

ABSTRACT

This study examines the implementation of cross-cultural management in multinational companies operating in Indonesia through a case study of PT Tiger Water Solutions, an Australian foreign investment company specializing in water storage solutions. The study is motivated by the internal and external challenges arising from cultural differences between expatriate management and local employees, as well as between the company and customers in the Indonesian market. Differences in language, communication styles, work values, and customer expectations influence business communication effectiveness, marketing strategies, and the company's sales performance.

This research employs a qualitative approach using a case study method. Data were collected through in-depth interviews, observations, and document analysis involving five key informants consisting of expatriate management, Austrade representatives, and local employees. Data analysis was conducted through data reduction, thematic categorization, data presentation, and conclusion drawing using triangulation techniques to ensure research validity.

The findings indicate that cross-cultural competence plays a significant role in supporting operational effectiveness and the success of multinational marketing strategies in Indonesia. PT Tiger Water Solutions experienced internal communication barriers caused by differences in work patterns and cultural orientations between Australian expatriates and Indonesian local employees. In addition, the company faced external challenges related to Indonesia's relationship-oriented business culture, flexible communication practices, and the importance of long-term trust in sales processes. The study found that the company's ability to adjust communication approaches, develop relationship-based customer engagement, and improve understanding of local culture contributed positively to customer engagement and overall business performance.

This study highlights the importance of cultural adaptation and cross-cultural competence development as integral components of international business strategy for foreign companies operating in Indonesia.

Keywords: *Cross-Cultural Management, Cross-Cultural Competence, Multinational Company, Cultural Adaptation, Marketing Strategy, Sales Performance.*