

Culture and international marketing



Culture Defined

- A continuously changing totality of learned and shared meanings, rituals, norms, and traditions among the members of an organization or society.
- „Culture is the collective programming of the mind which distinguishes the members of one human group from another...Culture, in this sense, includes systems of values, and values are among the building blocks of culture...“ (G. Hofstede)
- „...learned ways in which a society understands, decides and communicates“ (S. Hollensen)
- Obvious source of difference!!!
- Level of visibility and manageability of cultural differences – very different (language ↔ attitudes)
- It is learned, shared and interrelated (various parts)



Levels of culture

The visible daily behaviour:

e.g. body language, clothing,
drinking and eating patterns,
lifestyle

Values and social morals:

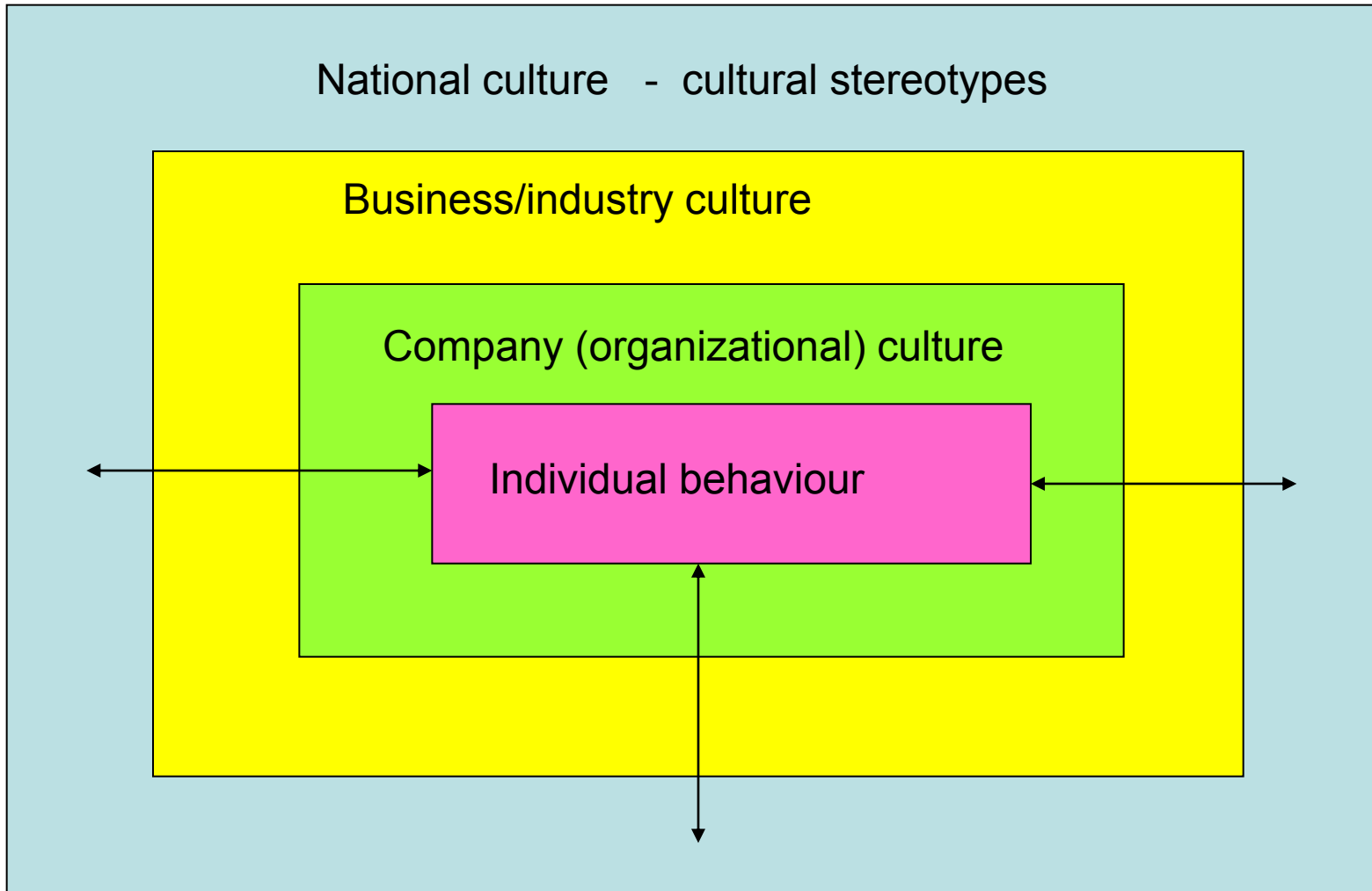
e.g. family values, sex roles,
friendship patterns

Basic cultural assumptions:

e.g. religion, ethnic culture,
national identity



Layers of culture



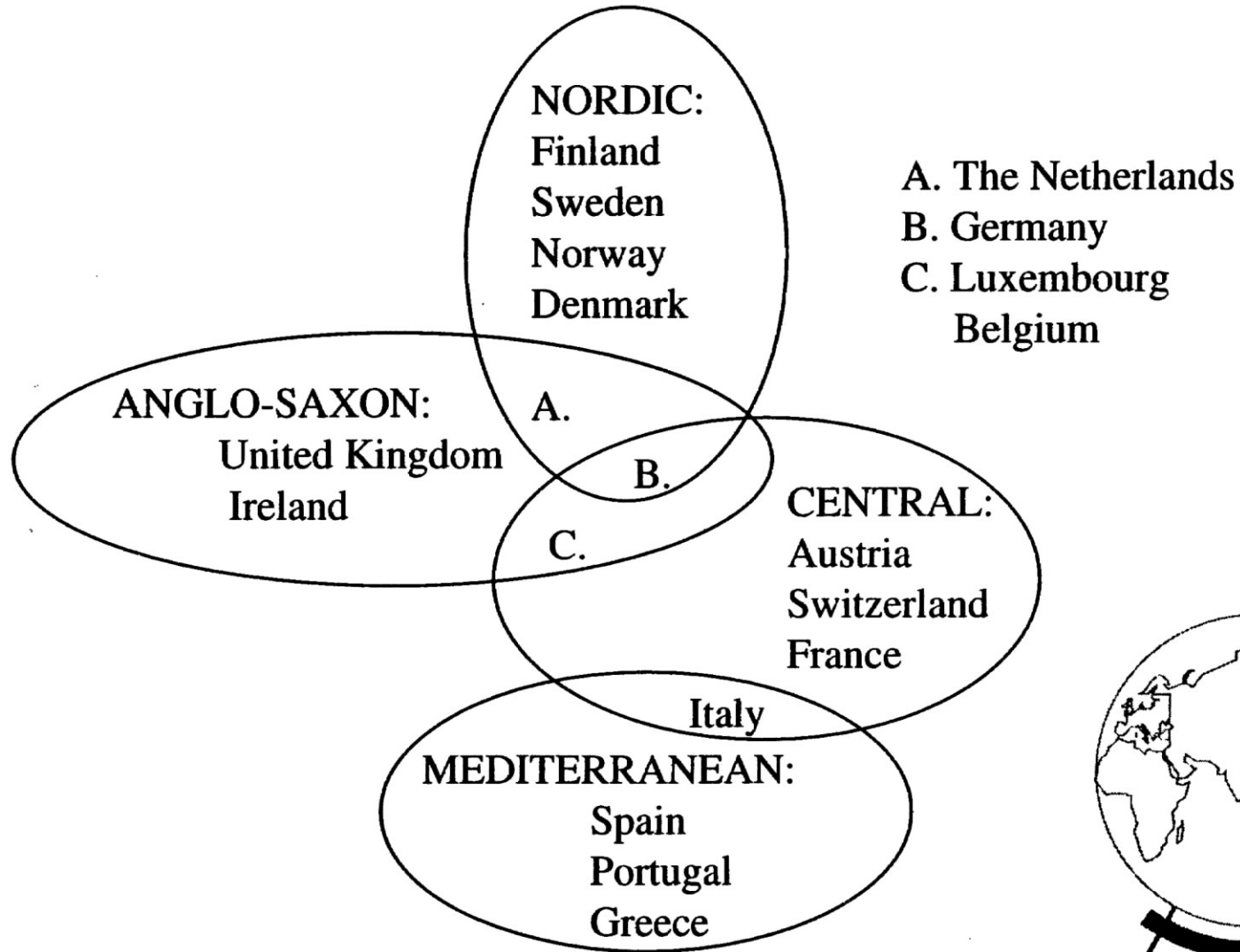


Culture and???

- *Heaven is where the cooks are French, the mechanics are German, the policemen are English, the lovers are Italian, and it is all organized by the Swiss.*

Hell is where the policemen are German, the mechanics are French, the cooks are British, the lovers are Swiss, and its is all organized by the Italians

Figure 5-4 Europe's Cultural Affinity Zones



Elements of Culture

- **Spoken/Written**

Language (information gathering and understanding, access to local society, interpretation of context)

- Differences in meaning in different countries which share the same language
- Dealing with multiple dialects
- High costs of translation
- High costs of translation blunders



- **Nonverbal communication**

(in high-context cultures up to 90% of meaning)

- Proxemics
- Postures
- Orientations
- Chronemics
- Haptics
- Kinesics
- Paralinguistics
- Appearances
- + rules of negotiation, contract, material possessions, friendship patterns...)

- + **ART (dance, music, pictures, statues...)**

Cultural Variables and Marketing

Marketing Functions

Cultural Variables

Technology and material culture

Language

Aesthetics

Education

Religion

Attitudes, values

Social organization

Politics-Law

Distribution

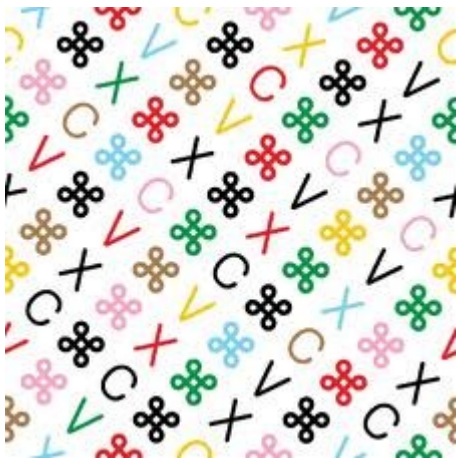
Product

Promotion

Price

*Market
Research*

*Strategy
Formulation*



Elements of culture

- Material culture and technology– houses, fashion, furniture, cars, gardens, streets, fields, production processes...
- Social institutions – family, reference groups (primary and secondary), heroes, managers...)
- Education (theory versus practice, learning versus learning by doing...)

Elements of culture - comparisons & contrasts

Japan **North America**

Myth / Hero Emphasis	Group	Individual
Attitude	Self-Denial Dependence	Self-Expression Independence
Emphasis	Obligations	Rights
Style	Cooperation	Competition
Assumptions	Interdependence	Independence
View of Self	Organization Man	Individual With a Skill

Culture and Decision-making

Consumer decisions are culturally influenced

- husband and wife - equal roles?
- what influence from children?
- does one family member dominate in choice?

Language and religion affects how markets communicate

- grouping countries by language or religion?
- grouping markets within a core language?
- is religion a useful criterion for grouping?



High vs. Low Context Cultures

Edward Hall <http://edwardthall.com/>

- **Low-Context cultures:** What is said is precisely what is meant
 - Messages are explicit
 - Words carry most of the information in communication
 - Switzerland, Germany, Scandinavia, United States →
- **High-Context cultures:** The context of the message—the message source, his or her standing in society or in the negotiating group, level of expertise, tone of voice, and body language—are all meaningful
 - Less information is contained in the verbal part of the message
 - More information resides in the context of communication (background, associations, basic values of communicators)
 - Japan, Saudi Arabia, Latin America, Italy and Spain ←



MONOCHRONIC VS POLYCHRONIC CULTURES:

Time is money“ USA, „Those who rush arrive first at the grave (Spain), „Before the time, it is not the time; after the time, it’s too late“ (France)

PROXEMIC – DISTANCE, SPACE (in-group, outgroup, physical space...), e.g. friendship patterns, „size“ of family, guanxi
„touch“ culture – to show intimacy in ads

Advertising: Europe vs Saudi Arabia „touch culture“



Monochronic/Polychronic Cultures

Monochronic People

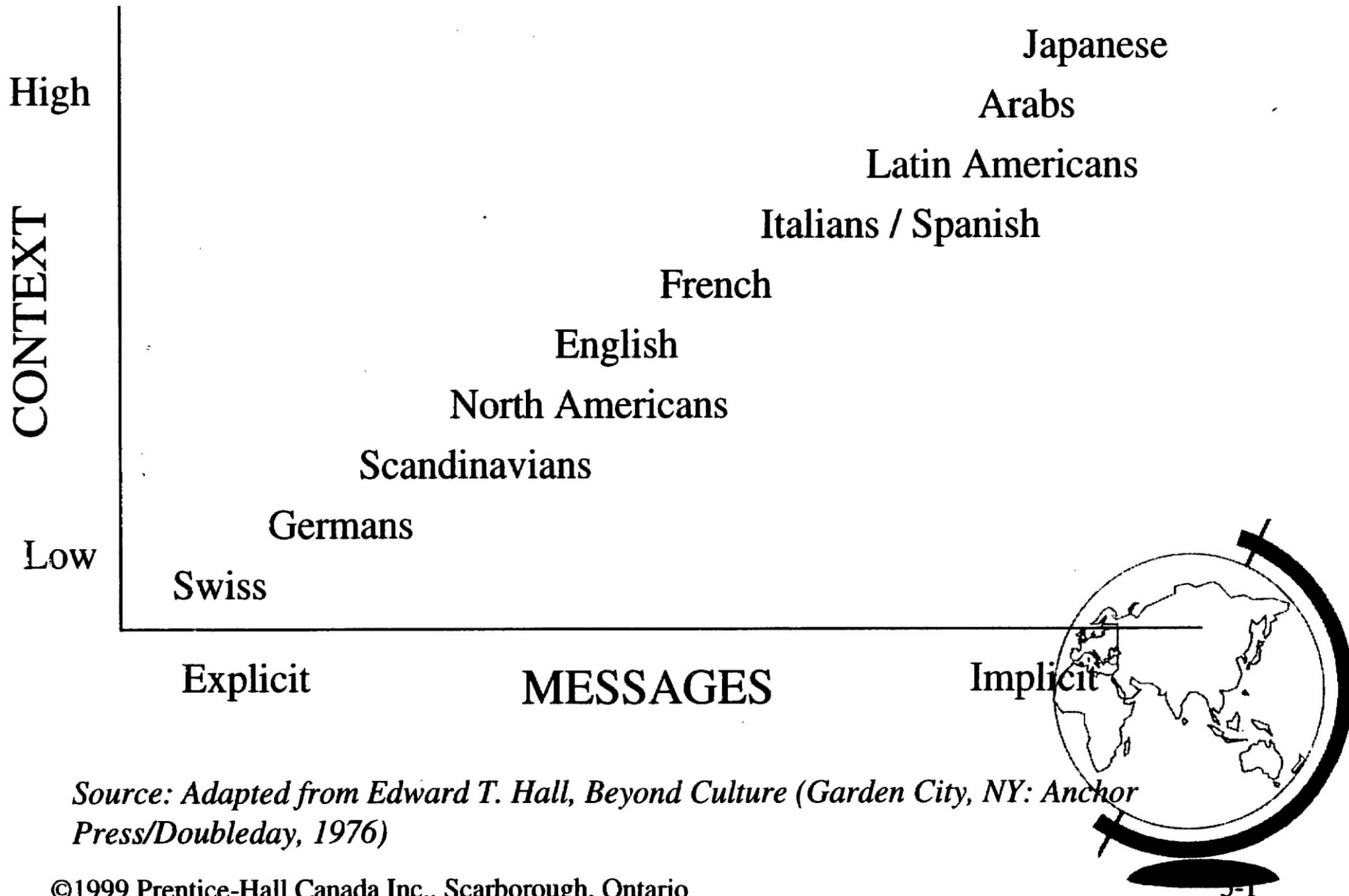
- do one thing at a time
- concentrate on the job
- take time commitments seriously
- are committed to the job
- show respect for private property; rarely borrow or lend
- are accustomed to short-term relationships



Polychronic People

- do many things at once
- are highly distractible
- consider time commitments casually
- are committed to people
- borrow and lend things often
- tend to build lifetime relationships

Figure 5-3 Messages and Context



Source: Adapted from Edward T. Hall, *Beyond Culture* (Garden City, NY: Anchor Press/Doubleday, 1976)

Religion

- **Protestant Religion** – stresses hard work and frugality
- **Judaism** – stresses education and development
- **Islam** – focus on rules for social interaction
- **Hinduism** – encourages family orientation and dictates strict dietary constraints
- **Buddhism** – stresses sufferance and avoidance of worldly desires



- How much dominant in macroenvironment (e.g. government) and microenvironment???
- Business days
- Holidays
- Consumption patterns – alcohol, meat...
- Gender roles
- Gift giving
- Marketing practices
- Time Orientation
- Status Concern and Materialism
- Other – Marketing mix



Cultural Variability – CULTURAL DIMENSIONS (Geert Hofstede)

- Power Distance
- Uncertainty Avoidance
- Masculinity Versus Femininity
- Individualism Versus Collectivism
- Long-terms versus short term orientation



<http://www.geert-hofstede.com/>

Power-distance- differences in people accept or expect access to power; degree of inequality between people in social and physical terms

A high power-distance country, like Malaysia, displays customers and average citizens less prominently. Authority roles are enforced by such images as official certification logos.

A low power-distance country would emphasize equality among social and age groupings.

Uncertainty avoidance. Tolerance for ambiguity; degree to which people prefer formal rules and fixed patterns of life as means of enhancing security and how they perceive risk taking.

High uncertainty-avoidance countries would respond better to a simple manner of navigation.

A low uncertainty-avoidance country would prefer a site with complex navigation with a multitude of link choices.

An example of a high uncertainty-avoidance country would be Belgium; a low uncertainty-avoidance country would be Singapore

Femininity vs. masculinity. gender roles, not physical characteristics. High-femininity countries blur the lines between gender roles, while high-masculinity countries display traditional role expectations.

Masculine values: achievement, money, success and competition

feminine values: quality of life and environment

High-masculinity: Japan, Low-masculinity: Sweden.



Collectivism vs. individualism.

- Collectivism: people integrated into strong groups that protect them in exchange for unbridled loyalty.
- Individualism: a person's strong sense of self and that of his or her immediate blood relations.
- A collectivist country would show groups of people in images,
- Individualistic countries would most likely find site content and images with a single person accomplishing a challenge more appealing. The United States is an example of an individualistic country.

Long-term vs. short-term orientation. Long-term emphasizes practice and practical value (mostly Asian markets). Short-term focus their content on truth and the certainty of beliefs (U:S:A and most of the European countries).



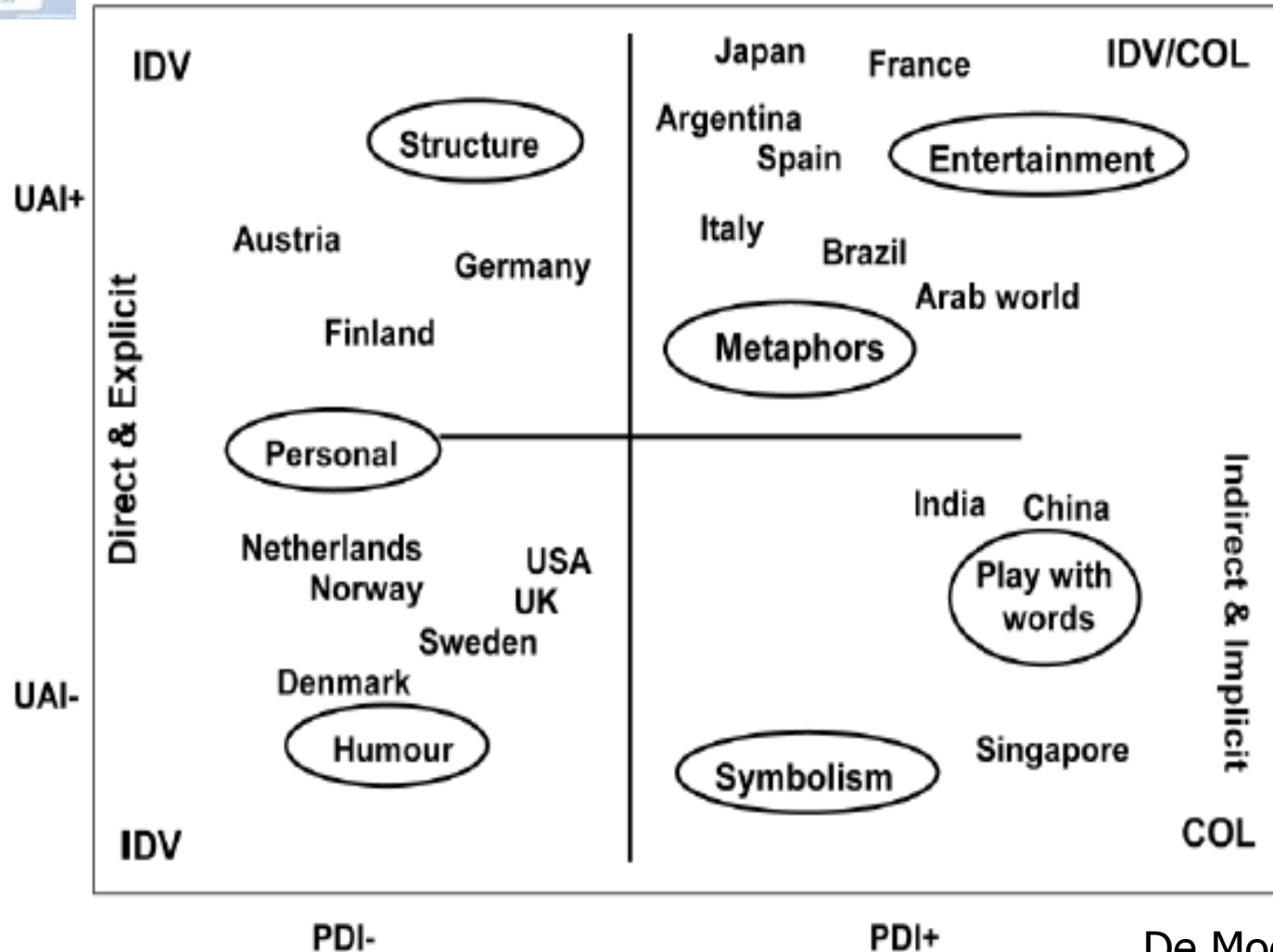
Hofstede's cultural dimensions – scores by countries

	PDI	IDV	MAS	UAI	LTO
Arab World	80	38	52	68	
Austria	11	55	79	70	
Denmark	18	74	16	23	
Finland	33	63	26	59	
France	68	71	43	86	
Germany	35	67	66	65	31
Hong Kong	68	25	57	29	96
India	77	48	56	40	61
Italy	50	76	70	75	
Japan	54	46	95	92	80
Mexico	81	30	69	82	
Netherlands	38	80	14	53	44
Peru	64	16	42	87	
Portugal	63	27	31	104	
Sweden	31	71	5	29	33

<http://www.geert-hofstede.com/marketing.shtml>



Advertising styles



Cultural values

- Enduring beliefs about a specific mode of conduct or desirable end-state
 - Guide the selection or evaluation of behavior
 - Are ordered by importance in relation to one another to form a system of value priorities
- **Enculturation**
Process by which individuals learn the beliefs and behaviors endorsed by one's own culture
 - **Acculturation**
Learning a new culture
 - **Assimilation**
Maintenance of the new culture, and resistance to new cultures and to one's old culture

<http://www.youtube.com/watch?v=7XHioryoMes&feature=related>
Doing business in China





Cultural norms

- **Norms** are derived from values and defined as rules that dictate what is right or wrong, acceptable or unacceptable

- **Imperative**

- What an outsider must or must not do

- **Exclusive**

- What locals may do but an outsider cannot

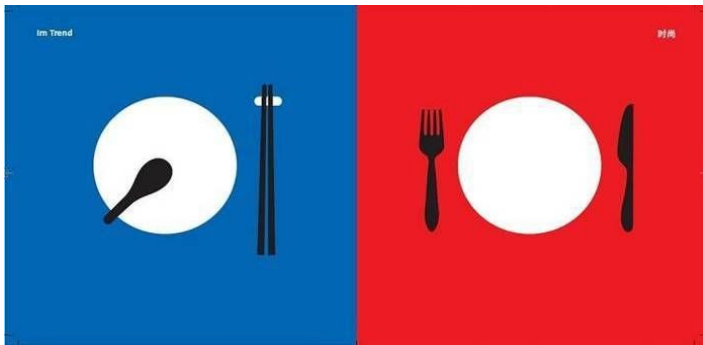
- **Adiaphora**

- What an outsider may or may not do

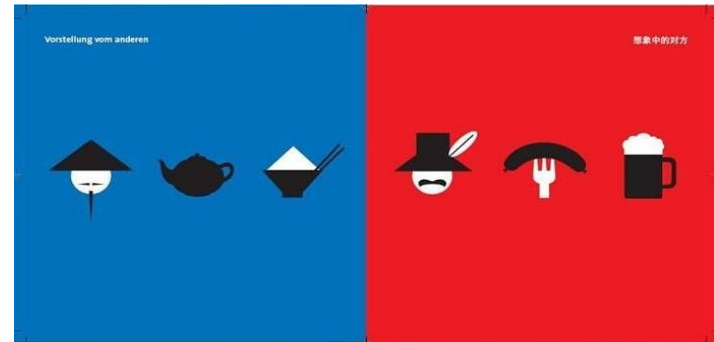
<http://www.asianoffbeat.com/default.asp?Display=942> -CHINESE VS GERMAN CULTURE

<http://dahl.at/wordpress/research/intercultural-communication/>

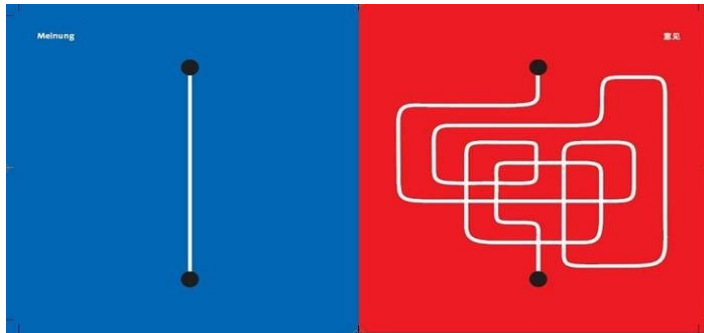
<http://www.slideshare.net/ibahrine/ibahrine-chapter-3-value-culture>



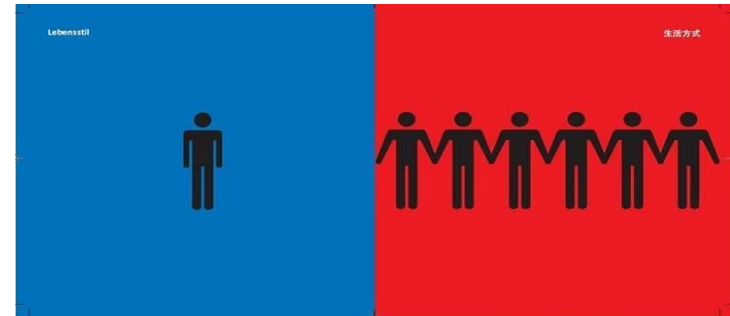
WHAT IS TRENDY



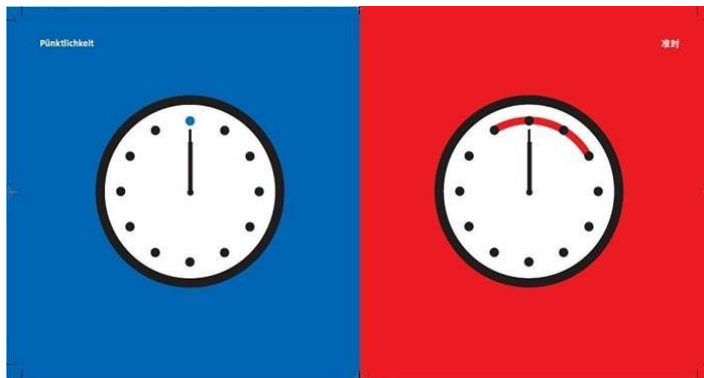
PERCEPTION OF EACH OTHER'S CULTURE



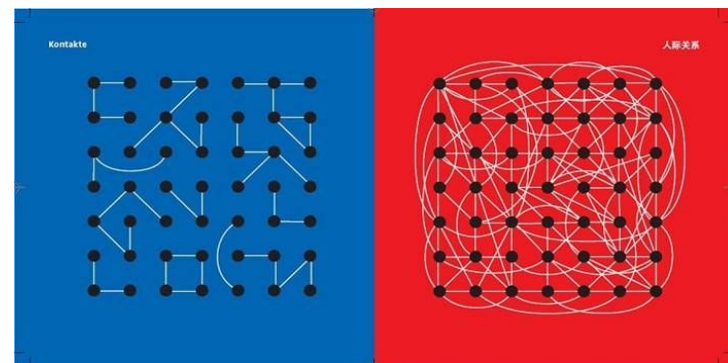
OPINION



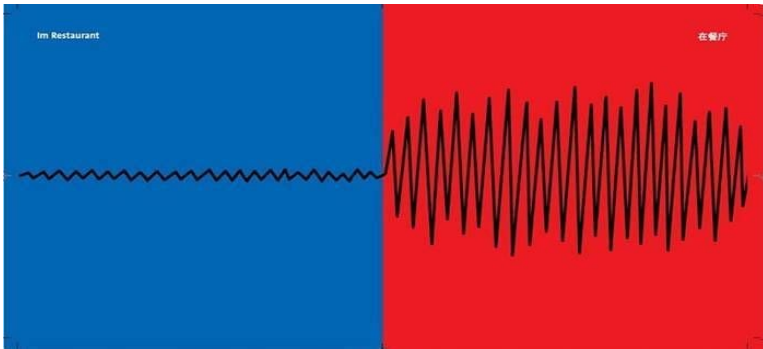
WAY OF LIFE



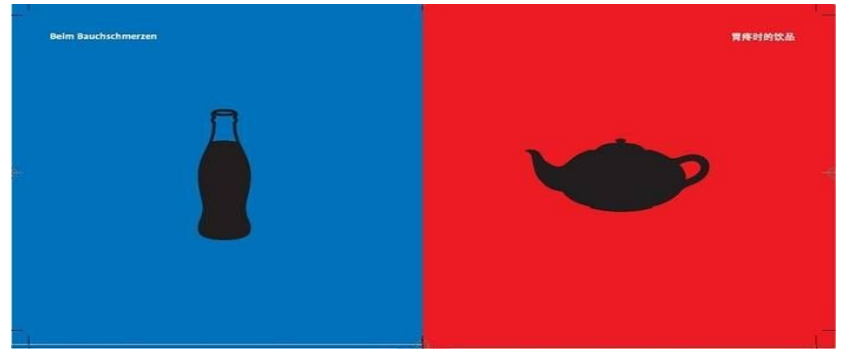
PUNCTUALITY



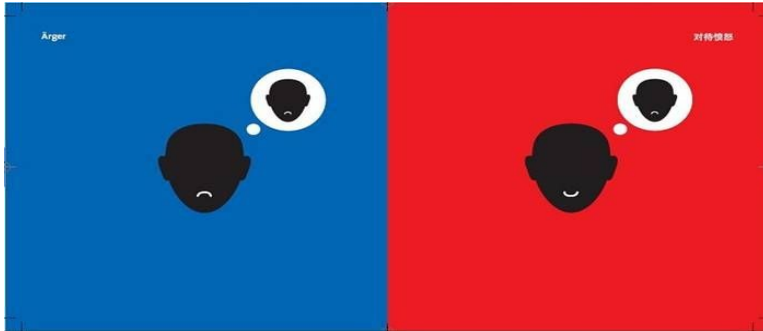
CONTACTS



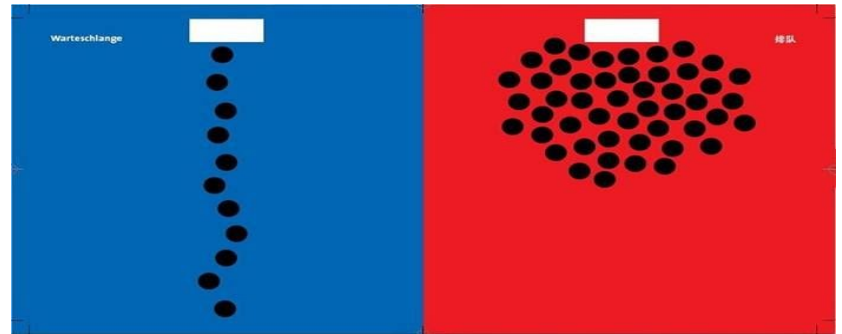
AT RESTAURANT



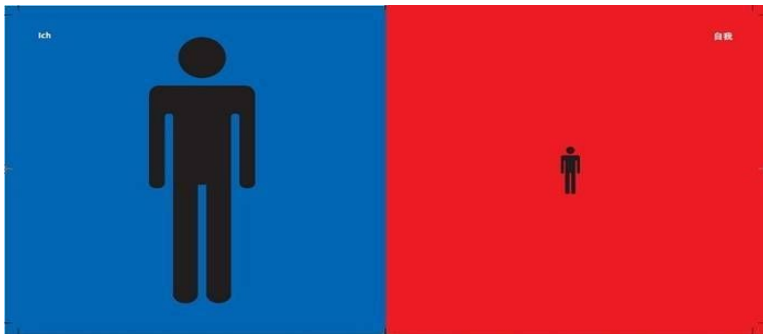
STOMACH ACHE



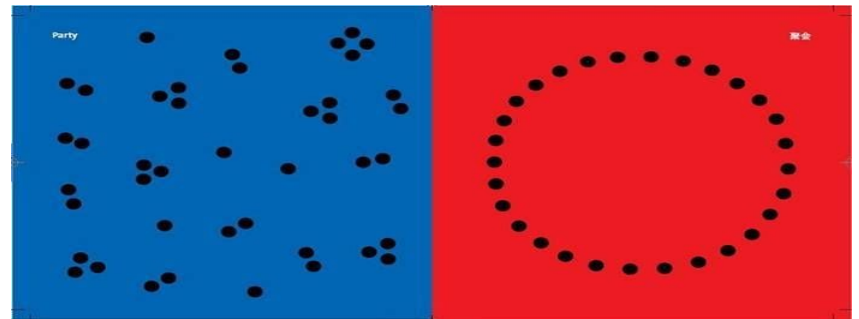
ANGER/DISPLEASURE



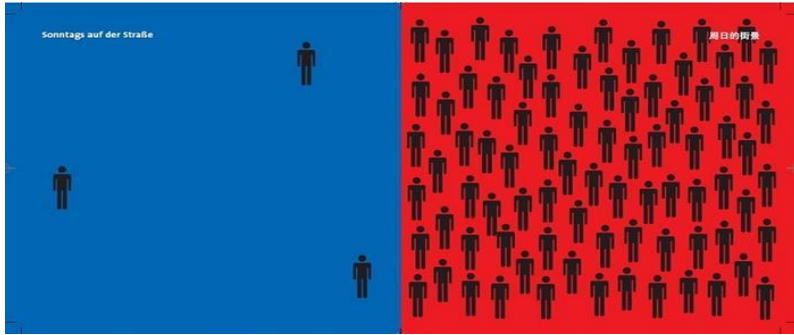
QUES



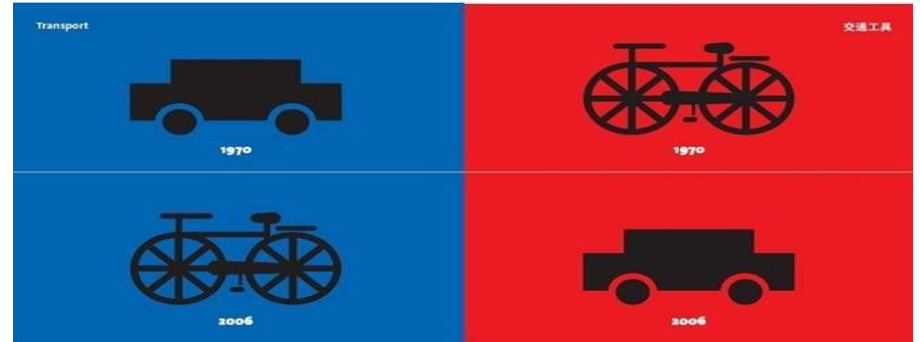
VIEW OF MYSELF



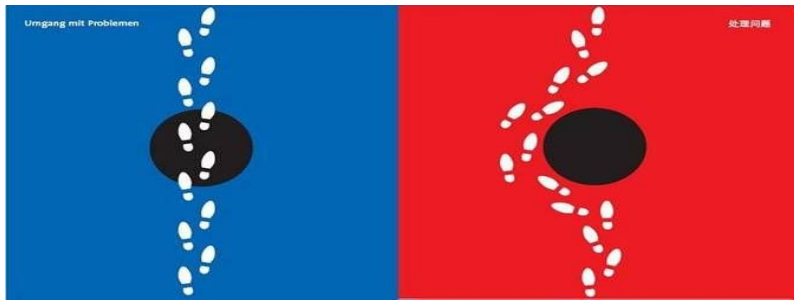
PARTIES



SUNDAY ON STREETS



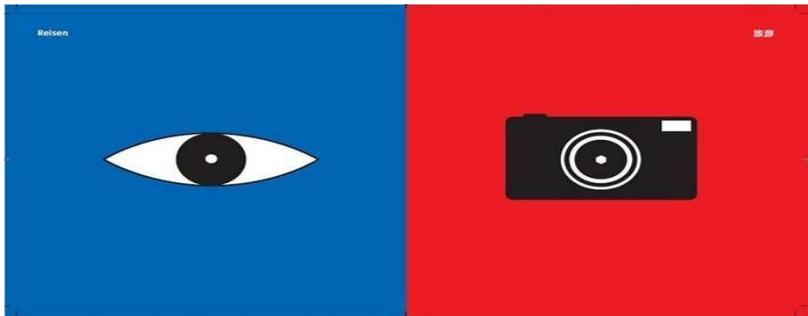
TRANSPORTATION



HANDLING PROBLEMS



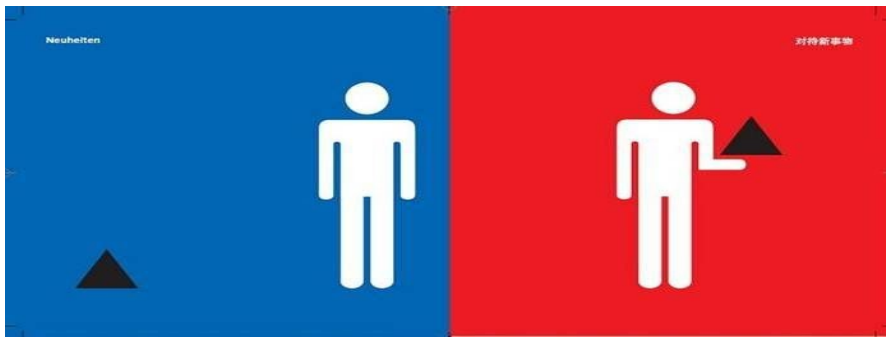
DAILY MEALS



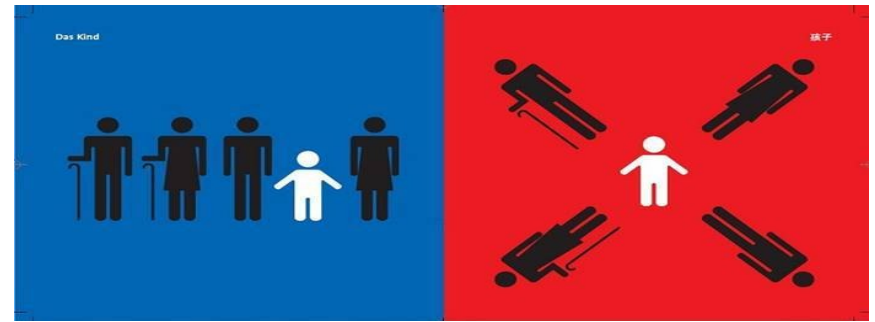
TRAVELLING



DEFINITION OF BEAUTY



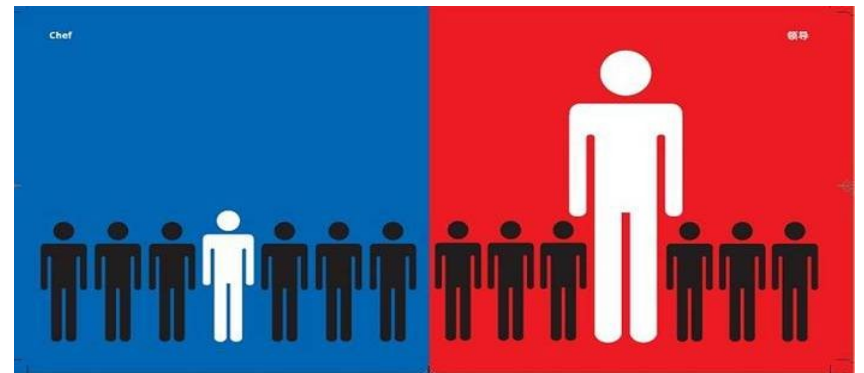
NEW THINGS



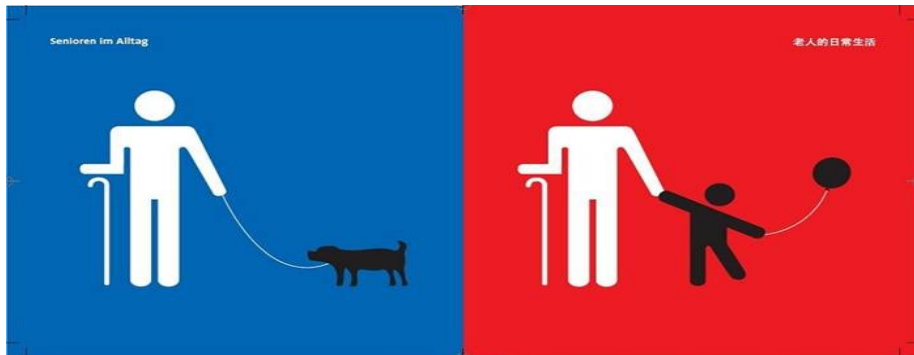
THE CHILD



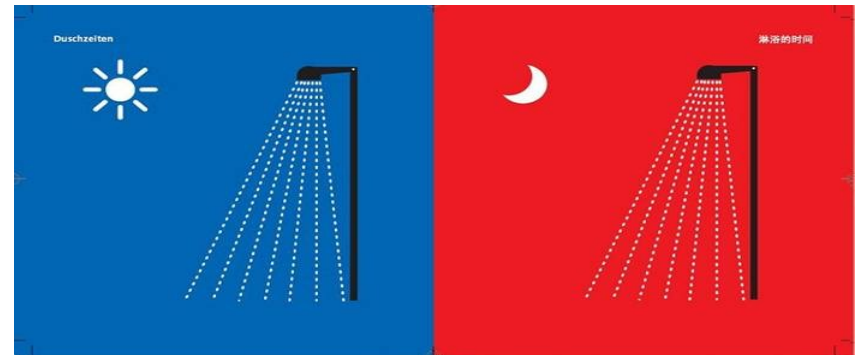
MOODS AND WEATHER



THE BOSS



LIFE OF ELDERLY



SHOWER TIME

- http://wps.pearsoned.co.uk/ema_uk_he_hollensen_globalmark_4/64/16424/4204693.cw/index.html