDY OF METRO CASH AND CARRY( MCC)

The following table depicts the contrast between India and Germany in the year when Metro made its way to India.

<b>Demographic Factors</b>	<b>India</b>	<b>Germany</b>
Geographic Area(Tkm <sup>2</sup> )	3287	357
Total Population (Million)	1027	82.4
Working Population (Million)	363.75 *	40.6
Unemployed Population (Million)	7.32 *	4.1

Rate of literacy (%)	65.4	94.7
Gross Domestic Product (Bill. Euro)	528.6	2108.2
Per Capita Income (Euro )	487	25500
Economic Growth ( % )	5.6	0.2
Exports (Bill.Euro)	48.2	648.3
F D I - inflow (Bill. Euro )	4.2	44.5
National language 1	15 +	1
Religion	5	1

Sources: Indian Economic Survey 2002-2003; Statistisches Jahrbuch 2003  
Federation of Indian chambers of commerce and industry 2003

The above table shows the vast disparity between the two countries . According to Hofstede's dimension also culturally the two countries are poles apart.. In spite of this fact MCC has been successfully able to establish in India

### **About Metro Cash & Carry**

METRO Cash & Carry is represented in 30 countries with over 700 self-service wholesale stores. With more than 100,000 employees worldwide, the wholesale company achieved sales of about € 31 billion in 2011. METRO Cash & Carry is a sales division of METRO GROUP. METRO GROUP is one of the largest and most international retailing companies. In 2011 the Group reached sales of around € 67 billion. The company has a headcount of some 280,000 employees and operates around 2,200 stores in 33 countries. The Group's performance is based on the strength of its sales brands which operate independently in their respective market segment: Metro/Makro Cash & Carry – the international leader in self-service wholesale, Real hypermarkets, Media Markt and Saturn – European market leader in consumer electronics retailing, and Galeria Kaufhof department stores.

### **HISTORY AND EVOLUTION OF MCC**

Introduction of new concept of self service wholesaling in Germany by Otto Beisheim. The first MCC opened in Germany in 1964.

Metro is a cash and carry wholesaler for businesses and professionals. Metro provides quality products and business solutions at the lowest possible prices.

The professional members are to become the members before they can shop at MCC which are issued only to the institutional buyers.

#### VISION STATEMENT

“ Metro will dominate the cash and carry wholesale segment globally, through our unique business formula which improves the competitiveness of our customers all over the world.”

According to Eckhard Cordes, CEO of Metro Group, key trends in retailing as changing customer needs, increasing interest in shopping, retailer consolidation, emerging multi channel retailing, changing nature of competition within and between retail formats will have a impact on how retailers do the business.

Metro is ranked fourth in global sales after Wal Mart, Carrefour and Tesco. Metro group's store of the Future initiative includes self- scanning devices and innovative check-out systems enabling the customers to pay without cashier resulting in shorter waiting period at check out. Customers will carry small computer by which they will find products and get important information.

Nearly 60% of Metro group revenues come from outside Germany.

Metro comprises of four major sales division.

- 1) Cash and carry stores of affiliated Metro and Makro companies which makes it worldwide leader in self-service wholesaling
- 2) Chain of food hypermarket.
- 3) Media market
- 4) Saturn, consumer electronics.

#### **Corporate Culture**

Present in 30 countries worldwide, METRO Cash & Carry cultivates a truly international corporate culture. Our corporate principles are an important part of our successful international growth story. They reflect most visibly in our advanced human resources strategy: our wholesale stores employ, almost exclusively, nationals of the country where they operate. This policy applies for all positions, including management positions, and offers all applicants international

career opportunities at METRO Cash & Carry. Despite widely varying local requirements, METRO Cash & Carry time and again successfully

**Corporate Principles:**

- Focused on professional customers
- Efficient store concept designed for professional needs
- One-stop shopping
- Advanced customer service
- Enhanced customer competitiveness
- Excellence in supply chain and quality management
- Strengthening of local suppliers
- Development of national infrastructures
- Career opportunities
- Internationally transferable concept

**Rajeev Bakshi, managing director, Metro Cash & Carry (India), says, “We have become pro-actively customer-centric. We are going out to understand market requirements and talking to customers about what we can offer them.”**

Cash & Carry Company	India launch	Stores in India	Expansion plans
Metro Cash & Carry	2003	8	50 stores in 4 to 5 years and 8 to 10 annually
Bharti-Walmart	2009	14	10 to 12 stores next year and 20 in 2 years
Carrefour	2010	1	Ready with India expansion plan
Reliance Retail	2011	1	Data unavailable

**New Market entry strategies of Metro**

Metro’s entry into the new country is through Cash and Carry format because of its tried, tested and standardized merchandising concepts that are found to work despite structural,cultural and consumer differences.

***Step I***

**Country scoring:**

A preliminary market attractiveness scoring is applied to all countries and most promising of the country is selected.

***Step II:***

**Environment and market analysis:**

If a country is found to be viable candidate for the entry then the country's political, legal, socio-economic environment is studied, competitive situation and market potential is identified.

***Step III:***

**Feasibility study:**

It is conducted if the the country is rated attractive in the second step whereby an on- site research of all management and operational processes required to support the venture is conducted by team of specialist. Based on results an entry decision are made which is further followed by deciding the location, size and type of store.

***Step IV:***

**Selection of country management team:**

Country management team is selected for setting up merchandising, pricing and purchasing policies. It looks for the real estate, concludes contract with the supplier and does the personnel recruitment. Each new MCC require 300 employees. Local headquarters are set on the site of the first store.

***Step V:***

**Recruiting qualified local personnel:**

MD, buying, sales and administration staff are recruited to operate according to MCC standards. supported by expatriates.

MCC strongly believes to recruit locally who is well versed with the market, consumer preferences and can adapt the business to the country's environment. This policy of relying on local employees is different from other company and thus contributes to the growth of the SME's and the local market thereby contributing to the economy of the nation.

***Step VI:***

**Training:**

Local recruits are trained in intensive group programs where they are made to understand company's philosophy and culture before taking up the operations.

MCC's headquarters training team is multicultural comprising international team of instructors and coaches.



## CHALLENGES AND SUCCESS FACTORS IN INTERNATIONAL OPERATIONS

### Challenges:

**People:** Recruiting right people with positive attitude and training them in business rules and standards.

**Culture:** German way is not always the right way. It tries to adapt to the cultural differences in shopping and consumption pattern. Thus cross cultural training and education has become a prerequisite for all MCC.

**Product Sourcing:** MCC buys 90% of the food product assortments from local suppliers specially fresh food and dairy segments.

**Local economic development and conditions:** Adapting to economic development and conditions i.e. adjusting prices to face high inflation rates in some countries.

### Success factors:

*Uniqueness:* Does not have international competitors in modern cash and carry domain. Its self-financing feature helps it to adapt to different economic climate and economic development.

*Transferability of blueprint of MCC format:* It is able to transform into easily understood and communicated business blueprint to guide managers in new countries. The repetition of basic business model with little variation is a key strength. Attempt is tried and tested blueprint while allowing for some local adaptation.

*First mover advantage:* MCC has been able to take some calculated risks in countries like Russia, Eastern Europe, India well before competition.

*Localised Merchandise assortment:* Range of goods it offers geared to the needs of local customer expectation. Procures 90% of merchandise from local manufacturers and suppliers. It also offers international assortment of global brands. For eg. In Germany MCC offers numerous Turkish food products as Germany's large minority are Turkish inhabitants. 90% procurement from the local market not only benefits the wholesalers by getting at below average price but also it is contributing to the local economy.

*Quality:* Due to efficient logistic system, group wise quality assurance guarantee that food is always fresh. It is also helping local farmers, manufacturers and suppliers in developing modern cultivation, production and distribution methods.

*Systematic and deliberate market entry process:* Systematic research before entry has helped MCC to avoid number of pitfalls. The case of Walmart where it has tried to convert the employees and customers in the Walmart way is a major reason of failure in Germany.

*Recruiting local in management HR:*

There has been significant benefits to MCC by following polycentric attitude where they assume that host country's personnel know best how to run their own operations. It concentrates to develop people of local nationality for key positions in their own country. It helps to attain the goodwill of the host country.

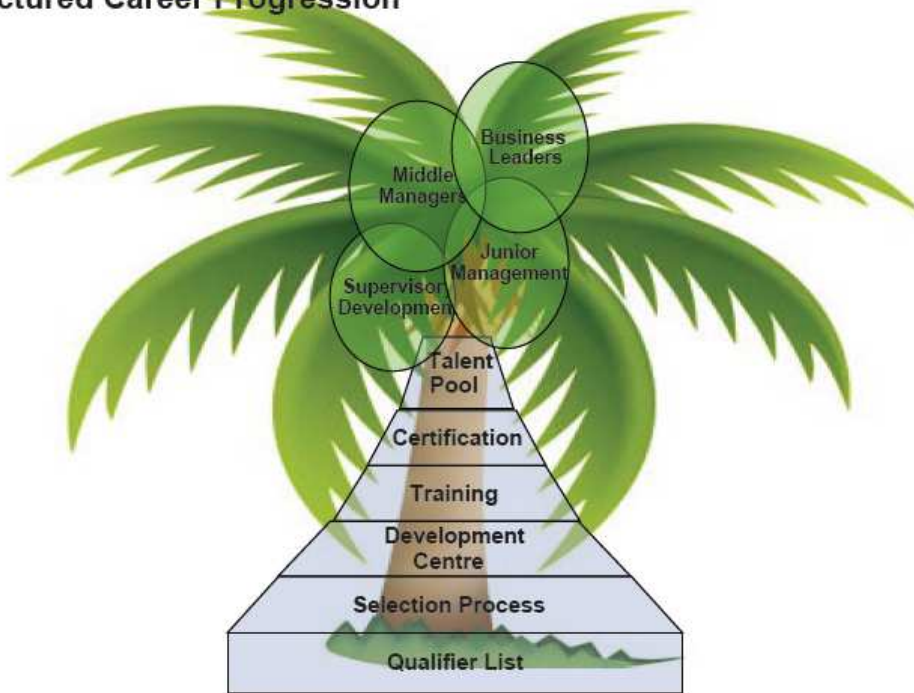
*Exploiting IT and custom database management:*

Customer database helps in transparency and helps in understanding purchasing patterns.

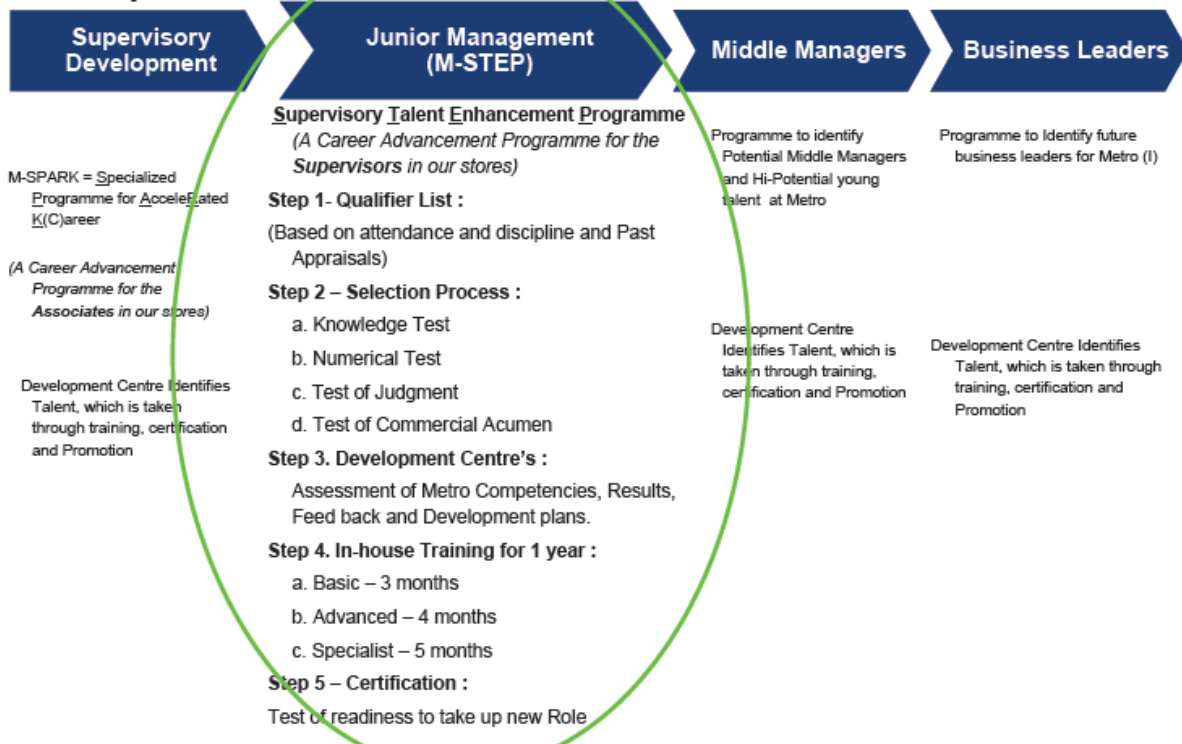
*Flexible organization structure:*

Metro has given the full autonomy to country managers to localize the decisions related to customers like store location, people management, pricing, advertising. Back end functions like IT, logistic, accounting, buying are centralized.

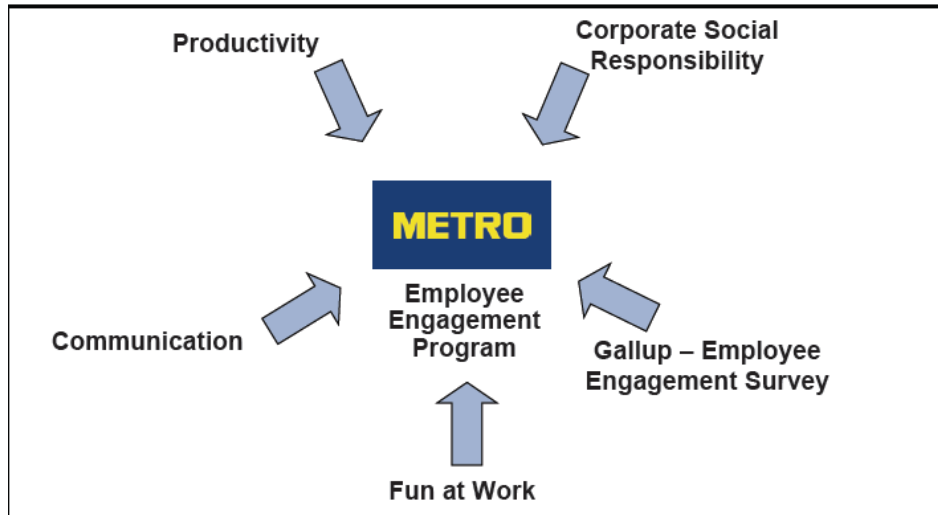
## Structured Career Progression



## Career path at each Level



## Employee Engagement Focus Areas in Metro



## Employee Engagement Programs to Accomplish

Employee Engagement Initiatives	
<b>Productivity</b>	Metro Primer League – on productivity parameters Best Metro Mail Set up Competition Metro Mystery Puzzle - Competition Metro Own Brand Quiz Contest
<b>Communication</b>	Ideas that Make Metro Work (online Suggestion & Voting) Role Clarity workshops Freewheel Open House
<b>Corporate Social Responsibility</b>	Take up Evening School Classes Work in a Hospital part time How Big is your Plant Educating Institutions & Offices
<b>Fun at Work</b>	Musical Talent Search Treasure Hunt 1% Change in you & your Work place Decorate your DC (Diwali)
<b>Gallup</b>	Development programs Talent Management (including Development Centres) Role Clarity workshops Rewards and Recognition Programs

1. All Employees are divided into 4 teams, they can decide their Team name and leader/s
2. All teams participate and compete with each other for Points and prizes.
3. Winning Teams and Prizes are declared Quarterly.
4. Strong contributors in each Team goes to the Wall of Fame.

An Example ...

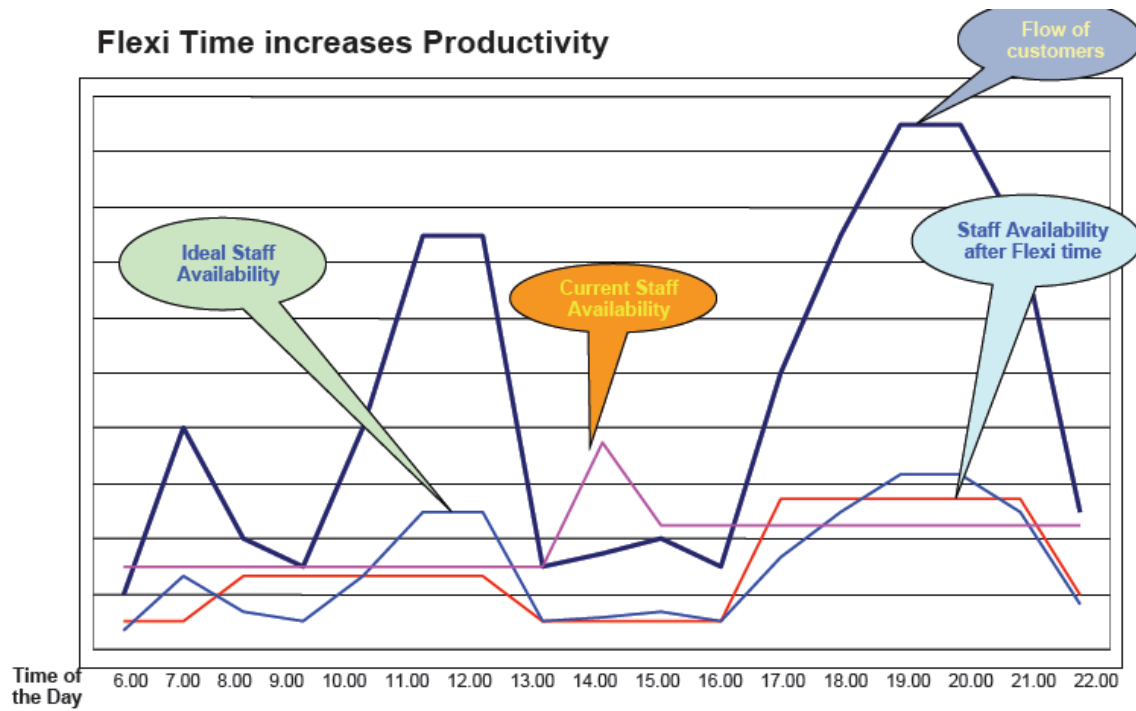
Corporate Social Responsibility	Points	Evaluation	Prizes
Metro Total Care Initiative - Take up Evening School Classes	Winner - 10 Second - 7 Third - 5	No of teaching hours for Team	Decorative Memento & Certificate
Metro Total Care Initiative - Work in a Hospital part time	Winner - 10 Second - 7 Third - 5	No of working hours for Team	Free Health Check up for immediate Family
Metro Total Care Initiative - How Big is your Plant	Winner - 10 Second - 7 Third - 5	Avg length of top 5 plants in each team	Get 1 months supply of Free Fruits
Metro Total care Initiative - Educating Institutions & Offices about Healthy Food habits	Winner - 10 Second - 7 Third - 5	No of Institutions visited by each team	3 months gym membership

## A Problem of Availability

1. Walk-in's of customers are more in the mornings and evenings
2. There is a problem of under-employment when customers are less in the afternoons.

--- How did we tackle the issue...?

## Flexi Time increases Productivity



### How we did it :

1. Encouraged Part-time jobs
2. Staggered Shift



## Overcoming Challenges Faced

1. **Nascent Industry** : Organized Wholesaling and Cash & Carry, a new concept.
  2. **Manpower** :
    - a. No trained or experienced manpower available. ✓
    - b. No degrees / colleges ✓
    - c. No retail recruitment expertise available
  3. **Selection** : How to identify the right talent ? ✓
  4. **Development** : What career progression can be given ? ✓
  5. **Engaging and retaining** : How to engage and retain our trained manpower ? ✓
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The above strategies of the company have helped to overcome the cultural disparity and made it one of the promising brand in India.

The share of international sales at METRO Cash & Carry rose again from 82.9 % to 83.5% in 2011. In its home market Germany, sales dropped by 2.8% to € 5.2 billion primarily due to store disposals and divestments whereas Like-for-Like sales rose slightly by 0.1%. Overall, margin improvements within the framework the efficiency- and value-enhancing program Shape 2012 as well as the increasing sales share of private labels contributed substantially to the distinct EBIT growth

The company's internationalization drive reached another milestone in 2011 with its worldwide 700th opening in Istanbul in November. In total, 37 new stores were opened to expand the network to 728 locations around the world at the close of 2011.

Delivery service enjoyed a sustainable performance throughout the year to generate almost € 1.6 billion sales, up by 47.4% compared to 2010. Own-Brand ranges gained more ground by lifting the sales share to 15.7%, an increase of 2.4% over the previous year.

The Düsseldorf-headquartered wholesale company announced its new management structure earlier this month. The current two business units, namely, “Europe & MENA” and “Asia, CIS & New Markets”, will be merged into one Management Board with global responsibility headed by CEO Frans Muller effective April 1, 2012

In China, METRO Cash & Carry in 2011 opened 4 new stores and reached sales of € 1.535 billion. Now METRO Cash & Carry runs a network of 54 stores with around 8,500 employees in China. “We are satisfied with our business development in 2011 and we are confident that our leading position in wholesale will be further consolidated with effective customer-focused measures and projects this year“, said Uwe Hoelzer, President of METRO Cash & Carry China.

METRO GROUP sales in 2011 dropped slightly by 0.8% to reach € 66.7 billion, but in local currency only by 0.2%. In particular, the sovereign debt crisis, high unemployment rates and austerity programmes in many European countries led to a buying restraint on the part of consumers. EBIT before special items reached € 2.37 billion (-1.8%) and were thus in line with expectations. “The macroeconomic conditions in many countries have worsened noticeably compared to 2010. This notwithstanding, we succeeded in maintaining group sales and EBIT before special items almost at the same record levels as last year”, said Olaf Koch, Chairman of the Management Board of METRO AG

Metro Cash & Carry is represented in 30 countries with over 700 self-service wholesale stores. With more than 120,000 employees worldwide, the wholesale company achieved sales of about € 31 billion in 2011. METRO Cash & Carry is a sales division of METRO GROUP. METRO GROUP is one of the largest and most international retailing companies. In 2011 the Group reached sales of around € 67 billion. The company has a headcount of more than 280,000 employees and operates around 2,200 stores in 33 countries. The Group’s performance is based on the strength of its sales brands which operate independently in their respective market segment: Metro/Makro Cash & Carry – the international leader in self-service wholesale, Real hypermarkets, Media Markt and Saturn – European market leader in consumer electronics retailing, and Galeria Kaufhof department stores.

#### **Metro Cash & Carry with new management structure**

- One single Management Board headed by Frans Muller
- Business Units are merged and regions reorganised
- Change in top management in Germany

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Düsseldorf, 8 March 2012 – Metro Cash & Carry, the international market leader in self-service wholesale, is reorganising its management structures. As the company communicated in Düsseldorf on Thursday, the presently two business units “Europe & MENA” as well as “Asia, CIS & New Markets” will be merged into one Management Board with global responsibility headed by Frans Muller as CEO. At the same time, Metro Cash & Carry Germany announced a change in its top management: it is planned that the previous Managing Director John Rix will pursue new challenges within the Group. In his position, he will be succeeded by the Frenchman Dominique Minnaert.

“We are focusing our structures to be able to respond faster to the economic changes in our 30 countries“, said Olaf Koch, Chairman of the Management Board of METRO AG.” Metro Cash & Carry is the most international and largest sales division of METRO GROUP; we need optimal organisational structures to be able to leverage the huge potential inherent in our wholesale business even better“. Frans Muller added: “Our top priority is to be close to our markets and customers and to be able to implement our numerous growth-increasing measures even faster. This is why we are aligning our structures even better with the specific market demands”.

Specifically, the organisational changes involve a merger of the two business units that had up to now each been headed by a dedicated Management Board. As a consequence, the company will have only one globally responsible Management Board for Metro Cash & Carry (MCC) effective from 1 April 2012. Besides the CEO Frans Muller, the other board members will be Diego Bevilacqua as Chief Customer and Marketing Officer, Jeroen de Groot (acting Chief Operating Officer CIS) as Chief Operating Officer as well as Mark Frese and Heiko Hutmacher, who will in future hold the position as Members of the Management Board responsible for Finance respectively Human Resources of Metro Cash & Carry in addition to their responsibilities at METRO AG. A new function on the MCC Board is that of the Chief Operations & Supply Chain, which is still vacant.

So far Metro Cash & Carry had been divided into two Business Units, respectively Management Boards for Europe and the Mediterranean region (“Europe & MENA“), on the one hand, and for Asia and the CIS countries (“Asia, CIS & New Markets“), on the other. Within these Management Boards, also Regional Management teams had been created. Metro Cash & Carry is now also reorganising these regional structures: the eight core countries China, Germany, France, Italy, Poland, Russia, Spain and Turkey will in future be managed under the direct responsibility of the CEO Frans Muller. In addition, three Regional Management Teams for the other countries will be set up: one for Western and one for Eastern Europe with head office in Düsseldorf and another one for Asia operating from Singapore. The Regional

Management that had so far been responsible for Eastern Europe and operated from Vienna will be relocated to Düsseldorf. The previously responsible Chief Operating Officer for Eastern Europe, Christian Mielsch, will leave the company at his own request and upon mutual consent. “We thank Christian Mielsch for his longstanding, excellent contribution to the success of our company”, stressed Frans Muller.

At the same time, the company informed that – subject to approval by the Supervisory Board – Dominique Minnaert is to be appointed new Member of the Management Board of Metro Cash & Carry Germany effective 1 April 2012. Minnaert (aged 55) has so far worked as Chief Operating Officer Western Europe and before that as Managing Director of MCC Italy. It is planned that John Rix, previous Managing Director of Metro Cash & Carry Germany, will pursue new challenges within the Group. “We thank John Rix for his great performance“, said Frans Muller. “He put MCC Germany back on the growth path and enforced the spirit of customer orientation.”

METRO GROUP is one of the largest and most international retailing companies. In 2011 the Group reached sales of around € 67 billion. The company has a headcount of more than 280,000 employees and operates some 2,200 stores in 33 countries. The Group’s performance is based on the strength of its sales brands which operate independently in their respective market segment: Metro/Makro Cash & Carry – the international leader in selfservice wholesale, Real hypermarkets, Media Markt and Saturn – European market leader in consumer electronics retailing, and Galeria Kaufhof department stores

## **TOWS of Metro in India**

### **Threats:**

1. Political instability.
- 1) Poor infrastructure (cold storage and highway still not finished).
- 2) Difference in policies between the state and the central government brought out in bureaucracy and hinder the expansion of Metro C&C.
- 3) Party BJP opposes Metro C&C and was voted out in 2004.
- 4) Local community traders and association are against Metro C&C.

### **Opportunities:**

- 1) No international competition.
- 2) Substantial improvement in the living standards. 34% increase in consumer spending.
- 3) Forecast for the market to jump from 3 billion Euros to 6 billion Euros.
- 4) Highway development will connect Mumbai, Kolkata and Chennai.

- 5) The model law introduced by the government which encourages the participation of the private sector in the economy.
- 6) The second world populous country.
- 7) Rapid and strong economic growth 8.1%.
- 8) Continuous liberalizing economy, expected to reach 10%.

**Weakness:**

- 1) No advertisement is done by C&C.
- 2) Metro using non local managers in their international branches, thus the management does not understand the culture.
- 3) Cards to be only used by the customers or the authorised person. When they are busy, another member of staff in small shops is not allowed to use the card which may result in the small business buying from elsewhere.
- 4) Metro does not provide delivery service.

**Strength:**

Germany largest trade and retail group (Sales 55.7 billion Euros, 2005) operates 544 stores under C&C under macro brand.

- 1) Metro is the first player into new country market; adapt its stores and strategy to the local culture.
- 2) Brand image and large customer base wholesale and retail targeting different type of business.
- 3) Substantial growth thanks to international expansion and mergers.
- 4) Cash and carry expanded from retail trade to new costumers groups (demographic and culture), including caterers and convenient store
- 5) 3 store models: classic, junior and ECO adapted to the need of customers and different cultures which allow the company to reduce cost for example: electricity, rent... etc.
- 6) Metro tailored each store assortment and source 90% of its stock locally
- 7) Multi step visibility analysis macro environment and micro before entering the market.

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