



**REPUBLIC OF TÜRKİYE
HALIÇ UNIVERSITY
INSTITUTE FOR GRADUATE STUDIES
DEPARTMENT OF INTERNATIONAL TRADE AND BUSINESS
MASTER'S WITH THESIS PROGRAMME**

**HOW THE DIFFERENCES BETWEEN CULTURES
AFFECT THE INTERNATIONAL BUSINESS**

MASTER'S THESIS

**By
Yanira BOROBIA PÉREZ**

**Thesis Advisor
Assist. Prof. Cengiz Karatas**

**ISTANBUL
June 2024**



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INSTITUTE OF GRADUATE EDUCATION
MA/MSc THESIS APPROVAL PAGE

International Trade and Business (International Business Management) Study
prepared by the Department MA/MSc Program Student
YANIRA BOROBIA PEREZ with the subject ‘How the Differences Between Cultures Affect
the International Business ’ is approved by our jury as MA/MSc Thesis.

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THESIS ETHICS STATEMENT

I declare that I completed this study titled "*How the differences between cultures affect the international business*" which I present as a Master's Thesis.

"*How the differences between cultures affect the international business*" from the beginning to the end under the responsibility of my advisor Assist. Prof. Cengiz KARATAS, that I collected all the data by myself, I did the analysis by myself, that I have fully indicated the information I have received from other resources in the text and bibliography, that I have acted in accordance with the scientific research and ethical rules during the study process, and that I accept any legal consequences if otherwise occurs.

Yanira, BOROBIA PÉREZ

PREFACE

The research work titled “*How the differences between cultures affect the international business*” was prepared under HALIÇ University’s Master of International Business Management (MIBM) program.

For my mother, my father and my brother, who always believed in me and supported me in everything. Because it's easier to be brave when I know you're by my side. I hope you feel as lucky to be my parents as I feel to be your daughter. Thank you for making our home an endless supply of unconditional love and continued respect.

To my family for the unconditional support from Spain, to my friends for their great help in every step of this stage and to all the staff at my company Filternox where I currently work for making it easier for me to complete the thesis.

I am deeply grateful to Assist. Prof. Cengiz KARATAŞ for his guidance, time, and effort during the preparation process of this Thesis. His expertise and knowledge were crucial in shaping and extracting the best version of this thesis. And of course, for his deep love for Spain and the Spanish people, his kindness and sympathy make this process more bearable.

I also want to thank my master's professors, each one of them who taught me what international trade is and helped me in everything I needed by showing me their support, among others Dr. Sahver, Dr. Melih, Dr. Hasan, Dr. Sibel, Prof. Perran...

I extend my sincere thanks to the jury members for their time and effort invested in evaluating this work. This work does not only reflect my efforts, but it is also the culmination of the effort of every participant in this endeavor.

June 2024

Yanira BOROBIA PÉREZ

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ABBREVIATIONS

BDSM : Bondage; Discipline and Domination; Submission and Sadism

BERI : Business Environment Risk Index

DESTEP : Demographic, Economic, Sociocultural, Technological,
Ecological and Political/Legal.

SME's : Small and medium-sized enterprises

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ÖZET

KÜLTÜRLER ARASINDAKİ FARKLAR ULUSLARARASI İŞLETMEYİ NASIL ETKİLİYOR.

Günümüzde şirketlerin uluslararası alanda başarılı olabilmesi için küreselleşmeden kaynaklanan kültür şarttır. Ülkenin derinlemesine araştırılması ve stratejik bir organizasyon sayesinde büyük satış rakamlarına ulaşılabilir ve bunun tersi de mümkündür. Yerelden dünyaya açılmak isteyen firmalar, özellikle yüksek rekabet nedeniyle çok daha büyük sorunlarla karşı karşıya kalıyor. Kültürel farklılıklar bu sorunlardan biridir ve ticaretin tamamını etkileyebilir. Özellikle başlangıçta fiyatlandırma zorlukları, dil sorunları ve kültürel çatışmalar gözlenmektedir. Tezimizde bu konuya odaklanarak kültürel farklılık ve ticari etkileşime odaklandık. Kültürel farklılıkların uluslararası ticareti ve uluslararası işletmeciliği nasıl etkilediği, hangi konuların dikkate alınması gerektiği gibi konulara değindik. Dış pazarda ticaret öncesinde ve sırasında şirketlerin mutlaka dikkate alınması gereken önerileri sıralayarak kültürün ne gibi etkileri olabileceğini de belirttik. Bu teze katkıda bulunmak için çeşitli örnek olaylardan yararlandık. Ayrıca kültürel farklılıkların ne gibi etkileri olabileceğini görmek için iki şirketle röportajlar ve farklı ülkelerden 300 katılımcıyla bir anket gerçekleştirdik. Sonuçları karşılaştırmalı ve istatistiksel yöntemlerle analiz ederek kültürün katılımcıların tüketim, satın alma ve marka tercihleri üzerinde etkili olduğu sonucuna vardık.

Ayrıca, Harvard Business Review, Forbes sayfaları ve Schein, Hofstede ve Coleman gibi yazarların sayfaları gibi, incelenen disiplinlerin her birinin ana araçları kullanılmaktadır.

Anahtar Kelimeler: Kültür, Uluslararası İşletmecilik, Reklamlar, Anketler, Uluslararası, Şirketler.

ABSTRACT

HOW THE DIFFERENCES BETWEEN CULTURES AFFECT THE INTERNATIONAL BUSINESS.

Currently, culture due to globalization is essential for companies to be successful internationally. Due to a good in-depth search of the country and a strategic organization, large sales figures can be achieved and vice versa. Companies that want to expand locally to the world face much bigger problems, especially due to high competition. Cultural differences are one of these problems and can affect the entire trade. Especially in the beginning, pricing difficulties, language problems, and cultural conflicts are observed. In our thesis, we focused on this issue and focused on cultural differences and trade interaction. We touched upon issues such as how cultural differences affect international trade and international business, and what issues should be taken into consideration. We have listed the recommendations that companies should always consider before and during trade in the foreign market, also indicating what effects culture may have. We used various case studies to contribute to this thesis. We also conducted interviews with two companies and a survey with 300 participants from different countries to see what effects cultural differences would have. By analyzing the results with comparative and statistical methods, we concluded that culture is effective on participants' consumption, purchasing and brand preferences.

In addition, the main tools of each of the disciplines under study are used, such as the pages of Harvard Business Review, Forbes and authors such as Schein, Hofstede and Coleman, among others.

Key Words: Culture, International Business, Advertisements, Questionnaires, International, Companies.

1. INTRODUCTION.

In today's developing trade and international business context, various issues seem to be important. By reviewing these issues before doing trade or international business, companies or countries can overcome problems such as reducing costs, gaining a place in the market or maintaining their existence. Some of the important goals of companies or countries in terms of trade are to go global, open to the international market and reach a wider market network, attracting customers from different countries and increasing profitability. One of the most important factors to consider when doing business with different countries or companies is what effect cultural differences will have on the desired international business.

As a translator, I have seen that cultural differences can significantly impact international trade in several ways, such as consumer behavior, language, rules and regulations, business etiquette, negotiations, and agreements. With business becoming increasingly internationalized, cultural differences and similarities in management have become more important and call for further understanding. The purpose of this thesis is to explore the effect of cultural differences on international business, guide investors and researchers in that way, and identify the main streams and challenges for the future.

First, we will explore culture and international trade through the insights of various authors such as James Spradley, Michael Porter, Schein, and Hofstede, among others. Case studies like McDonald's in India or Vicio will be crucial for understanding how culture can impact international trade, supplemented by interviews with consumers from various countries and international companies such as GOI and Ferrero. One of the key inspirations for this thesis topic is the book *"The World's Business Cultures and How to Unlock Them,"* written by Barry Tomalin and Mike Nicks in 2007. This book delves into the concept of culture, cultural differences around the world, how people think, and how to increase cultural sensitivity for success.

To begin this thesis, it is essential first to understand the definitions of two critical concepts: culture and international business. Initially, I will analyze culture, obtaining definitions from various dictionaries to establish a comprehensive understanding of the concept.

2. GENERAL INFIRMATION

2.1. Culture. Definition And Its Explanation.

According to the Cambridge Dictionary, culture is “*the way of life, especially the general customs and beliefs, of a particular group of people at a particular time*”.

According to James Spradley (2012), an anthropologist, culture is “the acquired knowledge people use to interpret experience and generate behavior”. In his book “*Conformity and Conflict: Readings in Cultural Anthropology*”.

According to Spradley, James (2012) in *Conformity and Conflict: Readings in Cultural Anthropology*, there are two basic kinds of culture: explicit and tacit culture.

Explicit culture is the cultural knowledge that people can talk about. A clear example is that we learn words for many things we encounter while we grow. These include clothes, actions like writing, and emotional states of happiness...

Tacit culture is cultural knowledge that people lack words for. A clear example of this is while we are growing, we learn to recognize and use a limited number of sound categories. We learn those sounds by hearing and replicating them unconsciously.

To better understand the concept of "culture," we must understand one of its most important aspects: the elements of which it is composed.

The first element is the language. It is the primary means used to transmit information and ideas. A knowledge of the local language helps in the following ways:

1. Better understanding of the situation
2. Direct access to local people who are more open in their communication when dealing with somebody who speaks their language.
3. To pick up nuances, implied meanings, and other info.
4. To understand the culture better.

In each country we speak a different language, for example, in Spain we speak

Spanish, in the USA they speak American English, in Turkey they speak Turkish...

The second element is religion. Religion influences lifestyles, beliefs, values, and attitudes and can have a dramatic effect on the way people in a society act toward each other.

Religion can also affect work habits. For example, people in the US talk about the "Protestant work ethic," but in Asia, they talk about the "Confucian work ethic" (China). In Japan, they concentrate on hard work, achievement, etc., the "Shinto Work ethic" (serious, hardworking, industrious...).

Religion affects work and social customs, such as local holidays, politics, and business. For example, when Khomeini assumed control, western businesses had to leave.

The third element are values and attitudes. They are the fundamental convictions of what is right or wrong. Values affect attitudes, which in turn affect international businesses. For example, Russia believes that McDonald's cuisine is better than its own, so it is ready to wait a long time in line to eat at its restaurants.

The fourth element is customs and manners. They are common or established practices and behaviors regarded as appropriate in a particular society. Customs dictate how things are to be done and the manners used in carrying them out. In Spain, we eat three dishes at lunch and use a knife and fork. Customs also determine how companies advertise and market their products.

The fifth element is material culture. People make objects, and we must consider how they are made (the technology used) and who makes them (economic situation). So, in doing this, we consider things such as the primary transport structure, the social structure, the finance structure, etc. All these things affect the national standard.

The sixth element is aesthetic. This relates to the artistic tastes of a culture.

And the final element is education. Each country has a different education system, a different way of grading, and different methods of learning.

2.2. International Business. Definition And Its Explanation.

According to Forbes, International Business refers to “the trade of goods and services, capital knowledge and technology across borders on a global scale.”

According to Cambridge, International Business has several definitions depending on the theme you classify. In commerce, international business is "a large company that sells goods or services in different countries," but in economics and finance, international business is "the activity of trading goods and services between countries."

To understand the concept of “International Business,” we must also learn about some essential aspects of it, like strategy, how to select a market and, how to make a field trip with all the steps to follow and, some mistakes we must consider

When you do business internationally, you must consider the following strategic objectives.

The first objective is efficiency. How an organization utilizes its resources to achieve its objectives is crucial. Low efficiency may indicate the need for more organizational resources, including human, financial, and capital resources, as well as production-related resources. International businesses aspire to attain organizational and managerial efficiency on a global scale.

The second objective is flexibility. A key strategic priority, due to flexibility, aids organizations in gaining a competitive advantage. Strategic flexibility denotes an organization's capacity to adapt its objectives in response to uncertainties, leveraging its superior knowledge and capabilities. Businesses possessing high strategic flexibility can transform uncertainties into opportunities. Those capable of handling uncertainties better than competitors exhibit market-oriented flexibility, reducing market-related uncertainties and influencing customer expectations to enhance strategic options and proactive competitiveness. Moreover, businesses with highly flexible production demonstrate resource-oriented flexibility, allowing them to adapt to changing market conditions faster than competitors. Maintaining a high level of flexibility, especially for international businesses, is imperative due to diverse environmental conditions and relatively rapid changes requiring strategic flexibility.

The third and last objective is learning. Experiences serve as valuable learning opportunities, particularly in international businesses' dynamic environmental conditions. Seizing these opportunities by learning from experiences enables organizations to utilize resources and capitalize on encountered opportunities efficiently.

There are two types of learning that we must consider: exploratory learning and exploitative learning.

- Exploratory learning involves acquiring new product and process development skills that are novel to the firm's current experiences, emphasizing search, variation, risk-taking, experimentation, and innovation.

- Exploitative learning entails leveraging existing organizational knowledge and skills, emphasizing refinement, choice, production, efficiency, selection, implementation, and execution.

In addition to these strategies, we must consider the author, Michael Porter, and the structure of the Matrix in this section.

First, we will explain Michael Porter and His Generic Competitive Strategies.

Porter contends that managerial and strategic decisions significantly influence a business's competitive position. According to Michael Porter (1985), in *Competitive Advantage*, there are three competitive strategies that we must consider in business competition.

1. **Cost Leadership Strategy:** This strategy involves reducing business costs while maintaining quality, investing lower costs than competitors. Achieving a competitive advantage revolves around seizing opportunities arising from low costs, demanding increased efficiency, stringent cost control, and minimizing costs across various functional areas.

2. **Differentiation Strategy:** Contrasting with Cost Leadership, this strategy focuses on innovation and superior value creation instead of cost control. Businesses pursuing differentiation strive to offer unique and superior products and services, fostering customer loyalty and flexibility in pricing.

3. **Focus Strategy:** Involves targeting a specific buyer group or niche market for competition, with two sub-strategies:

- Focused Cost Leadership: Competing through prices and costs in a specific market.

- Focused Differentiation: Offering unique products and services to a specific market to achieve a competitive advantage.

Now, we will explain Matrix Structure in Organizational Design.

According to Davis, S. M., & Lawrence, P. R. (1978, May 1) in Problems of Matrix Organizations, the Matrix structure amalgamates two organizational responsibilities, such as functional and product structure or regional and product structure, drawing lines of responsibility both vertically and horizontally. For instance, a combination of regional and functional structures integrates geographic support for global integration and local responsiveness, facilitating resource sharing and efficient utilization. Despite its advantages, the Matrix structure may encounter drawbacks such as authority issues, communication challenges, and high costs requesting constant training and effective communication systems.

After learning about the different strategies, we have in International Business we need to know how to select a market and the important aspects of it.

For new or established exporters, market selection plays a crucial role in identifying potential markets for their goods. Rather than relying on chance, a systematic approach involving market research is adopted to evaluate various alternatives. Market research involves a systematic study conducted to assess product-target market pairs. Companies utilize different methods for market research, which can be conducted internally or outsourced to professional consultancy or research firms.

Also, is needed to consider the importance of Market Research. Market research holds significance in several aspects:

1. Investment Decisions: Shifting towards exporting entails investment in resources to meet external demands. Market research aids in making investment decisions based on objective criteria.

2. Selecting Markets: It involves defining the size and potential of target markets for specific products, evaluating them, and selecting the most suitable ones.

3. Defining Strategy: Market research helps decide market entry strategies, distribution channels, and business development strategies.

Categories of Market Research. Market research falls into two categories:

1. Armchair Research: Also known as secondary research, armchair research relies on secondary data such as existing market research, statistical data, market entry information, and regulations.

2. Field Research: These are primary research involving one-on-one meetings, interviews, focus groups, and interactions with prospective customers, distributors, and governmental organizations.

Evaluation of Target Markets. Market research enables the evaluation of target markets through a five-stage process:

1. Basic Need and Potential Assessment: Assessing whether the product meets essential needs, considering factors like climate, geography, domestic production, and government policies.

2. Financial and Economic Conditions Assessment: Evaluating economic indicators, inflation rates, exchange rates, and banking systems.

3. Political and Legal Forces Assessment: Analyzing political stability, trade policies, legal systems, import limitations, and intellectual property rights protection.

4. Sociocultural Forces Assessment: Considering socio-cultural factors, religious practices, traditions, and intercultural differences.

5. Competitive Force Assessment: This involves assessing competitors' market shares, pricing policies, technological levels, and quality standards in target markets.

In business, we have two methods for understanding other countries and ways of working: the field trip and the International Business Plan.

In the first place, I will focus on the field trip.

Following the five-stage market screening process, specific markets emerge as promising candidates. These markets, referred to as target markets, often require market research trips for further exploration. These trips should be organized within groups rather than as individual endeavors. Business organizations often arrange outgoing trade delegations, and government-led initiatives can facilitate fruitful

outcomes. Additionally, attending international fairs, both domestically and abroad, serves a similar purpose. While individual trips may be worthwhile, organized excursions yield better results.

Some objectives that this method includes are:

- Validating the results obtained during armchair research stages.
- Engaging with representatives of target audiences, such as distributors, agencies, and potential customers.
- Selecting target markets and customers.
- Formulating an international business plan.

To conclude with this section, I'm going to explain the International Business Plan.

Upon completion of field trips, the most promising markets are selected, and an international business plan is prepared accordingly. This plan involves product modifications, pricing strategies, market development approaches, and distribution strategies. Business plans are vital roadmaps that allocate resources (including workforce, capital, and equipment) to achieve specific targets. They clarify a company's position and deviations from its goals, facilitating informed decision-making.

The content of a comprehensive business plan typically includes:

- Executive summary
- Industry description
- Target markets
- Marketing plan and sales strategy
- Management and organization structure
- Long-term development plan
- Financial plan

Several common mistakes can hinder the effectiveness of international business endeavors:

- Failure to develop an international business plan based on thorough market research.
- Lack of commitment from top management to address initial challenges and financial requirements associated with exporting.
- Inadequate diligence in selecting foreign partners (e.g., distributors and agencies) and deficiencies in contractual agreements.
- Undertaking orders recklessly with a strategic plan or in the presence of one.
- Neglecting export opportunities during periods of domestic market growth and only considering exports during economic downturns.
- Ignoring market-specific characteristics, including standards, technical specifications, and packaging requirements.

2.3. Culture And International Business.

To better understand the question of how cultural differences affect international trade, we must analyze the impact of culture on international trade, the types of cultures there are, how they are classified...

In the question of how culture impacts on doing business, we must know that it is more remarkable how business is done than what the actual culture of that country is.

Business culture represents norms, values, and beliefs that belong to all aspects of doing business in a culture. It tells you the best way of conducting business in each society. Clearly, the stronger the national country is, the more it will influence how it does business. National culture will influence the behavior of managers to the point that it defines how they select, motivate, influence.

To understand how culture affects international business, one must first know that there are two types of culture: national and organizational. National culture has been explained in previous sections, so we will not focus on it in this section. Organizational culture refers to how members of the organization relate to each other, their work, and the outside world.

Each company has its own culture because each one has clear objectives and requirements. Most activities within companies are designed to meet these objectives and requirements. While differences between national cultures are more evident in values, differences between companies within the same country can be seen more clearly in their business practices. Therefore, organizational culture can be changed by changing these practices.

One of the most important elements affecting how well a corporation performs is its organizational culture. To put it another way, we may imagine organizational culture as the oil in an engine and the firm as the engine. If a company has the correct culture, its organizational plan may succeed, but if it doesn't, it may perform poorly or even fail completely. Despite their entire emphasis on strategy, many managers need to realize that this culture is a valuable instrument that may assist accomplish company goals.

Within the framework of international business, culture is defined as the learned understanding that individuals apply to interpret their experiences and direct their actions. Culture has a big influence on how individuals act and think. Schein (1984) defined organizational culture as a system of basic values that a certain group has developed, acquired, or grown over time to address its challenges with internal integration and outward adaptation. These ideas are passed down to new members as the sole accurate way to view, comprehend, and feel about those issues because they have been successful enough to be recognized as true. To describe culture, Hofstede (1991) offers a useful comparison between culture and mental programming. He compares mental programs—the "software of the mind"—to cultural patterns—ways of feeling, thinking, and behaving. According to Hofstede, the "collective programming of the mind which distinguishes the members of one group or category of people from another," is the foundation of culture. Although national culture is ingrained in daily life and is primarily unchangeable (Hofstede, 1980; Newman and Nollen, 1996), Ralston et al. (1997) also support the idea that national culture is a programming that changes from generation to generation.

Marzena Adamczyk (2017) suggests that cultural differences play a significant role in today's global economy, particularly in international business operations. To mitigate the impact of cultural differences, entrepreneurs engaging in international markets should assess the cultural dynamics of the countries they intend to conduct

business with. Based on this assessment, they should formulate strategies tailored to each market's cultural nuances.

Each country's cultural influence is shown in the model that follows. Three aspects impact culture in every nation: consumer decision-making processes, cultural messages, and cultural forces. Cultural factors are apparent in national identity, family, and education. Cultural signals are influenced by behavior and roles, ethics and morals, and design. Consumer trends, societal desires, and culture are all influenced by universal needs. Country A and Country B have different cultural characteristics. To bring these two nations together, the foreign business must recognize, understand, and manage these cultural differences. The international business may combine many cultural viewpoints and look for a creative solution to potential issues by merging and synthesizing cultural variances (Bradley, 2002).

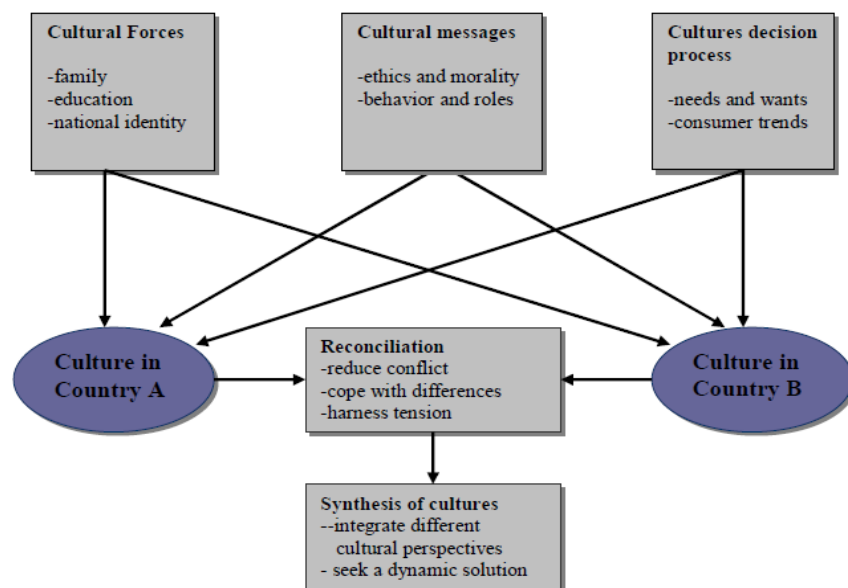


Figure 2.1. Bradley, F. 2002. *“A synthesis of cultural influence on buyer behavior”*, International Marketing Strategy 4th edition, United Kingdom: Pearson Education”.

2.4. Marketing.

Marketing serves as a fundamental element in launching a company into the market, facilitating product sales, fostering international expansion, and increasing brand visibility. Therefore, effective marketing is crucial for businesses. A decade ago, it was common to see advertisements explicitly featuring the brand, mentioning it, and showcasing the product as a primary element. However, in today's advertising landscape, significant changes have occurred. People now prefer ads that captivate them emotionally, resonate with them, and leave a lasting impression—effective advertisements where the brand is not the focal point but rather a narrative featuring characters whose happiness, assistance, or satisfaction is facilitated by the product. Consequently, this thesis will explore examples of brands that have adapted to sell in foreign markets and memorable advertising campaigns.

2.4.1. The Case Of Mcdonald's In India.

To understand the case of McDonald's in India, we will first explain what McDonald's is and some cultural examples it has made in countries worldwide.

McDonald's is an American fast-food restaurant franchise headquartered in Chicago, Illinois. Its primary products include hamburgers, French fries, breakfast menus, and soft drinks. Additionally, there is a range of offerings such as milkshakes, ice creams, desserts, and fruit or vegetable salads (as well as other exclusive products depending on the country). It serves approximately 68 million customers daily across 36,000 establishments in 118 territories and countries.

While people may assume that McDonald's offers the same products worldwide, this is not the case. For example, in Turkey, they offer a Köfte burger; in Azerbaijan, a Shawarma Roll; in Japan, a Gohan Chicken Tatsuta or a Teriyaki sauce burger; in Italy, a burger with Parmigiano Reggiano and Pear Sauce; and in Spain, Michelin-starred chef Dani Garcia creates exclusive burgers. In China, in addition to different burgers, they have a unique dessert, the taro cake. Notably, in Brazil, they offer the Big Tasty Turbo Queijo.

Aside from offering different products worldwide to adapt to different countries, each country's McDonald's website also differs. Some have more flashy advertisements, like the Shanghai website, while others are more classic, like the United States or Europe.

Even in Spain, there is a children's foundation called Ronald McDonald, which provides support and assistance to families with hospitalized children who need to travel for medical treatment. All McDonald's restaurants in Spain donate 0.1% of their annual sales, and each year, McHappy Day is celebrated when charitable contributions are made from the sales of their famous Big Mac burger.

Now, we will address the case of McDonald's in India to explain more in-depth the marketing that has been carried out and how it is an excellent example of what to do when marketing in countries utterly different from ours.

After encountering numerous socio-cultural challenges in India and considering the preferences for local products, a shift occurred when rising wages, urbanization, and population growth led to increased sales in local fast-food outlets, enabling McDonald's to enter this market.

In 1990, multinational companies like KFC and Pizza Hut entered the Indian fast food market following government policy liberalization. During this year, McDonald's commenced market studies and research to establish its first restaurant in India six years later, in 1996. By 2004, there were 58 McDonald's outlets in India.

Despite the country presenting a significant opportunity for the company's development, cultural issues were not overlooked. McDonald's had to analyze and study the people's religion, culture, and dietary customs to penetrate the fast-food market and tailor its products to consumer profiles. Cultural barriers, such as dietary restrictions based on religious beliefs, particularly regarding beef consumption due to the sacred status of cows, entailed the development of a vegetarian menu to cater to local consumers.

The growth strategies McDonald's uses in India.

1. Market Penetration: McDonald's emphasized local management, establishing joint ventures with local entrepreneurs in Mumbai and Delhi to manage respective region-specific restaurants. Although inexperienced in the food business, these entrepreneurs offered easy access to effective government relations, enabling

McDonald's to navigate political complexities. Early and detailed work in creating an efficient supply chain with local suppliers was crucial for successful market penetration. Embracing the "think globally, act locally" policy was essential to adapt to customer needs. Alliances with significant state-owned enterprises aided in establishing favorable government relations.

2. Diversification: McDonald's faced the challenge of modifying its flagship product, the "Big Mac" (beef-based), into the "Maharaja Mac" (initially lamb-based, later converted into a vegetarian burger) due to religious beliefs prohibiting beef consumption. Subsequently, the menu was expanded to include more vegetarian dishes tailored to local preferences. Efforts were made to introduce healthier alternatives by offering baked or toasted items and avoiding deep-fried dishes. New products tailored for local festivals garnered significant acceptance, some of which were considered for global expansion. While 75% of the menu was adapted to local consumers, beverages, and desserts remained unchanged and consistent with the global offerings.

Apart from the growth strategies, they used other type of strategies like:

Location Strategy.

For the opening of initial restaurants, thorough research was conducted to identify areas where the brand was recognized, primarily targeting the upper-middle class, known for their culinary experimentation. Logistics played a crucial role in the location strategy, with early restaurants strategically placed near distribution centers in Mumbai and Delhi to ensure quick service. Subsequent outlets were established in areas with high tourist traffic and a culture of eating out, supported by the vegetarian menu's success. McDonald's also targeted busy transit hubs such as metro stations and bus stops, offering quick-service options for commuters. Drive-thru restaurants were introduced in Mumbai, Delhi, and along highways. Presence in shopping malls provided an avenue for those seeking affordable indulgence, further enhancing accessibility and visibility.

Segmentation Strategies.

Targeting the upper-middle-class residents of residential areas was critical to the initial market entry. Special attention was given to children, the primary customer demographic, by offering dedicated activities, a "Happy Meal" with Lego toys, and safe, clean play areas, catering to the central role of children in Hindu families. The

brand also appealed to young adults by providing promotions and creating a clean, safe environment for socializing. Recognizing the demand for home delivery, McDonald's introduced a reliable, efficient delivery service, resulting in a 15% increase in sales. The brand leveraged local beliefs in karma and luck by offering "scratch and win" promotions, aligning with the cultural significance of destiny and luck.

The positioning strategies.

McDonald's positioned itself as a family-friendly restaurant, appealing to Hindu families seeking a relaxed dining experience together. Additionally, it became a popular study and work spot during weekdays. Over time, the middle class's increasing interest in food and entertainment spending, influenced by Western ideals associated with success and prosperity, presented an opportunity for McDonald's to strengthen its brand and market position. By engaging in community projects, particularly focused on children and schools, McDonald's aimed to enhance its brand reputation and government support. Strong support for school programs, including donations, further strengthened the brand's image.

Differentiation Strategies.

McDonald's proactively addressed environmental and animal welfare activists' concerns by establishing a special fund to support green initiatives. Additionally, the brand sponsored campaigns and community activities, promoting messages like "keep the city clean" to raise awareness. Messages such as "We love green" were displayed in restaurants to support healthy trends and environmental awareness. These strategies helped McDonald's avoid or mitigate protests from activists, distinguishing it from competitors like KFC, which faced similar challenges.

Supply Chain and Employment Opportunities.

A well-coordinated and efficient supply chain system developed in the six years following entry into India minimized costs, optimized quality control, and increased customer satisfaction, crucial for the company's growth. Improvements in food transportation and processing, previously lacking in India, boosted agriculture and producer incomes, positively impacting the government. McDonald's focused on hiring local employees, providing additional income and job opportunities for farmers and suppliers, and garnering full government support while maintaining these initiatives.

They use two types of marketing environments: Microenvironment and Macroenvironment.

In this case, the microenvironment has five essential points:

- Company: McDonald's management and local entrepreneurs' strategies facilitated market penetration.

- Suppliers: Support for suppliers resulted in reliable, high-quality products delivered on time.

- Competitors: McDonald's competitive advantages, including benefits and promotions, position it as the preferred fast-food chain, particularly among children and young adults.

- Public: Community support activities enhanced brand perception.

- Customers: Target markets were effectively reached, with high participation despite some perceptions that McDonald's was only for the affluent.

Macro Environment:

- Demographic: Cultural, educational, and religious factors influenced product adaptation to local consumers.

- Economic: Economic factors shaped target markets, with the middle class having increased purchasing power to afford McDonald's products.

After explaining the case and analyzing it in depth, the conclusion we can reach is that McDonald's, before entering India, took some preliminary steps such as evaluating the country, analyzing its competitors, and learning about cultural differences (including food, language, behavior, way of being...). Indeed, if they had not given importance to culture and had not taken all these steps, McDonald's would not have been established in India right now because it would not have been successful without adapting prices to the consumer and changing its menu.

2.4.2. Storytelling Advertisements.

One of the increasingly used marketing strategies that consumers appreciate the most in advertising is Storytelling. Storytelling is the art of telling stories in a compelling and meaningful way, involving the creation of narratives that engage users and generate an emotional connection with a brand. It is essential for five aspects: It

creates an emotional bond, differentiates your brand, attracts attention and captures interest, simplifies communication, and encourages information retention.

This technique can convey your brand's values, engage your audience, and achieve impactful results in your marketing strategy.

Next, several exciting examples of this marketing technique will be explained and analyzed, advertisements that are remembered by Spanish society and other foreign advertisements.

Suchard. We've done it right. (It was released on November 8, 2023, and has 11 million views.)

I chose this advertisement because it is one of the most emotional and deeply impacted Spanish society. Most of the comments about the advertisement mention that it made them cry and reminded them of the emotional aspects of family, Christmas, and the past. As many Spaniards have said, it's a tribute to families that touches the heart, making you want to watch it repeatedly instead of changing the channel when commercials come on. Moreover, it tells a story that consumers appreciate the most, and the brand or its product is not the main focus. It is a marketing technique that more and more companies use because it captures the customer's attention and makes them remember it.

In the advertisement, we can see an elderly couple looking at a photo in a Christmas setting. The man asks his wife, "Do you think we've done it right?" Gradually, the advertisement shows what has happened in their lives, reviewing the most important events. First, in 2020, during the pandemic and Covid, they are making online calls. In 2018, they played with their grandchildren in the living room, surrounded by the whole family. In 2013, they are eating grapes on New Year's Eve (in Spain, there is a countdown of 12 seconds to eating one grape per second, and if you finish them all by the time it is officially January 1st, they said that it brings good luck) with the family and their pregnant daughter. In 2002, they were seen with their children hanging a photo of their deceased dog. They show how they met their in-laws, how their teenage son was going to celebrate the New Year with his friends, how, in 1991, their son used the cassette radio to listen to music, and how, as a teenager, instead of hanging Christmas tree decorations (a tradition in many Spanish households, starting on December 1st, the Christmas decorations are going up, the tree is

assembled, and decorated as a family), he decided to isolate himself. We can also observe how they give their children a dog for Christmas, how in 1979 they cut nougat for the Three Wise Men and leave it on the tree for them to eat when they leave the gifts, and finally, how she is pregnant and has her first child, and they take a photo together. Coincidentally, in the photo, they are looking at the beginning; after this flashback of significant and emotional memories, she answers, "Yes, we have done it right."

The final phrase they add to give it more meaning and for people to feel identified is, "Life is what happens between Christmas and Christmas." "Let us never stop celebrating it."

Amazon. The Joy of Sharing. (It was released on 6 November 2023 and has 109k views.)

The 2023 Amazon Christmas advertisement tells the story of lifelong friendships and illustrates how happy moments become even more special when shared with loved ones.

In the video, we see three elderly women sitting on a bench, nostalgically watching children play in the snow. One of them takes out her phone, purchases a type of cushion, receives the package at home, and brings it to her friends the next day. The friends open it with curiosity, wondering about the reason for the purchase. She then leads them all to the snow, where they use their new cushions to sled. We can see that they are very happy, reminiscing about their childhood and enjoying themselves like little kids.

This advertisement, without speaking, conveys a multitude of messages: the importance of friendship, the longing for the past, how a small gesture can make someone happy, and the notion that one is never too old to enjoy the snow or life. If you recognize the brand's logo, you can deduce that it is Amazon, but the name itself never appears.

Iberia. For a Year of Travels. (It was released on 12 December 2022 and has 80k views.)

We see a woman on a plane heading to JFK Airport in New York in April 2018. We hear the captain say: "Ladies and gentlemen, this is the commander speaking. We

welcome you to New York City. We have a sunny day, and the outside temperature is 21° C.”

Next, we see the woman using her phone to find an address. She fills out a form, adapts to the country in the first few days, her family asks how she is settling into the city, and she adjusts to her new home. One day, while exercising, she meets a man. From there, we see her develop a relationship with him, meet his group of friends, and eventually become pregnant, as she looks at a positive pregnancy test with emotion. Her career progresses, her child grows, and her life in New York stabilizes and improves over the years.

In December 2022, during a particularly special time for Spaniards living abroad (as most return to Spain to visit their families for Christmas), she boards a plane to Madrid. A female cabin crew member says to her: “I left them the belt for the baby. Welcome Home.” That "Welcome Home" makes her happy. The ad concludes with the phrase: "For a new year full of life-changing travels."

This is another example of a Spanish advertisement that tells a story relatable to anyone who has had to move to another city or country in search of work and a better future. In the ad, only the flight attendants speak. As with the previous advertisements, the brand is not explicitly shown unless you recognize it from the uniform or the color of the seats.

2.5. What To Take Into Account When You Go Outside.

2.5.1. Market Segmentation And Pestel Analysis.

First, they must do a market segmentation to learn which country is suitable for them and which one is not. To do market segmentation, the company must do two processes: preliminary screening and fine-grained screening.

The preliminary screening.

During this first process, markets and countries are screened primarily according to external screening criteria (the state of the market). Limited internal resources (e.g., financial resources) must also be considered in the case of SMEs. There will be several countries that can be excluded in advance as potential markets.

The fine-grained screening.

As the BERI index focuses only on the political risk of entering new markets, a broader approach that includes the firm's competencies is often needed. Applying the market attractiveness/competitive strength matrix powerfully aids in identifying the best opportunity target countries.

An example of this market segmentation is the DESTEP/PESTEL analysis.

The preliminary screening finds six crucial aspects of evaluating a country. A deeper comprehension of this component may be essential for an organization. Demographic aspects: This factor deals with the makeup of the population.

Aspects pertaining to the economy: These include things like inflation, buying power, and economic growth.

Aspects that are social or cultural: These are traits related to lifestyle and culture.

Aspects related to technology: These include all advancements and technologies that a company must adapt to stay current.

Aspects related to ecology: These comprise all elements of the surrounding environment and physical surroundings.

Political-legal aspects: These are all political actions taken at the local, provincial, and national levels of decision-making.

Fine grade screening subsegments.

Once the prime markets have been identified, firms then use standard techniques to segment markets within countries, using variables such as:

Demographic and economic factors

Lifestyles

Consumer motivations

Geography

Buyer behaviors

Once the firm has chosen a certain country as a target market the next stage in the micro-segmentation process is to decide which products or services the company wishes to become active in the individual countries.

Careful market segmentation, especially in the larger and more important foreign markets, is necessary to exhaust the market potential in a differentiated manner.

It is not the country-specific market attractiveness that influences the decision on specific markets but the recognition of similar demand structures and consumer habits in segments (and perhaps only in small segments) of different markets.

2.5.2. Business Etiquette.

What must be done apart from what is described above is to consider the business etiquette.

When you travel to another country to visit it or to do business, as in the case for this thesis, research is key. What is considered proper etiquette, way of doing business or good manners varies greatly from country to country.

“The ability to behave and conduct business in a respectful and efficient manner can improve your chances of landing important business deals or finding a new company to work for if you are seeking a new career trajectory.”

Before going to a new country, you must research about the country and the culture because it will help to understand how to build business relationships respectfully as well as it will keep you from unknowingly breaking laws or disrespecting people’s religions or cultures.

There is a whole world of business etiquette in each country. Here, we will present some examples of business etiquette in different countries.

In China, punctuality for meetings is of extreme importance, as arriving late is considered offensive. However, in India, business partners with whom you have scheduled a meeting will likely arrive late, regardless of whether you are punctual. In both countries, the common business etiquette is that one should never say ‘No’ in any response when seeking to do business with the other party, as it is considered rude. Alternatives such as “It’s something I need to think about” or ‘Possibly’ should be used instead. When doing business with someone from Japan, it is important to use both hands to give your business card, and bowing during this exchange is considered a sign of respect. In Brazil, for example, you should avoid eating with your hands

during a meeting in front of your prospective business partner, even if it is a snack, pizza, or hamburger; you should use a napkin or cutlery.

Business etiquette also varies among countries within Europe.

For instance, in France, punctuality is highly valued, and you should arrive on time, though your business partners may arrive late. In Italy, however, punctuality is not a priority, and you should be patient, keeping in mind that your business partners are likely to arrive late, which should not be considered disrespectful. In Germany, unlike in France or Italy, being punctual demonstrates that you value their time. Regarding gifts, in France, it is acceptable but not during the first meeting. In Italy, until a trusting relationship is established, you should not give a gift, and it should always be modest and signify friendship.

Business etiquette is not just a sign of good manners and education; it is also a hallmark of good business. It can prevent you from inadvertently violating laws or disrespecting the religions and cultures of others. Additionally, learning the language of the country where you are conducting business can be highly beneficial if they operate in a different language from your own. It is likely that you will make mistakes during the global expansion process, but it is crucial to learn from them and address any issues in the future.

2.5.3. Turkey And Spain Comparison Business Etiquette

To schedule meetings with Turkish companies, you need to organize your appointments and meetings around the five daily prayer times. However, when arranging meetings with Spanish companies, this is not necessary. In Turkey, it is important to avoid the months of Ramadan and the summer, as everything slows down during these periods. Similarly, in Spain, everything slows down during the summer months, but it is also essential to consider the last two weeks of December and the first week of January due to Christmas celebrations.

Initial contact appointments in Spain should be made by phone or email and confirmed the day before. It is essential to know Spanish or be accompanied by an interpreter for these meetings, as less than 30% of managers in large Spanish companies speak English. Regarding greetings and titles, you should use "Usted" unless asked to use "Tú." The dress code is formal and conservative; men wear jackets and ties, while women wear dresses, blouses, and skirts. Business cards are essential

and should be presented at the beginning of the meeting, preferably with the Spanish side showing when offered. This is also the case in Turkey, where business cards should be presented using both hands.

In Spain, it is important to establish a personal relationship before discussing business. Conversations should revolve around family life, backgrounds, football, or any topic other than politics. Personal qualities are valued more than technical skills or competencies. Unlike in Turkey, business meals in Spain are used to celebrate the closing of a deal, discuss diets, or get to know counterparts, but never to discuss business.

We can observe that Turkey and Spain have quite similar business etiquette, with minor differences also found in other Mediterranean countries.

3. MATERIAL AND METHOD

In that study we constructed surveys with two companies interviews and questionnaires to people from different countries. After collecting data we used SPSS programming to obtain graphical and statistical analysis about how cultural differences affect people with different hypothesis.

4. FINDINGS

4.1. Real Interviews With Companies.

After reaching out to numerous companies, both Spanish and internationally renowned, I was only able to secure responses for my interviews from GOI (a Spanish company founded by influencer Jessica Goicoechea) and Ferrero (an internationally famous company). It should be noted that these interviews were conducted solely via written communication through email, as they did not accept any phone calls or video calls. The questions have been meticulously selected from examples in various thesis and books, customer service questionnaires from Sephora, Vogue Voices, ELLE, and what has been considered most relevant and useful for this thesis, while always respecting the confidentiality agreements of the companies.

The questionnaires can be found in the Annex section. In this thesis, the most relevant questions and answers, which differ the most between countries, will be analyzed.

4.1.1. Goi.

Jessica Goicoechea is a Spanish model, influencer, and entrepreneur who has gained popularity in the fashion and beauty industry. As of my last knowledge update in January 2022, Jessica Goicoechea had become a prominent figure on social media and had launched her own fashion brand called "Goi Collection." Here is some general information about Jessica Goicoechea and her brand:

Goi Collection: Jessica Goicoechea founded her fashion brand "Goi Collection," focusing on women's fashion and featuring a variety of clothing and accessories, including streetwear and swimwear. Goi Collection is known for its contemporary style and often reflects Jessica's personal style, which is fresh, elegant, and modern.

Social Media Influence: Jessica Goicoechea has amassed a large following on social media platforms, especially Instagram, where she shares fashion, beauty, and

lifestyle photos. Her social media presence has enabled her to collaborate with different brands and designers, in addition to promoting her own brand.

Fashion Background: Jessica Goicoechea began her career in the fashion industry as a model before venturing into entrepreneurship with Goi Collection. Her experience in the fashion industry has helped her understand the trends and style preferences of her followers and customers.

Entrepreneurship and Design: As an entrepreneur and fashion designer, Jessica has been actively involved in the design and creation process of Goi Collection garments, allowing her to maintain creative control over the brand.

4.1.2. Answers.

GOI, as we have seen, is a young company established in Spain that sells abroad online without needing to relocate, so their responses differ from Ferrero's responses. For the GOI brand, we have selected the questions with the most relevant and important answers for this thesis.

Regarding the question: *“What distribution channels do you use for your international products or services?”* They responded that they manage shipments with Sendcloud, and the carriers they work with are GLS, postal services, and UPS. Since they are small packages of clothing, they do not need a large logistics company to manage international orders.

Regarding the question: *“What are the main challenges you face in international sales?”* They responded that the cost of shipping and DUAS (a customs declaration that provides information about the product and serves as the basis for the corresponding tax declaration). Not having international stores and selling their products online, dealing with customs and high export prices is often a problem that often makes a young company hesitant to sell internationally.

Regarding the question: *“What marketing channels do you use to reach consumers abroad?”* They responded that they work with Facebook Ads. However, as we can observe on their Instagram @GOI and the creator's Instagram @goicoechea, they promote bikinis, new collections, and post images of influential figures in the Spanish scene or their own customers wearing these bikinis.

Regarding the question: “*What has been the evolution of your international presence in recent years?*” They responded that they started distributing mainly to Spain, but four years later, their second most important market is Italy, followed by the US. According to what has been discussed with them, their idea is to expand mainly in Spain by creating physical stores and to sell to more parts of the world online for now. Being a young company, they do not currently contemplate international sales in any other way.

4.1.3. Ferrero.

The Ferrero Group's history began in 1946 when Pietro and Giovanni Ferrero, two brothers, collaborated at the family's little pastry store to produce goods that would come to characterize the brand.

Pietro was the impetus behind the ingenuity and inventiveness that would eventually provide his son Michele Ferrero with the foundation upon which to establish the Ferrero firm as it is known today. At the pastry store in Alba, Italy, he was well known for his passion for experimentation and was constantly searching for new flavors and textures to surprise and please his patrons. His brother Giovanni, on the other hand, was the business whiz. He assisted in establishing a nationwide sales network that enabled Michele to test and launch new products throughout Italy.

Currently ranked among the leading food firms in the world for sweet packaging, the Ferrero Group is known for over 35 popular brands that are marketed in more than 170 countries, including Kinder, Nutella, Ferrero Rocher, and Tic Tac.

In the candy industry, the Ferrero family was the first in Italy to establish headquarters and production facilities outside following World War II, therefore transforming the business into a major global force.

In 1956, it started to expand internationally seriously in Germany. Following the opening of its second foreign location in France, Ferrero saw significant expansion. Currently, Ferrero operates throughout Southeast Asia, Africa, Australia, North and South America, and Europe.

Ferrero, which is still family-owned and is currently in its third generation, is a firm that keeps growing by introducing new brands and expanding its portfolio to

include ice cream manufacturer Wells Enterprises, Thorntons, Fannie May, Butterfinger, Eat Natural, and other well-known delicacies.

This family's decision to push it further 20 years later, in light of new technology and methods for integrating new recipes, is what makes them so intriguing. And in 1964, they gave birth to Nutella.

4.1.4. Answers.

Ferrero, as we can see from its history, is a globally recognized company that has been able to respond to our questions in depth to facilitate our analysis in this thesis. For the Ferrero brand, we have selected the questions with the most relevant and important answers for this thesis.

Regarding the question: “*What distribution channels do you use for your international products or services?*” They responded that due to the extensive presence of their group worldwide, they normally have a direct distribution model, meaning their own commercial organization manages relationships directly with local trade organizations. In countries where the company does not have its own office, they operate through local distributors managed by commercial managers belonging to nearby geographical areas.

It is important to highlight this method of using commercial managers from the specific area because it avoids significant cultural issues and facilitates adaptation to the country's culture.

Regarding the question: “*What are the main challenges you face in international sales?*” They responded that for a group of their size, the reality is to create product portfolios suitable for specific areas. In tropical countries with very high temperatures and humidity levels, they consider it absurd to articulate a portfolio of chocolate-based products.

Their organization is based on groups of countries that are homogeneous in terms of culture, structure, and climate. There are directions for Europe, the Middle East, the Far East, America, etc. Each direction generates specific strategic plans for each area, and from the strategic plan, specific business and commercial plans are created for each country.

As a conclusion to this question, companies should first divide countries into groups based on culture, structure, and climate, and then create a strategic plan for each area. This will help address the main challenges in international sales because, as discussed in this thesis, not all countries have the same culture and differ greatly from each other.

Regarding the question: *“Do you have a local marketing team in each foreign market, or do you centralize operations?”* They responded that there is a dual organization.

They have a global headquarters that centralizes all functions and defines the group's policy and strategic guidelines to follow in each area-country. At the local level, the same functions exist to generate local operational models, respecting the central guidelines.

Regarding the question: *“Do you have short or long-term international expansion plans?”* They responded that they continue to grow with a diversified strategy.

On the one hand, they continue to expand the presence of Ferrero brand products worldwide; on the other hand, they are acquiring leading companies in market sectors where they were not present and companies with a very favorable competitive position in markets where their direct presence was historically limited.

The Ferrero group now owns very large companies such as the American Ferrera and Wells, historic European companies such as Thorton's and Delacre, and many more around the world.

Regarding the question: *“What are your long-term goals regarding international sales?”* They responded that they continue with their strategy of further developing the presence of their brands globally, increasing their competitive position. As they state, *“We are not a national company with an international division; we are a global planetary company.”*

Regarding the question: *“Have you ever had any problems selling in a foreign country? If so, were you able to solve them effectively and quickly?”* They responded that they consider it normal to face problems in each country and market. Their direct presence allows them to act with promptness and competence.

Regarding the question: *“Have you decided not to choose a country due to issues adapting to the product or cultural problems?”* They responded that as a global planetary company, they consider the entire world as their market. It is clear that, due to existing differences, necessary diversifications of the product portfolio are commercialized in each country.

Regarding the question: *“Have you needed an intermediary to sell in another country?”* They responded yes, of course. In the initial phase, it is always necessary to have a local partner who introduces them to the market before establishing their direct business operations.

Regarding the question: *“When doing business with another country, have you had to investigate ‘business etiquette’?”* They responded that evidently yes. They study the peculiarities of all cultures and idiosyncrasies in each country. They adapt their codes to local requirements without losing their identity, which must be affirmed in respect of the culture and systems of each country.

This response is very interesting as it confirms what is explained in this thesis: good business etiquette is key to international trade and success.

Regarding the question: *“Have you had to adapt the product to the culture and country where you wanted to sell it (e.g., flavor, item, packaging, name...)?”* They responded that yes. There are variations adapted to different geographical areas. Food products are greatly affected by specific climatic conditions, and this must be taken into account when producing and marketing any product. The climate in Northern Europe is very different from the tropical climate. It would be absurd to try to sell the same product in all situations.

4.1.5. Conclusions.

First and foremost, I would like to thank GOI and Ferrero for responding to my emails and agreeing to participate in the interviews.

As we can see, the responses differ between the companies because they operate in different sectors and have varying levels of recognition. In the case of GOI, the conclusions drawn are that being a company without international stores, they do not face significant cultural issues. However, their challenges lie in customs and export

payments. According to their response, international expansion in the short term is not a primary concern for them.

Customs and export payment issues are inevitable even for small companies when exporting products to another country. While there are agreements between countries to reduce or even eliminate these taxes, it is crucial to conduct thorough research before exporting a product to a foreign country.

In the case of Ferrero, several conclusions can be drawn. Effective marketing and strategic planning by country groups are essential to address international challenges, considering cultural, structural, and climatic differences. As we know, not all countries share the same culture or work practices. Finding individuals who can work for our company and are from the specific geographic area of that country is key to fostering mutual understanding and facilitating adaptation to the local environment.

As we can observe, encountering problems when selling abroad is inevitable, but it is a normal part of the process that should be approached calmly and resolved in the best possible way. It is important to act promptly and competently to address any issues that may arise.

4.2. Questionnaires With Customers (Spanish And English)

4.2.1. Graphic Analysis.

Questionnaires can be found in the Annex section. In this thesis, the most relevant questions and answers that differ significantly between countries were analyzed. It is noteworthy that all questions were created based on surveys conducted by brands asking for customer feedback after a purchase or customer service interaction, such as Sephora. Additionally, various questionnaires from Vogue magazine, which are sent weekly to subscribers of the Vogue Voices program (as is my case), and examples from several thesis and books such as *"The World's Business Cultures and How to Unlock Them"* were utilized.

For the question: *"Do you think your culture influences your preference for certain international brands?"* We can observe that the percentage of responses for 'No' and 'Maybe' varies between countries and cultures. In the more vibrant color chart, corresponding to the Spanish questionnaire, we can see a clear difference between the responses 'No' and 'Maybe,' specifically an 8.6% difference. However,

in the pastel color chart, we observe that there is little to no difference between the responses 'No' and 'Maybe,' with only a 1.9% variance. From this chart, we can conclude that 70% of respondents, including those from both the Spanish and English questionnaires, believe that culture does influence their preference for certain international brands. As demonstrated throughout this thesis, culture increasingly influences many aspects and realms of our lives, and a clear example of this is what consumers think about this matter.

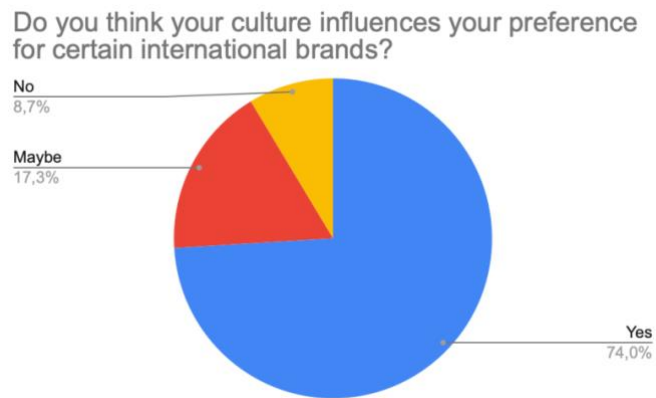


Figure 4.1. Do you think your culture influences your preference for certain international brands. Spanish Questionnaire

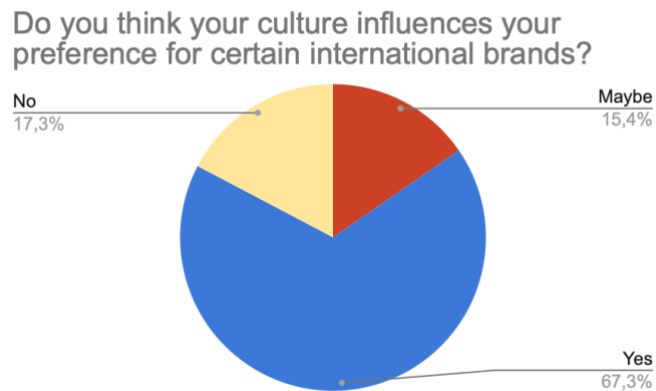


Figure 4.2. Do you think your culture influences your preference for certain international brands. English Questionnaire.

Regarding the question: "Do you know examples of companies that have been culturally insensitive or disrespectful? If the answer is yes, give an example." We can see that, logically, the most international brands tend to coincide due to the globalized nature of our world. However, brands like Nestlé (Spain) and Chick-fil-A (United States) are specific to their respective questionnaires. In the Spanish questionnaire, the chart with the most prominent orange section indicates the percentage of 'No' responses, the most frequently mentioned brands include Inditex, Shein (for exploitation of workers in factories), Balenciaga (child campaign controversy), McDonald's (Palestine conflict), and Abercrombie (racism and homophobia). In contrast, in the English questionnaire, the most frequently mentioned brands are Zara and Coca-Cola. Some globally known controversies that deserve highlighting are:

Balenciaga Ad Campaign.

According to articles from The New York Times and Forbes Argentina, Balenciaga published photos for an advertising campaign that featured children holding teddy bear bags dressed in BDSM-style harnesses and accessories. For those unfamiliar, BDSM is a term created in 1990 to encompass a group of erotic practices and fantasies, with the acronym standing for Bondage; Discipline and Domination; Submission and Sadism; and Masochism. It thus covers a series of related practices and interests linked to what are termed unconventional or alternative sexualities (Photo of advertisement in the Appendix).

Abercrombie (Racism and Homophobia).

All information about this brand is taken from a case study I conducted for the International Marketing course, utilizing resources from both the Netflix documentary and various journalistic articles.

Abercrombie & Fitch is an American fashion company under the leadership of Mike Jeffries, founded in 1892 by David Abercrombie. Originally established as a retailer of camping, hiking, and firearms equipment, it quickly became one of the most popular clothing stores for elite British sports expeditions. Over the years, Abercrombie & Fitch has gained renown for dressing some of the most influential leaders in the United States.

The company owns several brands, including:

1. Abercrombie & Fitch: Established in 1892, with numerous stores worldwide, catering to a demographic aged 18-22 and offering premium-priced items.

2. Ruehl No. 925: Founded in 2004 for a demographic aged 22-27, inspired by Greenwich Village, and offering an exclusive line of leather goods at higher prices than Abercrombie.

3. Hollister Co.: Established in 2000, targeting a demographic aged 14-18 with California-inspired clothing at affordable prices. Stores are designed with maritime-themed decor, resembling an old cabin.

4. Abercrombie kids: Targeting children aged 7-14, offering items priced 30-40% lower than Abercrombie.

5. Gilly Hicks: Founded in 2008, specializing in women's lingerie and competing with brands like Victoria's Secret, Frederick's of Hollywood, and Aerie.

However, Abercrombie & Fitch has faced significant setbacks, including criticism for sexist advertising campaigns, body-shaming customers, and the wasteful disposal of unsold clothing. In 2016, it was voted the most hated store in the USA. As a result, the company has experienced a loss of customers and negative publicity, with customers creating images or videos to disparage the brand.

Abercrombie & Fitch had specific requirements for its employees, including roles such as Overnight, Impact, Stylist, and Models. These requirements reflected the company's emphasis on its brand image and customer experience (See photos of A&F advertisements in Appendix).

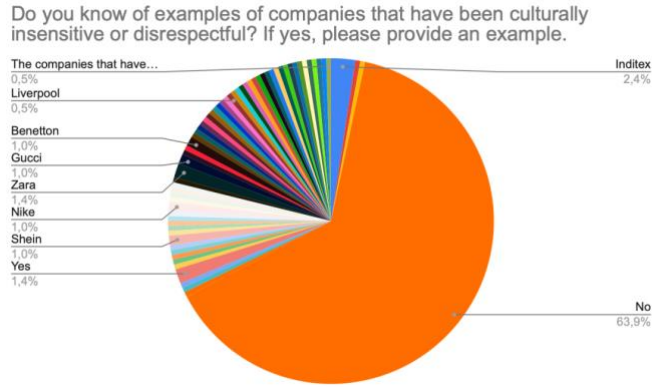


Figure 4.3. Do you know of examples of companies that have been culturally insensitive or disrespectful? If yes, please provide an example. Spanish Questionnaire.

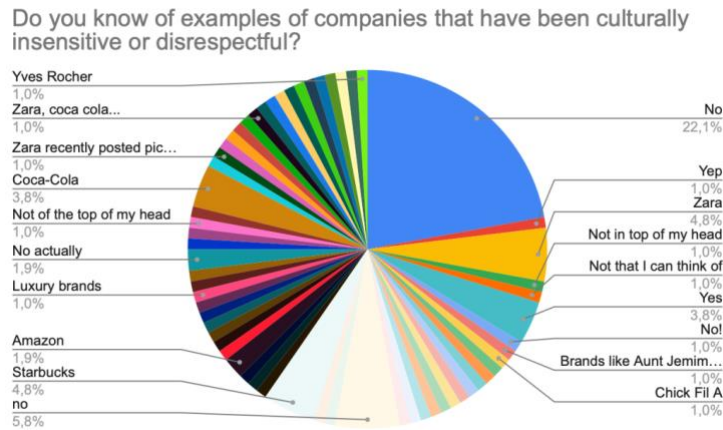


Figure 4.4. Do you know of examples of companies that have been culturally insensitive or disrespectful? If yes, please provide an example. English Questionnaire.

Regarding the question: *"Can you give an example of an international brand that you think has handled diversity and inclusion well or poorly?"* We observe that the responses differ significantly between the two questionnaires. This variation arises because each country perceives inclusion and diversity through different lenses. For example, in a Muslim country, inclusion might be exemplified by an advertisement featuring a woman wearing a hijab or a brand producing clothing that aligns with religious customs. In Spain, however, inclusion and diversity might be represented by featuring individuals with rare diseases or Down syndrome in a brand's advertisement.

It is important to note that very few respondents commented on whether a brand manages inclusion and diversity well or poorly. Some examples of brands that have effectively managed diversity and inclusion include: Federación Fútbol Española (Spanish Football Federation), McDonald's (offering different menus in various countries), SKIMS (diverse clothing lines), NYX Cosmetics (makeup in a wide range of tones) and Tommy Hilfiger (adaptive clothing collection for people with disabilities)

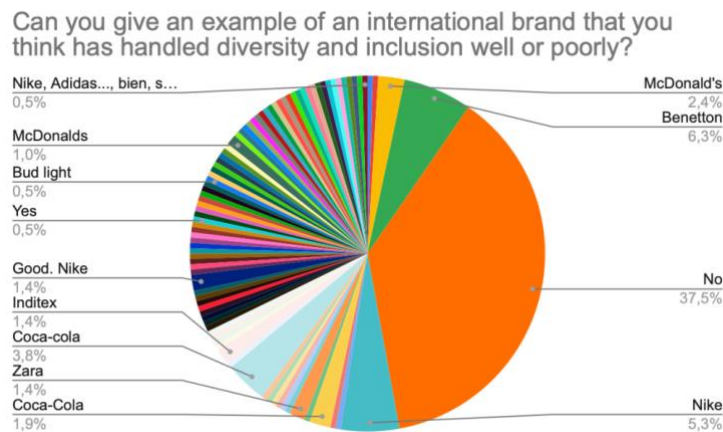


Figure 4.5. Can you give an example of an international brand that you think has handled diversity and inclusion well or poorly? Spanish Questionnaire.

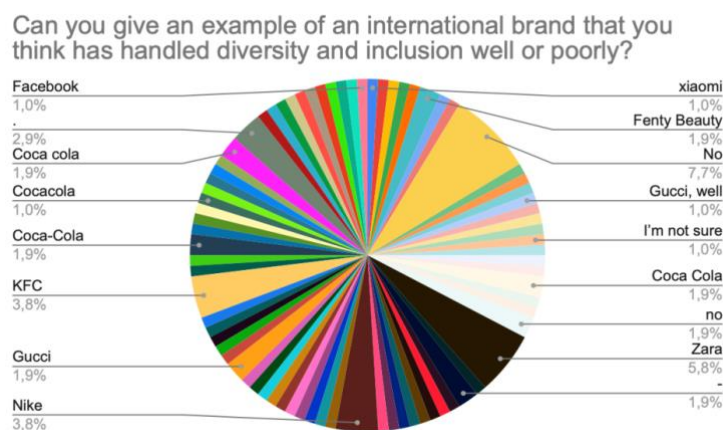


Figure 4.6. Can you give an example of an international brand that you think has handled diversity and inclusion well or poorly? English Questionnaire.

In the question: “Do you remember any advertising campaigns that were especially effective or ineffective because of their cultural focus?” We can observe a clear difference between the graphs of both questionnaires. In the questionnaire in Spanish, we can see how 60% think that they do not remember any advertisement that was effective or ineffective; however, in the questionnaire in English, we can see that unlike in the Spanish one, 60% think that they do and that furthermore, it was effective. In the questionnaire in Spanish, we can see that an effective campaign predominates with 32% compared to 8% that was ineffective. This percentage in the Spanish questionnaire is due to the fact that the trend of storytelling-type marketing advertisements, which tell a story and move the viewer, is more recent and innovative.

As a conclusion from these graphs, we can establish that the consumer prefers an advertisement or a campaign that is effective in terms of its cultural focus because it will be more remembered. This is important when it comes to what aspects companies should consider when creating an ad.

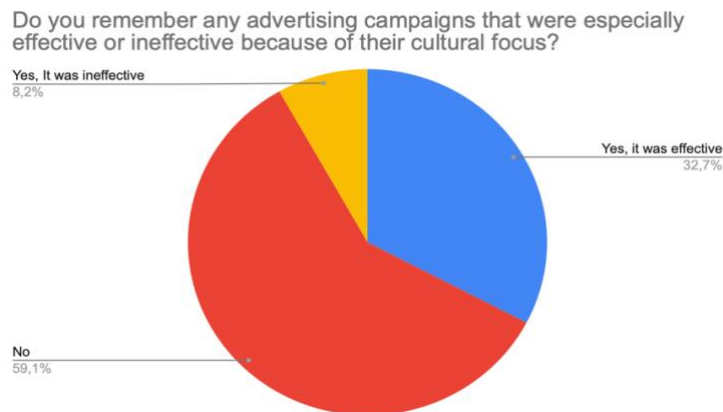


Figure 4.7. Do you remember any advertising campaigns that were especially effective or ineffective because of their cultural focus? Spanish Questionnaire.

Do you remember any advertising campaigns that were especially effective or ineffective because of their cultural focus?

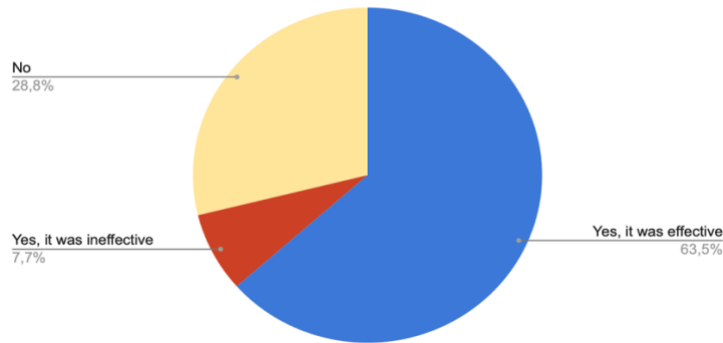


Figure 4.8. Do you remember any advertising campaigns that were especially effective or ineffective because of their cultural focus? English Questionnaire.

In the question: “And do you remember any advertising that caught your attention, positively or negatively, because of how it represents your culture or other cultures?” We can see a clear difference in both graphs. In the Spanish questionnaire, the answers ‘No’ and ‘Yes, in a positive way’ match. However, in the English questionnaire, the most predominant response is ‘Yes, positively’ with 55%. In both graphs we can see how the answer with the lowest percentage is ‘Yes, negatively’. It must be considered that in the Spanish-speaking community there is no tendency to make advertisements that represent one's own culture or other cultures and if a brand or company decides to represent it, it is usually remembered in a positive way because it is essential not to harm sensitivity. of the viewer.

And do you remember any advertising that caught your attention, positively or negatively, because of how it represents your culture or other cultures?

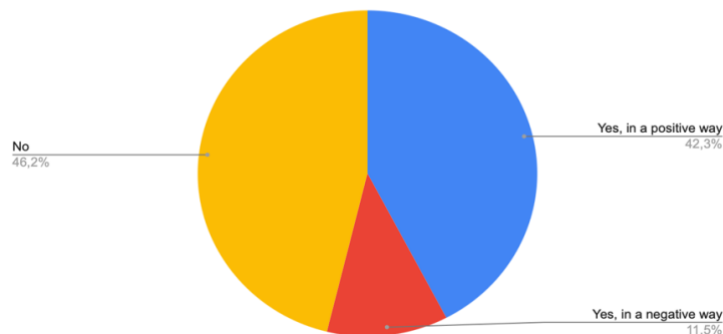


Figure 4.9. And do you remember any advertising that caught your attention, positively or negatively, because of how it represents your culture or other cultures? Spanish Questionnaire.

And do you remember any advertising that caught your attention, positively or negatively, because of how it represents your culture or other cultures?

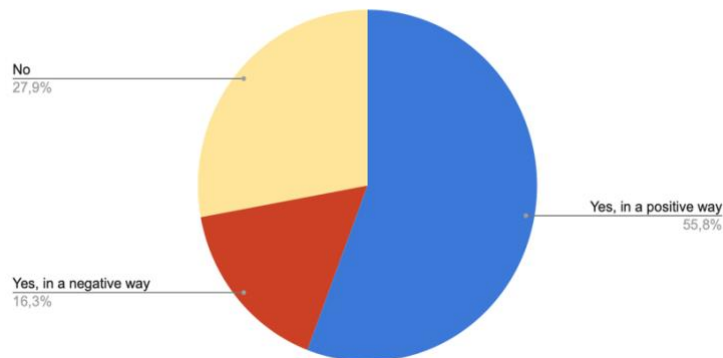


Figure 4.10. And do you remember any advertising that caught your attention, positively or negatively, because of how it represents your culture or other cultures? English Questionnaire.

In the question: *“Please give an example of a television advertisement that you remember.”* We can see how, as in the previous ones regarding brands, the examples vary because even though we live in a globalized world, television advertisements are adapted to each country according to its culture. In the Storytelling section that you can find in the Marketing section of this thesis, you can see examples that are remembered by thousands of people.

In the Spanish questionnaire, the most repeated answers are Cola Cao (it is a brand and product manufactured in Barcelona by Idilia Foods, it consists of a mixture of sugar, soluble cocoa powder, wheat flour and malted cola. It was launched in the market in Spain in 1945.), Coca Cola and Calvo (Spanish tuna brand). It is important to comment for those people who have not lived in Spain or are not from Spain, that both the Cola Cao and Calvo advertisements are remembered by the Spanish public because they have very catchy songs and that have been transmitted from generation to generation (especially the Cola Cao song).

However, in the English questionnaire, the most repeated answers are Apple, TRT1 and Coca Cola, as in the Spanish questionnaire. It is singular how with all the international brands that make advertisements globally, the most remembered brand is

Coca Cola. This is because their marketing strategy stands out for its focus on emotional connection with consumers.

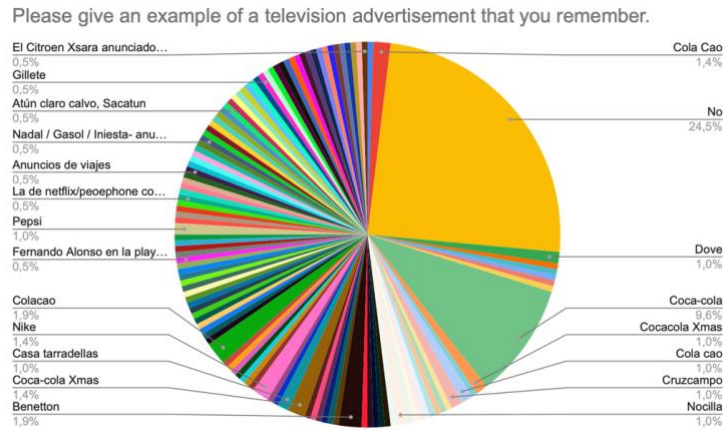


Figure 4.11. Please give an example of a television advertisement that you remember.
Spanish Questionnaire.

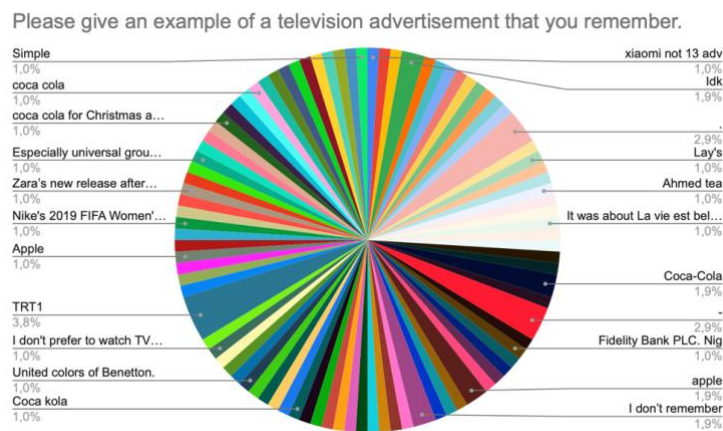


Figure 4.12. Please give an example of a television advertisement that you remember.
English Questionnaire.

In the question: “Do you prefer an ad that tells a story or an ad that mentions the product and that's it?” We can see how the responses differ in both graphs. In the Spanish questionnaire, the Spanish-speaking community tends to increasingly prefer an advertisement that tells a story and that as little as possible can see the brand or mention the product directly. Unlike in the questionnaire in English, where we can see that there is no preferred answer by the respondents but rather that both tie with 50%.

The Spanish-speaking community, as we can see in the different advertisements, is forcing brands to not appear abusively in the advertisements as happened in the past. The conclusion that we can reach with both graphs is that the customer tends to prefer an advertisement that tells a story and that does not abuse the appearance of the product that they want to sell or the name of the brand.

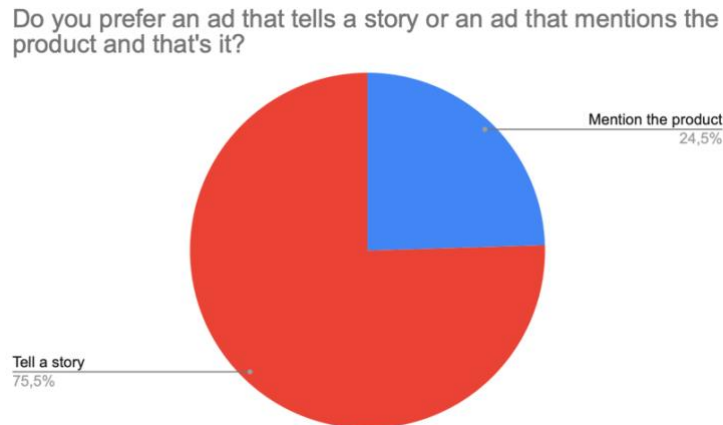


Figure 4.13. Do you prefer an ad that tells a story or an ad that mentions the product and that's it? Spanish Questionnaire.

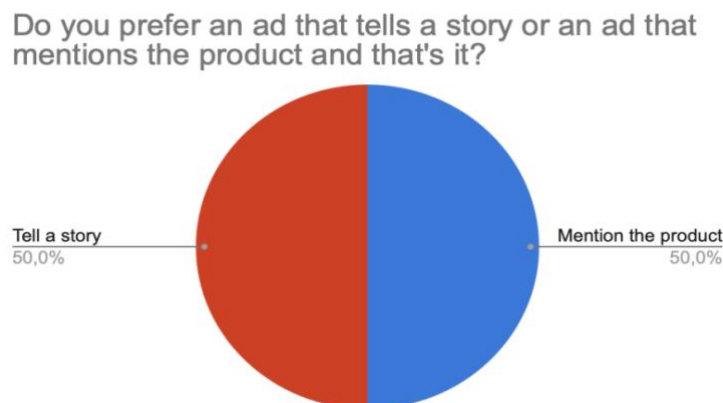


Figure 4.14. Do you prefer an ad that tells a story or an ad that mentions the product and that's it? English Questionnaire.

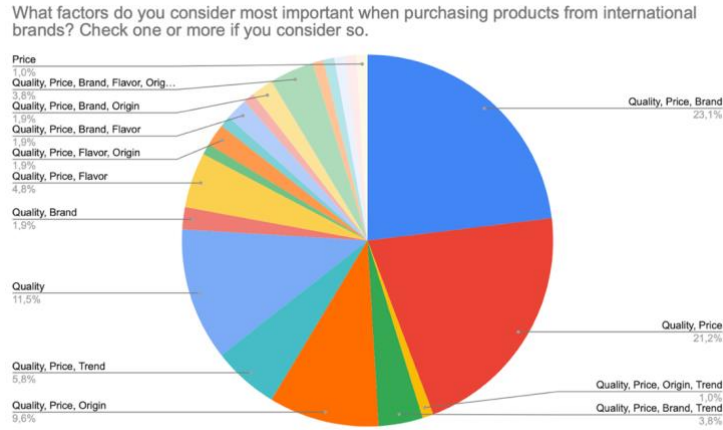


Figure 4.16. What factors do you consider most important when purchasing products from international brands? Check one or more if you consider so. English Questionnaire.

In the question: “*When it comes to consuming fast food, do you prefer an international chain or a national chain?*” We can see that in both graphs, consumers prefer a national food chain over an international chain. It is usually difficult for consumers to prefer an international food chain because each person considers that the food from their country is better than that of other countries, so we tend to choose our own, it is something totally normal. It is true that there are many consumers who love to try food from other countries and international chains make a place for themselves in the country due to their low prices compared to national chains, their effectiveness, adaptation of products...

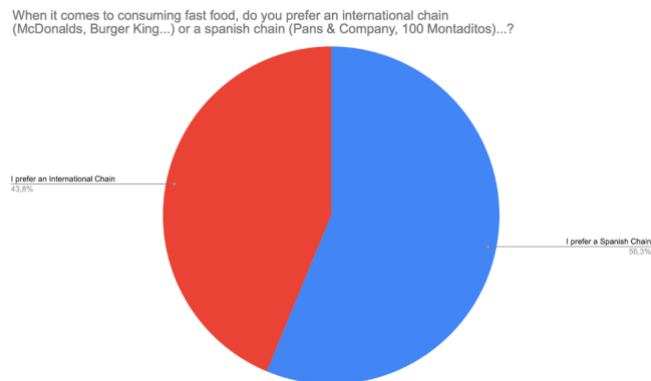


Figure 4.17. When it comes to consuming fast food, do you prefer an international chain or a national chain? Spanish Questionnaire.

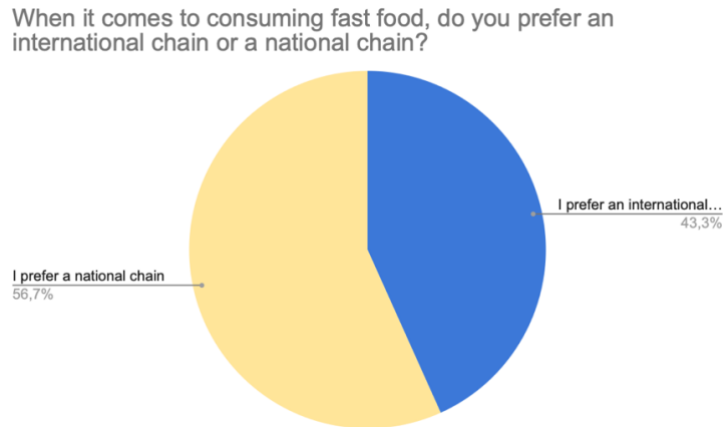


Figure 4.18. When it comes to consuming fast food, do you prefer an international chain or a national chain? English Questionnaire.

4.2.2. Conclusions Of Graphics.

The conclusions drawn after completing these questionnaires are that consumers, with the globalized world in which we live, tend to buy a lot from international companies, always without neglecting our national brands. Quality and product are something that companies must consider if they want to be successful and, above all, have good marketing. An advertisement that inspires, that tells a story, that moves the viewer is essential to be remembered and to connect with the public.

Companies must also consider how they position themselves politically in the face of a conflict or problem of any nature because this can cause them to decline or grow and gain customers.

Social networks are an essential technique and influencing people to purchase your product thanks to advertisements, famous people who recommend it or influencers is key to international success. In addition to focusing on selling and being known internationally, it is important not to forget the country of origin and to continue little by little gaining more clients and more recognition. As is the case of VICIO, who I will talk about in the next section.

4.2.3. Statistical Analysis.

In this thesis, we want to learn how cultural differences affect international business and aim to provide guidance to the firms and countries on which strategies they must follow when starting trade or business. According to this aim, we

constructed questionnaires to 210 customers about their consumption or purchasing behavior in the light of culture, advertising, globalization effect, and frequency of buying international brands.

In the following there exist 20 hypotheses and statistical outputs of answers from participants.

H1: There is no difference in the impact of globalization on purchasing and consumption habits in terms of the age of the participants.

H2: There is no difference in the impact of globalization on purchasing and consumption habits in terms of the gender of the participants.

H3: There is no difference in the impact of globalization on purchasing and consumption habits depending on the country the participants belong to.

H4: The combination of country, age, and gender does not affect the globalization of purchasing and consumption habits.

Table 4.1. Anova of Hypothesis 1,2,3,4

ANOVA						
Dependent Variable: Consumption habits						
Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	82.745	1	82.745	117.785	.074
	Error	.628	.894	.703 ^a		
Countries	Hypothesis	.079	1	.079	3.308	.928
	Error	.001	.024	.024 ^b		
Genders	Hypothesis	1.098	1	1.098	13.031	.734
	Error	.008	.100	.084 ^c		
Ages	Hypothesis	.077	4	.	.	.
	Error	.	. ^d	.		
Countries * Genders	Hypothesis	.145	1	.145	.736	.458
	Error	.554	2.805	.197 ^e		
Countries * Ages	Hypothesis	.114	4	.028	.147	.953
	Error	.575	2.959	.194 ^f		
Genders * Ages	Hypothesis	.752	4	.188	.703	.681
	Error	.364	1.362	.268 ^g		

Countries * Genders * Ages	Hypothesis	.444	2	.222	1.804	.167
	Error	28.188	229	.123 ^h		

(Significance level p-value:0.05)

According to Anova Table 4.1, the significance level for all parts is greater than 0.05 (p value>0.05), for that reason we cannot reject the null hypothesis that there is no significant difference between means according to age, gender, and country in the impact of globalization on purchasing and consumption habits. Also, since the significance level of interactions is higher than 0.05, the combination of gender, age, and country has no significant effect on the impact of globalization on purchasing and consumption habits.

Table 4.2. Descriptive statistic according to hypothesis 1,2,3,4

Descriptive Statistics						
Dependent Variable: Consumption habits						
Countries	Genders	Ages	Mean	Std. Deviation	N	
Türkiye	Male	18 years to 24 years	1.1667	.38348	18	
		25 years to 34 years	1.0000	.00000	3	
		35 years to 44 years	1.0000	.00000	3	
		45 years to 54 years	1.0000	.00000	2	
		More than 54	1.0000	.	1	
		Total	1.1111	.32026	27	
	Female	18 years to 24 years	1.1111	.32026	27	
		25 years to 34 years	1.4286	.53452	7	
		35 years to 44 years	1.5000	.70711	2	
		Total	1.1944	.40139	36	
	Spain	Male	18 years to 24 years	1.0800	.27689	25
			25 years to 34 years	1.0625	.25000	16
35 years to 44 years			1.0000	.00000	3	
45 years to 54 years			1.0000	.00000	11	
More than 54			1.1111	.32338	18	
Total			1.0685	.25434	73	
Female		18 years to 24 years	1.1702	.37988	47	
		25 years to 34 years	1.1304	.34435	23	
		35 years to 44 years	1.1667	.40825	6	
		45 years to 54 years	1.1250	.34157	16	
		More than 54	1.3684	.49559	19	
		Total	1.1892	.39344	111	

For the hypothesis from 1-4, we ask the participants: Do you think globalization has influenced your purchasing and consumption habits? With two answers yes or no. The label of answers Yes:1 and No:2

According to answers of participants we obtain the above descriptive statistic.

If we analyze the table, generally the mean answers of the participants are very close to 1 which means they said that globalization affects their consumption habits.

Generally, more no answers from females when we compare with males.

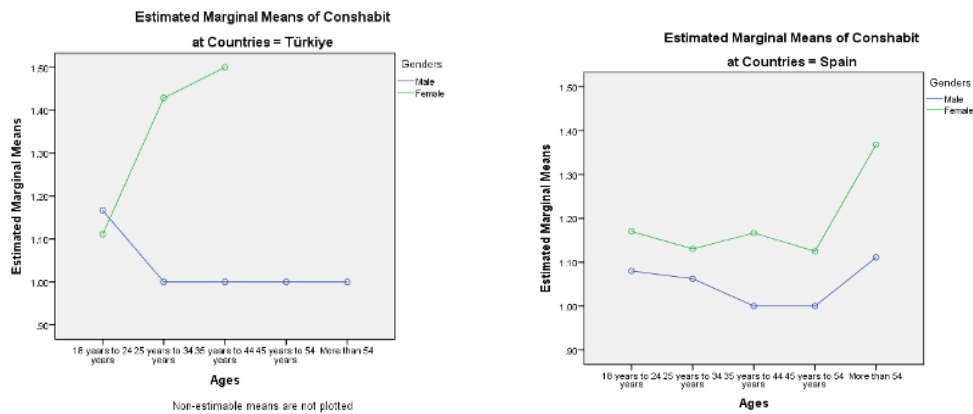


Figure 4.19. The impact of globalization on purchasing and consumption habits Age. Gender. Country.

According to Table 4.2 and Figure 2.1, When we compare Turkey and Spain, it is understood that the consumption habits of Turkish participants in younger groups are more affected by globalization, but the impact on Turkish participants in older age groups is less. That means we obtain different results from different cultures or countries for the effect of globalization

H5: There is no difference in the effect of culture on preference for certain international brands in terms of the age of the participants.

H6: There is no difference in the effect of culture on preference for certain international brands in terms of the gender of the participants.

H7: There is no difference in the effect of culture on preference for certain international brands in terms of the country of the participants.

H8: The combination of country, age, and gender has no impact on the effect of culture on preference for certain international brands.

Table 4.3. Anova of Hypothesis 5,6,7,8

ANOVA						
Dependent Variable: Preference International Brands						
Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	112.991	1	112.991	156.599	.000
	Error	3.628	5.029	.722 ^a		
Countries	Hypothesis	4.264	1	4.264	7.323	.051
	Error	2.461	4.227	.582 ^b		
Genders	Hypothesis	.191	1	.191	4.886	.517
	Error	.013	.342	.039 ^c		
Ages	Hypothesis	3.844	4	.961	.945	.518
	Error	4.291	4.218	1.017 ^d		
Countries * Genders	Hypothesis	.038	1	.038	.363	.556
	Error	1.567	15.160	.103 ^e		
Countries * Ages	Hypothesis	3.529	4	.882	8.419	.001
	Error	1.662	15.856	.105 ^f		
Genders * Ages	Hypothesis	.197	4	.	.	.
	Error	.	. ^g	.		
Countries * Genders * Ages	Hypothesis	.101	2	.050	.203	.816
	Error	48.150	194	.248 ^h		

If we look at the Anova Table 4.3, the significance level for all parts except Countries and Countries*Age interaction is greater than 0.05 ($p \text{ value} > 0.05$), for that reason, we cannot reject the null hypothesis that there is no significant difference between means according to age, gender in the effect of culture on preference for certain international brands. However, the significance level of the Country is approximately 0.05 which means we can reject the null hypothesis so there exists a difference between participants of two different cultures. Also, since the significance level of interaction between Countries and age is less than 0.05, the combination of age and country has a significant effect on the effect of culture on preference for certain international brands. These two notations show us that members of two different countries are influenced by their cultures when choosing international brands.

Table 4.4. Descriptive statistic according to hypothesis 5,6,7,8

Descriptive Statistics					
Dependent Variable: Preference International Brands					
Countries	Genders	Ages	Mean	Std. Deviation	N
Türkiye	Male	18 years to 24 years	1.5000	.78591	18
		25 years to 34 years	1.0000	.00000	3
		35 years to 44 years	1.6667	.57735	3
		45 years to 54 years	1.0000	.00000	2
		More than 54	3.0000	.	1
		Total	1.4815	.75296	27
	Female	18 years to 24 years	1.6667	.87706	27
		25 years to 34 years	1.2857	.75593	7
		35 years to 44 years	1.5000	.70711	2
		Total	1.5833	.84092	36
Spain	Male	18 years to 24 years	1.0476	.21822	21

	25 years to 34 years	1.0714	.26726	14
	35 years to 44 years	1.0000	.00000	3
	45 years to 54 years	1.1111	.33333	9
	More than 54	1.1333	.35187	15
	Total	1.0806	.27451	62
Female	18 years to 24 years	1.0500	.22072	40
	25 years to 34 years	1.0625	.25000	16
	35 years to 44 years	1.0000	.00000	3
	45 years to 54 years	1.2857	.46881	14
	More than 54	1.2857	.46881	14
	Total	1.1264	.33427	87

For the hypothesis from 5-8, we ask the participants: Do you think your culture influences your preference for certain international brands? With three answers yes, no or Maybe. The labels of answers Yes:1, No:2, and May be: 3. According to the answers of participants we obtain the above descriptive statistic. If we analyze the table, generally the mean answers of the participants are close to 1 which means they said that their culture affects their preference for certain international brands.

Generally, there are no more answers from Turkish females when we compare them with Spanish females.

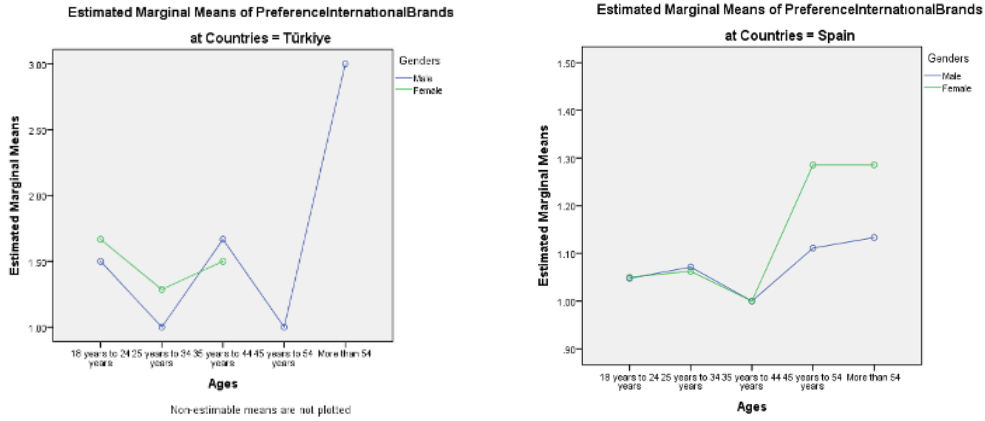


Figure 4.20. The effect of culture on preference for certain international brands Age. Gender. Country.

According to Table 4.4 and Figure 4.1, When we compare Turkey and Spain, it is understood that the consumption habits of Turkish participants in younger groups are more affected by globalization, but the impact on Turkish participants in older age groups is less. That means we obtain different results from different cultures or countries for the effect of globalization.

H9: There is no difference in the opinion that marketing campaigns should be adapted to different cultures depending on the age of the participants.

H10: There is no difference in the opinion that marketing campaigns should be adapted to different cultures depending on the gender of the participants.

H11: There is no difference in the opinion that marketing campaigns should be adapted to different cultures depending on the country of the participants.

H12: The combination of country, age, and gender has no impact on the opinion that marketing campaigns should be adapted to different cultures.

Table 4.5. Anova of Hypothesis 9,10,11,12

ANOVA						
Dependent Variable: adapted to different culture						
Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	74.792	1	74.792	1478.000	.000
	Error	.166	3.280	.051 ^a		
Countries	Hypothesis	.150	1	.150	.900	.531
	Error	.149	.894	.166 ^b		
Ages	Hypothesis	.262	4	.066	35.882	.994
	Error	2.066E-6	.001	.002 ^c		
Genders	Hypothesis	.039	1	.	.	.
	Error	.	. ^d	.		
Countries * Ages	Hypothesis	.159	4	.040	.169	.939
	Error	.610	2.596	.235 ^e		
Countries * Genders	Hypothesis	.203	1	.203	.843	.438
	Error	.603	2.503	.241 ^f		
Ages * Genders	Hypothesis	.109	4	.027	.073	.982
	Error	.586	1.575	.372 ^g		
Countries * Ages * Genders	Hypothesis	.574	2	.287	2.803	.063
	Error	23.443	229	.102 ^h		

(Significance level p-value:0.05)

According to Anova Table 4.5, the significance level for all parts is greater than 0.05 ($p \text{ value} > 0.05$), for that reason we cannot reject the null hypothesis that there is no significant difference between means according to age, gender, and country in the opinion that marketing campaigns should be adapted to different cultures. Also, since the significance level of interactions is higher than 0.05, the combination of gender, age, and country has no significant effect on the opinion that marketing campaigns should be adapted to different cultures.

Table 4.6. Descriptive statistic according to hypothesis 9,10,11,12

Descriptive Statistics					
Dependent Variable: Adapted to different cultures					
Countries	Ages	Genders	Mean	Std. Deviation	N
Türkiye	18 years to 24 years	Male	1.0000	.00000	18
		Female	1.0370	.19245	27
		Total	1.0222	.14907	45
	25 years to 34 years	Male	1.0000	.00000	3
		Female	1.1429	.37796	7
		Total	1.1000	.31623	10
	35 years to 44 years	Male	1.3333	.57735	3
		Female	1.0000	.00000	2
		Total	1.2000	.44721	5
	45 years to 54 years	Male	1.0000	.00000	2
		Total	1.0000	.00000	2
	More than 54	Male	1.0000	.	1
		Total	1.0000	.	1

	Total	Male	1.0370	.19245	27
		Female	1.0556	.23231	36
		Total	1.0476	.21467	63
Spain	18 years to 24 years	Male	1.2000	.40825	25
		Female	1.1702	.37988	47
		Total	1.1806	.38735	72
	25 years to 34 years	Male	1.0625	.25000	16
		Female	1.0870	.28810	23
		Total	1.0769	.26995	39
	35 years to 44 years	Male	1.0000	.00000	3
		Female	1.5000	.54772	6
		Total	1.3333	.50000	9
	45 years to 54 years	Male	1.0000	.00000	11
		Female	1.1250	.34157	16
		Total	1.0741	.26688	27
	More than 54	Male	1.1111	.32338	18
		Female	1.1579	.37463	19
		Total	1.1351	.34658	37
	Total	Male	1.1096	.31454	73
		Female	1.1622	.37027	111
		Total	1.1413	.34929	184

For the hypothesis from 9-12, we asked the participants: Do you think marketing campaigns should be adapted to different cultures? With two answers yes or no. The labels of answers Yes:1, No:2. According to the answers of participants we obtain the above descriptive statistic. If we analyze the table generally mean answers of the participants are close to 1 which means they said that marketing campaigns should be adapted to different cultures

Generally, more No answers from Spanish females when we compare with Turkish females

Also, Turkish youngsters answered yes more than other groups. This shows that they think market campaigns should change according to different cultures.

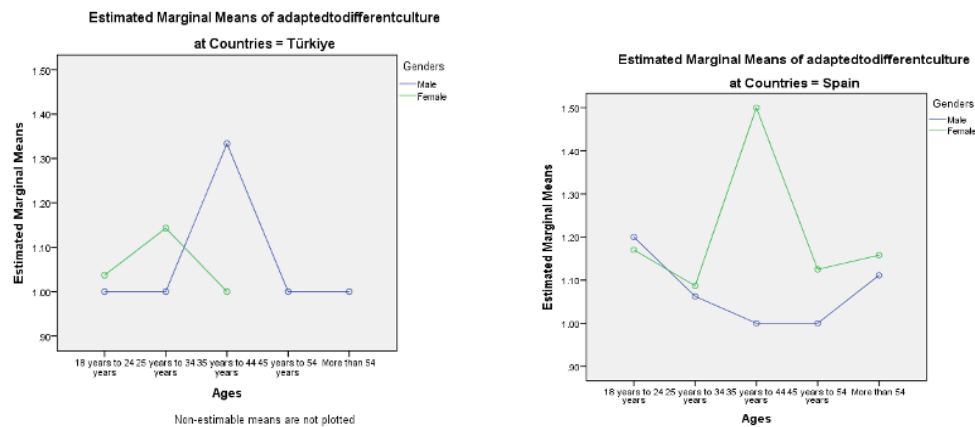


Figure 4.21. The opinion that marketing campaigns should be adapted to different cultures. Age. Gender. Country.

According to Table 4.6 and Figure 4.2, When we compare Turkey and Spain, it is understood that the opinion **that marketing campaigns should be adapted to different cultures** of Turkish participants in younger groups is more positive than the Spanish, but the opinion is different for genders of two countries.

H13: There is no difference in the effect of cultural advertising on the brand perception of the international brand in terms of the age of the participants.

H14: There is no difference in the effect of cultural advertising on the brand perception of the international brand in terms of the gender of the participants.

H15: There is no difference in the effect of cultural advertising on the brand perception of international brands in terms of the country of the participants.

H16: The combination of country, age, and gender has no impact on the effect of cultural advertising on the brand perception of the international brand.

Table 4.7. Anova of Hypothesis 13,14,15,16

ANOVA						
Dependent Variable: cultural advertising campaigns						
Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	127.152	1	127.152	3292.726	.003
	Error	.051	1.315	.039 ^a		
Countries	Hypothesis	.296	1	.296	.523	.623
	Error	.460	.812	.566 ^b		
Ages	Hypothesis	.845	4	.211	1.012	.661
	Error	.151	.723	.209 ^c		
Genders	Hypothesis	.001	1	.001	.005	.988
	Error	.008	.034	.228 ^d		
Countries * Ages	Hypothesis	1.036	4	.259	.338	.838
	Error	1.833	2.393	.766 ^e		
Countries * Genders	Hypothesis	.725	1	.725	.919	.426
	Error	1.840	2.333	.789 ^f		
Ages * Genders	Hypothesis	1.912	4	.478	.364	.823
	Error	2.245	1.708	1.314 ^g		
Countries * Ages * Genders	Hypothesis	1.947	2	.974	4.161	.017
	Error	53.585	229	.234 ^h		

(Significance level p-value:0.05)

If we look at the Anova Table 4.7, the significance level for all parts except Countries*Age*Gender interaction is greater than 0.05 (p value>0.05), for that reason, we cannot reject the null hypothesis that there is no significant difference between means according to age, gender in the effect of cultural advertising on the brand perception of the international brand. However, interaction between Countries, age and Genders is less than 0.05, the combination of Countries, age and Genders has a significant dominance on the effect of cultural advertising on the brand perception of the international brand. These notations show us that members of two different countries with different ages and genders are influenced by cultural advertisements on the brand perception of the international brand.

Table 4.8. Descriptive statistic according to hypothesis 13,14,15,16

Descriptive Statistics					
Dependent Variable: cultural advertising campaigns					
Countries	Ages	Genders	Mean	Std. Deviation	N
Türkiye	18 years to 24 years	Male	1.5556	.51131	18
		Female	1.2222	.42366	27
		Total	1.3556	.48409	45
	25 years to 34 years	Male	1.0000	.00000	3
		Female	1.4286	.53452	7
		Total	1.3000	.48305	10
	35 years to 44 years	Male	2.0000	.00000	3
		Female	1.5000	.70711	2
		Total	1.8000	.44721	5
	45 years to 54 years	Male	1.5000	.70711	2
		Total	1.5000	.70711	2

	More an 54	Male	1.0000	.	1
		Total	1.0000	.	1
	Total	Male	1.5185	.50918	27
		Female	1.2778	.45426	36
		Total	1.3810	.48952	63
Spain	18 years to 24 years	Male	1.5600	.50662	25
		Female	1.3830	.49137	47
		Total	1.4444	.50039	72
	25 years to 34 years	Male	1.4375	.51235	16
		Female	1.4348	.50687	23
		Total	1.4359	.50236	39
	35 years to 44 years	Male	1.0000	.00000	3
		Female	2.0000	.00000	6
		Total	1.6667	.50000	9
	45 years to 54 years	Male	1.3636	.50452	11
		Female	1.4375	.51235	16
		Total	1.4074	.50071	27
	More an 54	Male	1.6667	.48507	18
		Female	1.6316	.49559	19
		Total	1.6486	.48398	37
	Total	Male	1.5068	.50341	73
		Female	1.4775	.50176	111
		Total	1.4891	.50125	184

For the hypothesis from 13-16, we ask the participants: Has your perception of any international brand changed due to cultural advertising campaigns? With two answers yes or no. The label of answers Yes:1 and No:2 According to answers of participants we obtain the above descriptive statistic.

When we check the answers given very close to 1.5 which means, it is observed that half of the participants' perceptions of the international brand has changed due to cultural advertising campaigns.

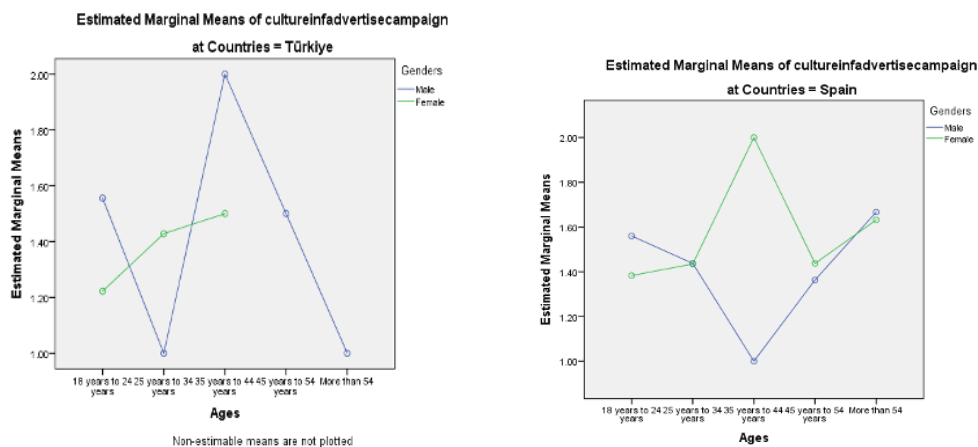


Figure 4.22. The effect of cultural advertising on the brand perception of the international brand Age. Gender. Country.

According to Table 4.8 and Figure 4.3, When we compare Turkey and Spain, it is understood **the brand perception of the international brand** of Turkish participants in younger groups are more affected by cultural advertising, but the impact on Turkish participants in older mid-age male groups is less. But Spanish mid-age males are more affected by cultural advertising. Generally, more No answers from Spanish females when we compare with males.

H17: There is no difference in the frequency of purchasing international brands in terms of the age of the participants.

H18: There is no difference in the frequency of purchasing international brands in terms of the gender of the participants.

H19: There is no difference in the frequency of purchasing international brands depending on the country of residence of the participants.

H20: The combination of country, age, and gender has no impact on the frequency of purchasing international brands.

Table 4.9. Anova of hypothesis 17,18,19,20

ANOVA						
Dependent Variable: frequency of purchase						
Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	97.458	1	97.458	316.912	.000
	Error	1.526	4.961	.308 ^a		
Countries	Hypothesis	.020	1	.020	.124	.760
	Error	.314	1.926	.163 ^b		
Ages	Hypothesis	1.888	4	.472	.816	.565
	Error	2.926	5.060	.578 ^c		
Genders	Hypothesis	.200	1	.	.	.
	Error	.	. ^d	.		
Countries * Ages	Hypothesis	.316	4	.079	.122	.966
	Error	2.231	3.449	.647 ^e		
Countries * Genders	Hypothesis	.118	1	.118	.181	.697
	Error	2.089	3.210	.651 ^f		
Ages * Genders	Hypothesis	2.569	4	.642	.860	.648
	Error	.833	1.115	.747 ^g		
Countries * Ages * Genders	Hypothesis	1.369	2	.685	1.246	.290
	Error	125.874	229	.550 ^h		

(Significance level p-value: 0.05)

According to Anova Table 4.9, the significance level for all parts is greater than 0.05 (p value>0.05), for that reason we cannot reject the null hypothesis that there is no significant difference between means according to age, gender, and country in the frequency of purchasing international brands. Also, since the significance level of interactions is higher than 0.05, the combination of gender, age, and country has no significant effect on the frequency of purchasing international brands.

Table 4.10. Descriptive statistic according to hypothesis 17,18,19,20

Descriptive Statistics					
Dependent Variable: frequency of purchase					
Countries	Ages	Genders	Mean	Std. Deviation	N
Türkiye	18 years to 24 years	Male	1.3889	.84984	18
		Female	1.2222	.50637	27
		Total	1.2889	.66134	45
	25 years to 34 years	Male	1.0000	.00000	3
		Female	1.8571	1.46385	7
		Total	1.6000	1.26491	10
	35 years to 44 years	Male	1.3333	.57735	3
		Female	1.0000	.00000	2
		Total	1.2000	.44721	5
	45 years to 54 years	Male	1.0000	.00000	2
		Total	1.0000	.00000	2

	More than 54	Male	1.0000	.	1
		Total	1.0000	.	1
	Total	Male	1.2963	.72403	27
		Female	1.3333	.79282	36
		Total	1.3175	.75830	63
Spain	18 years to 24 years	Male	1.6000	.70711	25
		Female	1.3617	.73501	47
		Total	1.4444	.72944	72
	25 years to 34 years	Male	1.5000	1.09545	16
		Female	1.4348	.89575	23
		Total	1.4615	.96916	39
	35 years to 44 years	Male	1.0000	.00000	3
		Female	1.1667	.40825	6
		Total	1.1111	.33333	9
	45 years to 54 years	Male	1.0000	.00000	11
		Female	1.0625	.25000	16
		Total	1.0370	.19245	27
	More than 54	Male	1.1667	.38348	18
		Female	1.4211	.96124	19

		Total	1.2973	.74030	37
	Total	Male	1.3562	.71433	73
		Female	1.3333	.75478	111
		Total	1.3424	.73711	184

For the hypothesis from 9-12, we asked the participants: How often do you buy international brand products on a weekly basis? The labels of answers 1-2 times:1, 3-4 times:2, 5-6 times:3 and 7 or more: 4. According to the answers of participants we obtain the above descriptive statistic. If we analyze the table, generally the mean answers of the participants are close to 1 which means they buy international brand products 1-2 times a week. Generally, the frequency of purchasing of males is higher than females, and the younger frequency of purchasing international brands is higher if we compare it with older ages.

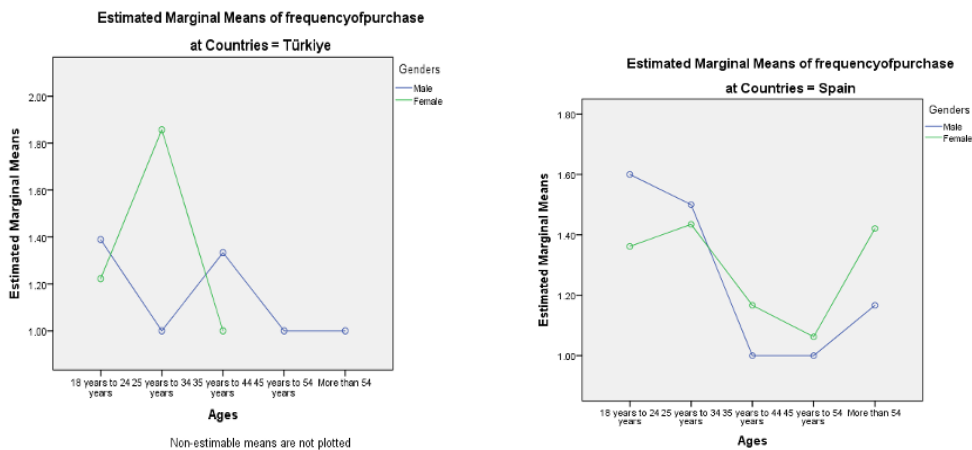


Figure 4.23. The frequency of purchasing international brands Age. Gender. Country.

According to Table 4.10 and Figure 4.4, When we compare Turkey and Spain, it is understood that the frequency of purchasing international brands of Turkish participants in younger groups is lower than the Spanish, and generally Spanish participants purchase more frequently.

4.2.3.1. Conclusions of statistics.

According to statistical analysis which we obtained after the questionnaire of customers with different age groups, genders, and countries (Turkey and Spain), we can say that generally there is no significant difference between those groups for different questions or opinions about culture or international business. However, by descriptive statistics and figures, we can easily see that the participants from Turkey and Spain differ from each other. For example, Turkish participants are affected by globalization and culture when purchasing international products. The frequency of purchasing foreign brands is higher for Spanish.

These arguments show that firms and companies should follow different strategies when entering the new foreign market of a new country or before starting international business.

5. DISCUSSION

5.1. Culture inside culture. The case of vicio.

Apart from focusing on companies that have adapted culturally outside their country of origin with real examples, it has been considered appropriate to mention a company based in Spain that adapted the culture within the culture of its country of origin.

This company is Ganas de Vicio, a hamburger chain that, despite having only restaurants in Spain, is known worldwide due to its characteristic and distinctive marketing.

Next, information about this company will be explained thanks to an interview they gave on YouTube for Nude Project (a Spanish international clothing brand) and some of its most famous advertising campaigns, which have had the greatest impact on society.

"Ganas de Vicio" is a Spanish fast-food chain established in 2020 by two individuals who met during the Covid-19 pandemic. The concept aimed to disrupt the delivery industry with a focus on Product, Technology, and Brand. Their flagship product is a cheeseburger designed to evoke strong emotions, including tears. Technological innovation is evident in their delivery operations, cooking processes, and new product development. Their branding strategy emphasizes deep engagement with people and culture to foster strong connections.

In 2020, the company prioritized three key aspects: Exceptional quality, rapid service, and strong visibility.

By 2021, they were competing in productivity, sales, and product innovation against industry giants such as McDonald's, Goiko, Foster's Hollywood, and KFC.

In 2022, their motto was "Replication was the name of the game," leading them to establish a new kitchen in a different Spanish city each month.

Some notable practices discussed in interviews include:

- Conducting "All hands" sessions where the entire company gathers to assess how well the company culture is integrated and offering constructive feedback.

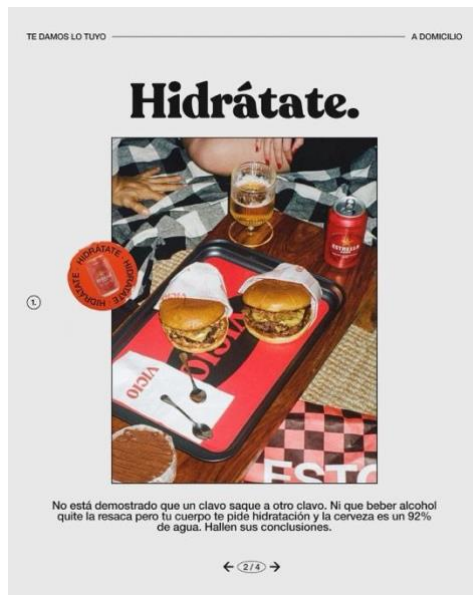
- Sending restaurant managers opening new locations to the main headquarters to learn the company's values and culture.

- International research trips to countries like France, the UK, and the US to study fast food chains, their software, treatment of delivery drivers, and product quality to gain insights for improvement.

I decided to include this brand due to its strong commitment to internal and external culture. Their marketing campaigns are widely recognized in Spain and globally, often collaborating with influencers and executing creative initiatives like:

On January 1, 2024, they launched the "Hangover Cure" campaign, involving ambulances distributing Vicio burgers across various Spanish cities. A dedicated website allowed users to track the ambulances, visit their locations, make a V-sign gesture upon spotting them, and receive a complimentary burger. Inspired by the video game GTA, this campaign was promoted extensively on social media platforms, including TikTok, Instagram, and Twitter, as a limited-edition promotion until supplies lasted.

All the information presented in this text is sourced from the YouTube interview, their website, and interviews and articles published about the brand in various magazines (all links can be found in the bibliography).



Translation of the advertisement.

“Hydrate yourself”. “It has not been proven that one nail pulls another nail. Drinking alcohol doesn’t stop a hangover, but your body asks you for hydration and beer is 92% water. Find your conclusions.”

Although the company does not sell alcohol or have a brand of beer, the advertisement refers to the beer without mentioning its own product. This is striking because the company manages to capture the attention of both young and adult customers, gives true information, and is visually attractive.



Translation of the advertisement.

“Eliminates the post-carnival hangover in record time.” “*The headline is pure clickbait, in reality with a hangover you can’t do anything in record time. Okay, yes. Ordering VICIO is pretty quick.”*

This ad was released during the carnival. In Spain, young people go to parties on carnival weekends, so they talk about hangovers.

This advertisement is curious because it indicates that the title they highlight is pure clickbait, which is false. Therefore, it gives you a solution: their burgers, which arrive quickly and are easy to order.

6. RESULTS

6.1. Conclusions.

Our results show that culture significantly affects both the pre-trade process and the trade process. Failure to start the business process correctly due to cultural issues that the company does not deem important can also lead to general failure in international business.

There are important points that we have shown, touched upon and obtained as a result of our analysis in our thesis study. For example, when doing business abroad, the company should always consider culture as an important issue that can affect all cooperation in the foreign country. There can be many cultural differences that can affect the business. For example, we can talk about the differences in style, language and behavior in the trading process. Thus, culture can influence the company's entire business cooperation with a foreign country.

On the other hand, companies or countries should take various measures or develop strategies to combat cultural differences. For example, with globalization, it would be useful to include local content in advertisements that will promote the company and present arguments that will influence the consumer, before opening to a foreign market. As we did in our thesis, progress can be made by conducting surveys to consumers in that country before trading and asking their opinions about a foreign company.

7. RECOMMENDATIONS

As a result of the surveys, interviews and case studies we used in our thesis, we have seen the effects of culture on trade, business and consumers. We also tried to explain how such effects can be eliminated with case studies.

As a result, in our thesis, we touched upon the various effects of culture on international business. By discussing what these effects are and what kind of problems they will cause, we suggested ways to solve these problems.

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APPENDICES.

APPX -1



Image 1. Advertisement of Balenciaga Ad Campaign.

Abercrombie Settles Job Discrimination Suit

Clothing company to pay \$40 million to black, Asian and Hispanic employees.

Abercrombie & Fitch has agreed to pay \$40 million to black, Hispanic and Asian employees and job applicants to settle a class-action federal discrimination lawsuit that accused the clothing retailer of promoting whites at the expense of minorities, lawyers said.

The settlement, approved Tuesday morning by U.S. District Court Judge Susan Illston, requires the company to adhere to a consent decree that calls for the implementation of new policies and programs to promote diversity and prevent discrimination in its work force. It also must pay about \$10 million to monitor compliance and cover attorneys' fees.

New Albany, Ohio-based Abercrombie & Fitch in a statement released Tuesday denied engaging in any discriminatory practices.

*We have, and always have had, no



Associated Press
Stuart Ishimaru, left, commissioner of the Equal Employment Opportunity Commission, leaves the podium after addressing reporters at a news conference to announce a settlement in a lawsuit against Abercrombie & Fitch, Tuesday.

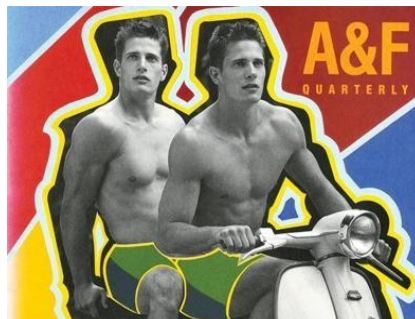


Image 2 and 3. Advertisement campaign of Abercrombie and Fitch and a screenshot of a newspaper about discrimination in the company.



Image 4. The advertisement of Hangover Cure from VICIO.

Questionnaire for consumers around the world.

This questionnaire is carried out with the objective of acquiring consumer information regarding the purchase of international products and it's about the thesis which title is "How differences between cultures affect the International Business". It will be used exclusively for the Master's Thesis at Haliç University. If you accept to answer, please click the link which I sent you.

Age.

- 18 years to 24 years
- 25 years to 34 years
- 35 years to 44 years
- 45 years to 54 years
- More than 54

Gender.

- Female
- Male

Country of residence.

- Short answer

Education level.

- High School
- Vocational training
- Middle/Higher grade
- University degree
- Master/PhD

Employment situation.

- Part time employment
- Full time employment
- Unemployed
- Self-employed
- Student
- Retired

Profession/Work area.

- Short answer

Do you think globalization has influenced your purchasing and consumption habits?

- Yes
- No
- Maybe

Do you think globalization has affected the availability and popularity of international brands in your country?

- Yes
- No

Do you think your culture influences your preference for certain international brands?

- Yes
- No
- Maybe

How important do you give to aspects of sustainability and business ethics when choosing products from international brands?

- 1 Very important
- 2
- 3
- 4
- 5 Nothing important

Do you know of examples of companies that have been culturally insensitive or disrespectful?

- Long answer

Do you think marketing campaigns should be adapted to different cultures?

- Yes
- No

Can you give an example of an international brand that you think has handled diversity and inclusion well or poorly?

- Long answer

Do you remember any advertising campaigns that were especially effective or ineffective because of their cultural focus?

- Yes, it was effective
- Yes, it was ineffective
- No

And do you remember any advertising that caught your attention, positively or negatively, because of how it represents your culture or other cultures?

- Yes, in a positive way
- Yes, in a negative way
- No

Please give an example of a television advertisement that you remember.

- Long answer

Do you prefer an ad that tells a story or an ad that mentions the product and that's it?

- Tell a story
- Mention the product

Has your perception of any international brand changed due to cultural influence or specific advertising campaigns?

- Yes
- No

Have you been influenced by social networks or advertising to buy products from international brands?

- Yes
- No
-

How much do online reviews or recommendations from friends about products from international brands influence your purchasing decision?

- 1 Nothing
- 2
- 3
- 4
- 5 A lot

Have you ever purchased a product from an international brand based solely on reviews or recommendations?

- Yes
- No

Have you bought products from an international brand just because they were in fashion or a trend?

- Yes
- No

Do you prefer local products over international products or vice versa?

- I prefer local products
- I prefer international products

Has globalization influenced you to choose one of the above options?

- Yes
- No

Do you compare international brand products with local products in terms of quality and price?

- Yes
- No

How would you rate the ease of access to international brand products in your area?

- 1 Very difficult
- 2
- 3
- 4
- 5 Very simple

Have you ever replaced a local product with one from an international brand?

- Yes
- No

Do you consider the local economic impact when purchasing products from international brands instead of local products?

- Yes
- No

Do you buy products online?

- Yes
- No

Do you prefer to buy products from international brands online or in physical stores?

- Online
- In a physical store

Have you had different experiences purchasing products from international brands online compared to physical stores?

- Yes, a good experience
- Yes, a bad experience
- No

What international brands do you know and prefer?

- Long answer

What factors do you consider most important when purchasing products from international brands? Check one or more if you consider so.

- Quality
- Price
- Brand
- Flavor
- Origin
- Trend

How often do you buy international brand products on a weekly basis?

- 1-2 times
- 3-4 times
- 5-6 times
- 7 or more

Have you ever had difficulty obtaining a specific product from an international brand?

- Yes
- No

Have you stopped buying a national or international brand due to political or war conflicts?

- Yes
- No

Have you stopped buying any international brands due to concerns related to sustainability or ethics?

- Yes
- No

Do you think there is a social status associated with using certain international brands?

- Strongly agree
- Slightly agree
- Neutral
- Slightly disagree
- Strongly disagree

Have you ever experienced a decline in quality or service from an international brand that caused you to switch to another brand?

- Yes
- No

What would make you switch from one international brand to another? Check one or more if you consider so.

- Price
- Quality
- Product
- Company ethics
- Origin
- Customer Support
- Bad experience

Do you consider customer service and after-sales important in your decision to buy products from international brands?

- 1 Very important
- 2
- 3
- 4
- 5 Nothing important

Do you consume products from international brands?

- Yes
- No

When it comes to consuming fast food, do you prefer an international chain or a national chain?

- I prefer an international chain
- I prefer a national chain

Do you know the international brand Ferrero (Nutella, Kinder, Ferrero Rocher)?

- Yes
- No

Are you a consumer of the Ferrero brand?

- Yes
- No

How much would you recommend buying international brands?

- 1 Quite a lot
- 2
- 3
- 4
- 5 Nothing

Questionnaire for international companies.

This is a questionnaire carried out exclusively for the thesis "How the differences between cultures affect International Business", if you consider that you should not answer any questions due to confidentiality issues, it is not a problem. The questions have been asked in accordance with non-confidentiality requirements.

If you accept the answer, please answer this email and send the attached document.

How do you identify market opportunities abroad?

What are the main challenges you face in international sales?

What strategies do they use to deal with tariff and trade barriers?

Do you have strategic alliances with international partners? If so, how do they work?

What is your marketing approach for international markets?

How do you adapt your marketing strategy to different cultures and regions?

How do you manage the brand and corporate image internationally?

Do you have a local marketing team in each foreign market or do you centralize operations?

What is your global communication and advertising strategy?

How do you manage logistics and the supply chain in international markets?

How do you address customs and regulatory issues in your international operations?

How do you ensure that products reach customers on time and in optimal condition?

What legal and regulatory considerations are important in your international operations?

What intellectual property protection measures do you use in foreign markets?

What has been the evolution of your international presence in recent years?

What are your long-term goals for international sales and what is your strategy to achieve them?

Please indicate three elements or objectives that companies should focus on when internationalizing.

Is it possible to obtain a video from the creator of the brand and company where he briefly introduces himself (name, country, company) and gives advice that he considers important for the creation and internationalization of a company?

CURRICULUM VITAE (CV)

Name-Surname: Yanira Borobia Pérez

STATE OF EDUCATION:

2022-2024 Master of International Business Administration with Thesis in Haliç University, Istanbul.

2018-2022 Degree in Translation and Intercultural Communication with subjects of International Business, San Jorge University, Spain.

2021-2022 Erasmus Degree of Business Administration in Haliç University in Istanbul.

2016-2018 High School Diploma in Social Sciences, La Salle Santo Ángel High School, Spain.

June of 2016 Graduated in Secondary School, Juan de Lanuza School, Spain.

PROFESSIONAL EXPERIENCES AND AWARDS:

2024 Work as Sales International Assistant in Filternox, Istanbul (Scholarship of Icx Vives).

2023 Work as Chaperone of a group of Spanish children in a camp in the USA, YMCA.

2021 Internships in American Language Services in the Sourcing Department during six months.

2020-2021 Work as intern of the volunteer program, working with social media, network and relationships with international students in San Jorge University, Spain.

2019-2020 Volunteer with refugee kids as a teacher in Juan XIII School in Zaragoza, Spain.

2019 Tutor of an Erasmus student from Belgium.

2019 Volunteer with refugees in Cerdeña (YouthPass).