



T.C

YEDİTEPE UNIVERSITY

GRADUATE INSTITUTE OF SOCIAL SCIENCES

CULTURAL ADAPTATION OF ADVERTISEMENTS

by

Ege KARAKAYA ALPEREN

Submitted to the Graduate Institute of Social Sciences

In partial fulfillment of the requirements for the degree of

Master of

Public Relations and Publicity

ISTANBUL, 2011



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ABSTRACT

During the last decades, businesses have become increasingly internationalized rather than being national with the help of technological developments, international trade policies and global competition markets driven by possibilities to grow and expand. As the globalization of trade, companies need to view marketing from an international perspective. Due to the fact that the international marketing is across borders, the international marketer needs to deal with new environments and barriers resulting from legal, cultural, and societal differences in the different markets and countries. In this regard, while some brands adopt multinational approach and develop special marketing strategies for each market, some brands adopt global approach and focus on products.

The most used strategy in international marketing is the standardization and/ or adaptation of marketing mix.

This research is conducted on Television commercials of four leading global brands evaluated as “The world’s most Valuable Brands” and during the research significant standardized and/ or adapted elements and factors in the commercials are analyzed. The analyzed brands are as follows:

- Coca- Cola
- Mc Donald’s
- BMW
- L’Oreal

In conclusion, the motives and the factors for companies to use standardization and/ or adaptation strategies and elements in commercials are analyzed and a better understanding of standardization and adaptation of international advertising is reached.

Key Words: *International Marketing, Standardization, Adaptation, International Advertising*

ÖZET

Son on yıl içerisinde, şirketler yerel olmaktan çıkıp teknolojinin gelişimi, uluslar arası ticaret politikaları ve küresel rekabet ile büyümek ve gelişmek için uluslar arası pazarlara açılmışlardır. Ticaretin küreselleşmesiyle birlikte şirketler pazarlama faaliyetlerini de uluslar arası perspektiften gerçekleştirmeye başlamışlardır. Uluslar arası pazarlama deniz aşırı piyasalar ile ilgilendiği için markalar farklı ülkelerdeki yasal, kültürel ve sosyal engelleri aşmak zorundadırlar. Bu bağlamda bazı markalar çok uluslu pazarlama yaklaşımını uygulayıp her ülke için farklı pazarlama stratejileri geliştirirken, bazı markalar ise küresel pazarlama yaklaşımını benimseyip ürüne odaklanmaktadır.

Uluslar arası pazarlamada en çok kullanılan yöntem pazarlama karmasının standardizasyonu ve/ veya adaptasyonudur.

Bu tez çalışması “Dünyanın En Değerli Markaları” araştırmasında öne çıkan dört küresel markanın televizyon reklamları üzerinde yapılmış ve çalışmada reklamlarda öne çıkan standardize ve adapte edilmiş elementler ve faktörleri incelenmiştir. İncelenen markalar aşağıdaki gibidir:

- Coca- Cola
- Mc Donald’s
- BMW
- L’Oreal

Sonuç olarak, seçilen markaların reklamlarında standardizasyon ve/ veya adaptasyon stratejilerini kullanmalarının nedenleri, faktörleri ve seçilen reklamlardaki elementler detaylı bir şekilde incelenmiş, standardizasyon ve adaptasyon konularında daha iyi bir anlayış elde edilmiştir.

Anahtar Sözcükler: *Uluslar arası Pazarlama, Standardizasyon, Adaptasyon, Uluslar arası Reklamcılık*

1. INTRODUCTION

1.1 Background

During the last decades, business in general has become increasingly internationalized. This rapid growth is a result of technological expansion, liberalization of trade policies and intensified global competition (Daniels and Radebaugh, 2001). Companies expand into international markets driven by possibilities to grow and expand, but also by the need to survive. Many companies are forced to market their products globally because of the global competition and the global demand for their products. The increasing level of world trade has led to an environment where basically all countries are economically interdependent (Mülbacher, Dahringer and Leihs, 1999). Czinkota and Ronkainen (2001), argue that as the globalization of trade continues to escalate, companies need to view marketing from an international perspective. Terpstra and Sarathy (2000), conclude that the importance of international marketing has increased due to three basic reasons; firstly foreign markets comprise an increasing portion of the total world market; secondly foreign competitors are increasing their market share in one another's markets, and thirdly foreign markets can represent great sources of low-cost products, technology and capital.

According to Mülbacher et al, (1999), international marketing deals with the same activities and tools as local marketing which is defined as "the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives" by The American Marketing Association, however, international marketing needs to coordinate the marketing activities over several markets. Due to the fact that the international marketing is across borders, the international marketer needs to deal with new environments and barriers resulting from legal, cultural, and societal differences in the different markets and countries.

We can divide international marketing into two fundamental approaches as the multinational approach and the global approach. The multinational marketing approach focuses on country-markets and a special marketing strategy is developed for each market, where efforts are adjusted according to the differences in the marketing environment. The global approach focuses on product and markets rather than distinguishing the markets into geographical areas. Additionally, the global approach

emphasizes the similarities between markets, trying to take advantage of similar consumer aspirations and similar marketing infrastructure when implementing marketing strategies.

Mülbacher et al, (1999), state that the advantage with a global product-market orientation is that the company can gain from increased efficiency due to economies of scale as well as accumulated experiences. Most of the companies want to globalize the marketing mix in order to maximize the benefits that the companies get from standardization. Adaptation of at least some elements of the marketing mix is commonly required although the countries differ in culture, language, government regulations, distribution and retail structure.

Promotion, also called market communication, defined as “the communication link between sellers and buyers for the purpose of influencing, informing and persuading a potential buyer’s purchasing decision” (Kurtz, 2010), is the most noticeable and culture-bound marketing function. Promotion is used by companies to inform and influence its various audiences (Czinkota and Ronkainen, 2001). Sciulli and Taiani, (2001), argue that when communicating with the global audience, advertising is generally the most important tool. Advertising can be described as paid communication using mass media with the purpose of persuading or influencing an audience. Wells, Burnett and Moriarty, (2000) describe the primary function of advertising as providing information about the product and the brand, giving incentives to take action of some sort, and reminding and reinforcing the brand. Agrawal, (1995), concludes that the importance of advertising as a marketing tool is further highlighted by the fact that worldwide expenditure on advertising is actually growing faster than the world gross product.

As a result, focus is needed not only on what is said in an advertisement, but also on how it is said. For example, Hong Kong customers prefer entertaining advertisements rather than informative ones, and are more persuaded by emotional and humorous execution styles whereas Hispanic customers are more easily persuaded by advertisements in Spanish than in English, and in the Dominican Republic music is a relatively important factor in commercials compared to the United States.

1.2 Problem Discussion

Sciulli and Taiani, (2001) state that as in the case of marketing in general, a coherent strategy needs to be formulated for all advertising activities, and as managers develop international marketing strategies, the decision must be made whether to compete with standardized advertising communication or to use messages adapted to suit characteristics in a specific market or culture. Papavassiliou and Stathakopoulos, (1997) add that when discussing the issue of global marketing mix strategy, the debate of standardization and adaptation in advertising has received the most attention.

In international advertising, there are two main approaches; standardization and adaptation. Papavassiliou and Stathakopoulos (1997), define standardization as using the same advertising message for every market one enters with only small modifications, or even simply translated into a different language, whereas adaptation refers to the use of separate messages to reach buyers in different markets by fitting the message to each particular country. And they also add that, the definitions of adapted and standardized advertising are not absolute, and the decision to either standardize or adapt does not in fact rule out one another.

At this point the question “which elements of advertising must be identical in order for the advertisement to be considered standardized?” should be answered very carefully (Backhaus, Mühlfeld and Doorn, 2001). Onkvisit and Shaw, (1999) state that there exists some obscurity as to which degree of modification transforms an advertisement from being standardized to becoming adapted. According to Papavassiliou and Stathakopoulos, (1997), international advertising is generally designed in different degrees of standardization, and the notion to mix standardization with the adaptation of certain aspects of the advertising message to specific market conditions is widely spread amongst scholars.

“Middle-of-the-road approach” named by Wells et al (2000) is described as a combination of standardization and adaptation by Agrawal (1993). Kanso and Nelson, (2002) add that where the overall campaign is developed for a global market with a theme especially formulated

to be applicable in all markets, while the execution of the campaign is adapted to various local markets.

Over the years, practitioners and scholars have often disagreed on which approach to be considered superior, and trends within each area have fluctuated a great deal as well (Agrawal, 1995). Actually, the applicability of standardization in international advertising has been the subject of a heated debate for almost four decades (Pae et al, 2000). Much has been written on the subject standardization and adaptation of advertising. However, there have been very few general conclusions and agreements.

The debate on standardization has focused on whether or not a company should standardize the advertising, while relatively little has been written about the rationale of companies practicing standardization and adaptation. (Harris, 1996) When choosing advertising strategy, it is not only a matter of considering the rationales of standardization and adaptation, there are also a number of factors influencing the advertising policies that goes beyond the benefits with standardization and adaptation. Conditions differ from country to country, organization to organization, and product to product. At the same time as a campaign can succeed in one country, it can be catastrophic in another, implying that different kinds of influencing factors should be considered when the advertising strategy is formulated (Jain, 1996).

Jain, (1996) states that the standardization policies change over time and the current trend is towards increasing standardization. Although the standardization policy is the increasing trend, the usage and degree of standardization varies among multinationals. There is a dominant trend towards standardization, the issue of whether or not a company should practice standardization of their advertising could now be reformulated to investigate how companies actually standardize their advertisement. According to the researches done in this field, the advertising strategy often is standardized, whereas the creative execution of an advertisement is more commonly adapted. Harris, (1994) concludes that an advertisement consists of numerous fundamentals, some that are standardized and some that are not, which raises the question of which elements of the advertisement that are generally being standardized.

1.3 Purpose and Research Questions

The purpose of this exploratory research is to gain a better understanding of standardization and adaptation in international advertising of consumer goods. In order to the following research questions were formulated:

1. Investigating the reasons for companies' motivations to standardize and adapt their international advertising
2. What are the factors that influence the degree of standardization and adaptation in international advertising?
3. How do companies standardize and adapt the elements of their international advertisements?

2. LITERATURE REVIEW

2.1 International Marketing

International marketing is the application of marketing principles in more than one country. (Mucuk, 1994). Onkvisit and Shaw (1989) describe international marketing as the planning and implementation process of goods, services and ideas to be improved, priced, promoted and distributed in more than one country to achieve personal and organizational goals.

International marketing is strictly different from the international trade. International trade is related with the flow of goods and capital to abroad and focuses on balance of payments and commercial and economical conditions affecting the transfer of capital. International trade is the “macro” point of view whereas the international marketing is the “micro” (Mucuk, 1994).

According to Doole and Lowe (2001), at its simplest level, international marketing involves the firm in making one or more marketing mix decisions across national boundaries. At its most complex level, it involves the firm in establishing manufacturing facilities overseas and coordinating marketing strategies across the globe.

According to Cateora and Ghauri (1999), international Marketing is the performance of business activities that direct the flow of a company's goods and services to consumers or users in more than one nation for a profit.

Muhlbacher, Helmuth, and Dahringer (2006), state that international marketing is the application of marketing orientation and marketing capabilities to international business.

According to Keegan (2002), the international market goes beyond the export marketer and becomes more involved in the marketing environment in the countries in which it is doing business.

Johansson (2000) states that global marketing refers to marketing activities coordinated and integrated across multiple country markets.

Muhlbacher, Helmuth, and Dahringer (2006) state that . . . the result is a global approach to international marketing. Rather than focusing on country markets, that is, the differences

due to the physical location of customers groups, managers concentrate on product markets, that is, groups of customers seeking shared benefits or to be served with the same technology, emphasizing their similarities regardless of geographic areas in which they are located.

According to Keegan (2002), global/transnational marketing focuses upon leveraging a company's assets, experience and products globally and upon adapting to what is truly unique and different in each country.

Shortly, International marketing is simply the application of marketing principles to more than one country.

2.2 Culture

Culture is defined as “a learned, shared, compelling, interrelated set of symbols whose meanings provide a set of orientations for members of a society” (Kale, 1990).

Culture is the set of pecuniary and non-pecuniary values created by human to be inherited from generation to generation (Büyük Sözlük). Another definition of culture is the being focused on a specific field by improving discrimination, criticism and evaluation skills and wide knowledge on a specific subject (Büyük Sözlük). Culture is the set of ideas and artworks belongs to a society (Türkçe Sözlük, 2005). Culture is considered as the distinguishing values, norms and goods of a specific group (Sosyal Bilimler El Sözlüğü, 2003).

Culture is the process to live in group. Each society has norms to follow by individuals in order to retain society strong and intact. Culture differentiates from group to group (as behavior changes) though major part remains same as human culture to differentiate from other species. This gives different identity to each group. Culture is developed by beliefs, faith, practices, customs, way to live, art, intelligence, language, food habits, and economy.

According to Şanal (2008), culture is the way that we do things around here. Culture could relate to a country (national culture), a distinct section of the community (sub-culture), or an organization (corporate culture). It is widely accepted that you are not born with a culture, and that it is learned. So, culture includes all that we have learned in relation to values and norms, customs and traditions, beliefs and religions, rituals and artifacts (i.e.

tangible symbols of a culture, such as the Sydney Opera House or the Great Wall of China).

According to Keegan and Green (2008), culture is the ways of living, built up by a group of human beings, transmitted from one generation to another. Family, education, religion, government and business are the social institutions for culture. Culture is the part of the external influences that impact the consumer. That is, culture represents influences that are imposed on the consumer by other individuals.

The definition of culture offered one text is “that complex whole which includes knowledge, belief, art, morals, custom, and any other capabilities and habits acquired by man person as a member of society.”

Culture, as a “complex whole,” is a system of interdependent components. Knowledge and beliefs are important parts. In Turkey, we know and believe that a person who is skilled and works hard will get ahead. In other countries, it may be believed that differences in outcome result more from luck.

Art, for example, may be reflected in the rather arbitrary practice of wearing ties in some countries and wearing turbans in others. Morality may be exhibited in the view in the United States that one should not be naked in public. In Japan, on the other hand, groups of men and women may take steam baths together without perceived as improper. On the other extreme, women in some Arab countries are not even allowed to reveal their faces. Thus, what some countries view as moral may in fact be highly immoral by the standards of another country.

Culture has several important characteristics: Firstly culture is comprehensive. This means that all parts must fit together in some logical fashion. For example, bowing and a strong desire to avoid the loss of face are unified in their manifestation of the importance of respect. Secondly, culture is learned rather than being something people born into. Thirdly, culture is manifested within boundaries of acceptable behavior. For example, in American society, one cannot show up to somewhere naked, but wearing anything from a suit and tie to shorts and a T-shirt would usually be acceptable. Failure to behave within the prescribed norms may lead to sanctions, ranging from being hauled off by the police for indecent exposure to being laughed at by others for wearing a suit at the beach.

Fourthly, conscious awareness of cultural standards is limited. One American spy was intercepted by the Germans during World War II simply because of the way he held his knife and fork while eating. Lastly, cultures fall somewhere on a continuum between static and dynamic depending on how quickly they accept change. For example, American culture has changed a great deal since the 1950s, while the culture of Saudi Arabia has changed much less.

Culture is a problematic issue for many marketers since it is inherently nebulous and often difficult to understand. One may violate the cultural norms of another country without being informed of this, and people from different cultures may feel uncomfortable in each other's presence without knowing exactly why.

When observing a culture, one must be careful not to use over-generalizations about traits that one sees. Many researches in social psychology suggest a strong tendency for people to perceive an "out-group" as more homogenous than an "in-group," even when they knew what members had been assigned to each group purely by chance. When there is often a "grain of truth" to some of the perceived differences, the temptation to over-generalize is often strong. And also, there are often significant individual differences within cultures.

Within the Muslim tradition, the dog is considered a "dirty" animal, so portraying it as "man's best friend" in an advertisement is counter-productive. Packaging, seen as a reflection of the quality of the "real" product, is considerably more important in Asia than in the U.S., where there is a tendency to focus on the contents which "really count." Many cultures observe significantly greater levels of formality than that typical in the U.S., and Japanese negotiator tend to observe long silent pauses as a speaker's point is considered.

There is a tendency to stereotype cultures as being one way or another (e.g., individualistic rather than collectivistic). However, countries fall on a continuum of cultural traits. Hofstede's research demonstrates a wide range between the most individualistic and collectivistic countries, for example—some fall in the middle.

According to Şanal (2008), cultures are more than language, dress, and food customs; they encompass the religious aspects, language, customs, traditions and beliefs, tastes and preferences, social satisfaction, social institutions, buying and consumption habits, race,

ethnicity, or nationality, but they also arise from cleavages of generation, socioeconomic class, sexual orientation, ability and disability, political and gender etc.

Culture is divided into two as material and non material culture. Material culture is the physical components of culture such as objects and artifacts. Clothing, tools, pictures and homes are the elements of the artifacts. Non material culture is the subjective or abstract culture including religion, perceptions, attitudes, beliefs and values.

Athletics, body adornment, cooking, courtship, decorative arts, education, ethics, property rights, religious rituals, etiquette, family feasting, food taboos, language, marriage, mealtime, mourning, music and status differentiation are the examples of the cultural universal.

2.3 International Marketing and Culture

International marketing needs to take into account the local culture of the country in which you wish to market.

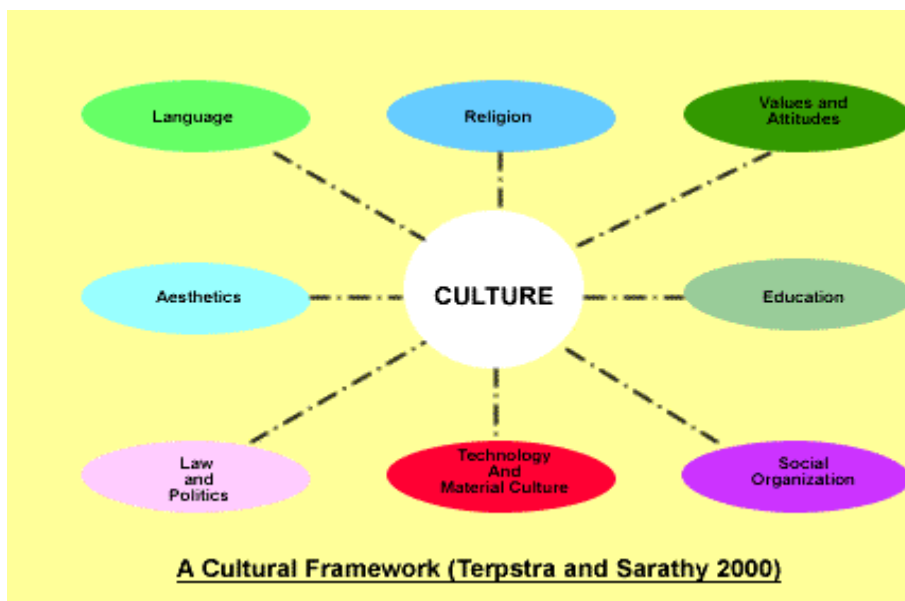


Figure 1: A Cultural Framework (Terpstra and Sarathy, 2000).

Terpstra and Sarathy's (2000), Cultural Framework help marketing managers to assess the cultural nature of an international market. It is very straight-forward, and uses eight categories in its analysis. These eight categories are language, religion, values and

attitudes, education, social organizations, technology and material culture, law and politics and aesthetics.

2.3.1 Language

Language is defined as the specifically human capacity for acquiring and using complex systems of communication, or to a specific instance of such a system of complex communication. Language is the system of communication that enables humans to cooperate.

With language one should consider whether or not the national culture is predominantly a high context culture or a low context culture (Hall and Hall, 1986). The concept relates to the balance between the verbal and the non-verbal communication.

Language is an important element of culture. It should be realized that regional differences may be subtle. For example, one word may mean one thing in one Latin American country, but something off-color in another. It should also be kept in mind that much information is carried in non-verbal communication. In some cultures, we nod to signify “yes” and shake our heads to signify “no;” in other cultures, the practice is reversed (http://www.consumerpsychologist.com/international_marketing.html).

In a low context culture spoken language carries the emphasis of the communication i.e. what is said is what is meant. Messages are explicit and specific, words carry all information, reliance on legal paperwork, focus on non-personal documentation of credibility. Examples include Switzerland, US, Germany, Australia and the Netherlands.

In a high context culture verbal communications tend not to carry a direct message i.e. what is said may not be what is meant. So with a high context culture hidden cultural meaning needs to be considered, as does body language. Information resides in context, emphasis on background, basic values, less emphasis on legal paperwork, focus on personal reputation. Examples of a high context cultures include Japan and some Arabic nations.

Within the context of language; there are often large variations in regional dialects of a given language. The differences between U.S., Australian, and British English are actually modest compared to differences between dialects of Spanish and German. Idioms involve

“figures of speech” that may not be used, literally translated, in other languages. For example, baseball is a predominantly North and South American sport, so the notion of “in the ball park” makes sense there, but the term does not carry the same meaning in cultures where the sport is less popular. Neologisms involve terms that have come into language relatively recently as technology or society involved. With the proliferation of computer technology, for example, the idea of an “add-on” became widely known. It may take longer for such terms to “diffuse” into other regions of the world. In parts of the World where English is heavily studied in schools, the emphasis is often on grammar and traditional language rather than on current terminology, so neologisms have a wide potential not to be understood. Slang exists within most languages. Regional variations are common and not all people in a region where slang is used will necessarily understand this. There are often significant generation gaps in the use of slang.

Writing patterns, or the socially accepted ways of writing, will differ significantly between cultures.

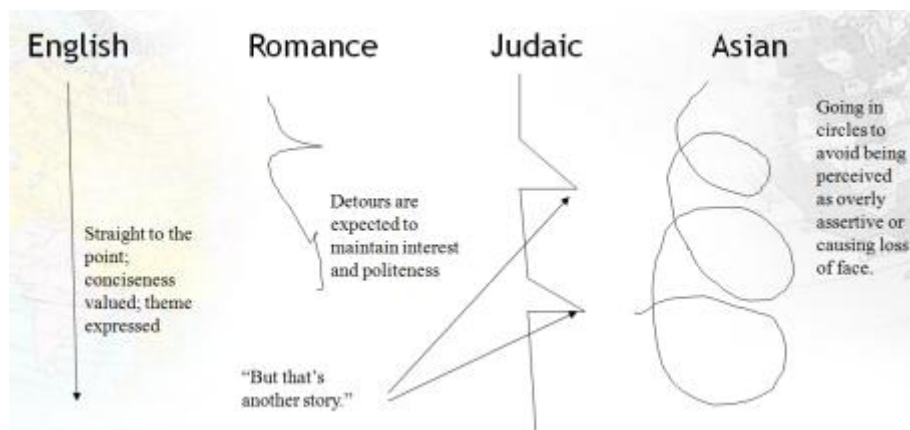


Figure 2: Writing patterns of cultures,

(http://www.consumerpsychologist.com/international_marketing.html).

In English and Northern European languages, there is an emphasis on organization and conciseness. In Romance languages such as Spanish, French, and Portuguese, this style is often considered “boring” and “inelegant.” Detours are expected and are considered a sign of class, not of poor organization. In Asian languages, there is often a great deal of circularity. Because of concerns about potential loss of face, opinions may not be

expressed directly. Instead, speakers may hint at ideas or indicate what others have said, waiting for feedback from the other speaker before committing to a point of view.

Because of differences in values, assumptions, and language structure, it is not possible to meaningfully translate “word-for-word” from one language to another. A translator must keep “unspoken understandings” and assumptions in mind in translating. The intended meaning of a word may also differ from its literal translation. For example, the Japanese word *hai* is literally translated as “yes.” To Americans, that would imply “Yes, I agree.” To the Japanese speaker, however, the word may mean “Yes, I hear what you are saying” (without any agreement expressed) or even “Yes, I hear you are saying something even though I am not sure exactly what you are saying.”

Differences in cultural values result in different preferred methods of speech. In American English, where the individual is assumed to be more in control of his or her destiny than is the case in many other cultures, there is a preference for the “active” tense (e.g., “I wrote the marketing plan”) as opposed to the passive (e.g., “The marketing plan was written by me.”) (http://www.consumerpsychologist.com/international_marketing.html).

2.3.2 Religion

The nature and complexity of the different religions an international marketer could encounter is diverse. The organization needs to make sure that their products and services are not offensive, unlawful or distasteful to the local nation.

In China in 2007 (which was the year of the pig) all advertising which included pictures of pigs was banned. This was to maintain harmony with the country's Muslim population of around 2%. The ban included pictures of sausages that contained pork, and even advertising that included an animated (cartoon) pig.

In 2005 France's Catholic Church won a court injunction to ban a clothing advertisement (by clothing designers Marithe and Francois Girbaud) based upon Leonardo da Vinci's Christ's Last Supper (<http://www.marketingteacher.com/lesson-store/lesson-international-marketing-culture.html>).

2.3.3 Values and attitudes

Attitudes are the positive or negative feelings concerning objects, people, or events. Values are the concepts or beliefs that guide how we make decisions about and evaluations of behaviors and events (Langton and Robbins, 2007).

Values and attitudes vary between nations, and even vary within nations. So while planning to take a product or service overseas make sure that you have a good grasp the locality before you enter the market. This could mean altering promotional material or subtle branding messages. There may also be an issue when managing local employees. For example, in France workers tend to take vacations for the whole of August, while in the United States employees may only take a couple of week's vacation in an entire year.

In 2004, China banned a Nike television commercial showing U.S. basketball star LeBron James in a battle with animated cartoon kung fu masters and two dragons, because it was argued that the ad insults Chinese national dignity.

In 2006, Tourism Australian launched its ad campaign entitled "So where the bloody hell are you?" in Britain. The \$130 million (US) campaign was banned by the British Advertising Standards Authority from the United Kingdom. The campaign featured all the standard icons of Australia such as beaches, deserts, and coral reefs, as well as traditional symbols like the Opera House and the Sydney Harbour Bridge (<http://www.marketingteacher.com/lesson-store/lesson-international-marketing-culture.html>).

2.3.4 Education

The level and nature of education in each international market will vary. This may impact the type of message or even the medium that you employ. For example, in countries with low literacy levels, advertisers would avoid communications which depended upon written copy, and would favor radio advertising with an audio message or visual media such as billboards. The labeling of products may also be an issue.

In the People's Republic of China a nationwide system of public education is in place, which includes primary schools, middle schools (lower and upper), and universities. Nine years of education is compulsory for all Chinese students.

In Finland school attendance is compulsory between the ages of 7 and 16, the first nine years of education (primary and secondary school) are compulsory, and the pupils go to their local school. The education after primary school is divided to the vocational and academic systems, according to the old German model.

In Uganda schooling includes 7 years of primary education, 6 years of secondary education (divided into 4 years of lower secondary and 2 years of upper secondary school), and 3 to 5 years of post-secondary education (<http://www.marketingteacher.com/lesson-store/lesson-international-marketing-culture.html>).

2.3.5 Social organizations

This aspect of Terpstra and Sarathy's (2000), Cultural Framework relates to how a national society is organized. For example, what is the role of women in a society? How is the country governed - centralized or devolved? The level influence of class or casts upon a society needs to be considered. For example, India has an established caste system and many Western countries still have an embedded class system. So social mobility could be restricted where caste and class systems are in place. Whether or not there are strong trade unions will impact upon management decisions if you employ local workers.

2.3.6 Technology and material culture

Technology is a term that includes many other elements. It includes questions such as is there energy to power our products? Is there a transport infrastructure to distribute our goods to consumers? Does the local port have large enough cranes to offload containers from ships? How quickly does innovation diffuse? Do consumers actually buy material goods i.e. are they materialistic?

Trevor Baylis launched the clockwork radio upon the African market. Since batteries were expensive in Africa and power supplies in rural areas are non-existent. The clockwork radio innovation was a huge success.

China's car market grew 25% in 2006 and it has overtaken Japan to be the second-largest car market in the world with sales of 8 million vehicles. With just six car owners per 100 people (6%), compared with 90% car ownership in the US and 80% in the UK, the potential for growth in the Chinese market is immense

(<http://www.marketingteacher.com/lesson-store/lesson-international-marketing-culture.html>).

2.3.7 Law and politics

As with many aspects of Terpstra and Sarathy's (2000), Cultural Framework, the underpinning social culture will drive the political and legal landscape. The political ideology on which the society is based will impact upon your decision to market there. For example, the United Kingdom has a largely market-driven, democratic society with laws based upon precedent and legislation, while Iran has a political and legal system based upon the teachings and principles Islam and a Sharia tradition.

2.3.8 Aesthetics

Aesthetics relate to senses, and the appreciation of the artistic nature of something, including its smell, taste or ambience. For example, is something beautiful? Does it have a fashionable design? Was an advert delivered in good taste? Do you find the color, music or architecture relating to an experience pleasing? Is everything relating to branding aesthetically pleasing? For example the color red is seen as active, hot, and vibrant in some countries, weddings in some Asian cultures and poorly received in African countries. The color white means purity, cleanliness or death in parts of Asia (<http://www.marketingteacher.com/lesson-store/lesson-international-marketing-culture.html>).

Although firms that seek standardized positions may seek globally unified campaigns, there are several constraints on Global Communications Strategies:

- Language barriers: The advertising will have to be translated, not just into the generic language category (e.g., Portuguese) but also into the specific version spoken in the region (e.g., Brazilian Portuguese).
- Cultural barriers: Subtle cultural differences may make an ad that tested well in one country unsuitable in another—e.g., an ad that featured a man walking in to join his wife in the bathroom was considered an inappropriate invasion in Japan. Symbolism often differs between cultures, and humor, which is based on the contrast to people's experiences, tends not to travel well. Values also tend to differ between cultures—in the U.S. and Australia,

excelling above the group is often desirable, while in Japan, “The nail that sticks out gets hammered down.” In the U.S., “The early bird gets the worm” while in China “The first bird in the flock gets shot down.”

- Local attitudes toward advertising: People in some countries are more receptive to advertising than others. While advertising is accepted as a fact of life in the U.S., some Europeans find it too crass and commercial.

- Media infrastructure: Cable TV is not well developed in some countries and regions, and not all media in all countries accept advertising. Consumer media habits also differ dramatically; newspapers appear to have a higher reach than television and radio in parts of Latin America.

- Advertising regulations: Countries often have arbitrary rules on what can be advertised and what can be claimed. Comparative advertising is banned almost everywhere outside the U.S. Holland requires that a toothbrush be displayed in advertisements for sweets, and some countries require that advertising to be shown there be produced in the country (http://www.consumerpsychologist.com/international_marketing.html).

Some cultural dimensions:

- Directness vs. indirectness: U.S. advertising tends to emphasize directly why someone would benefit from buying the product. This, however, is considered too pushy for Japanese consumers, where it is felt to be arrogant of the seller to presume to know what the consumer would like.

- Comparison: Comparative advertising is banned in most countries and would probably be very counterproductive, as an insulting instance of confrontation and bragging, in Asia even if it were allowed. In the U.S., comparison advertising has proven somewhat effective as a way to persuade consumers what to buy.

- Humor: Although humor is a relatively universal phenomenon, what is considered funny between countries differs greatly, so pre-testing is essential.

- Gender roles: A study found that women in U.S. advertising tended to be shown in more traditional roles in the U.S. than in Europe or Australia. On the other hand, some countries

are even more traditional—e.g., a Japanese ad that claimed a camera to be “so simple that even a woman can use it” was not found to be unusually insulting.

- Explicitness: Europeans tend to allow for considerably more explicit advertisements, often with sexual overtones, than Americans.

- Sophistication: Europeans, particularly the French, demand considerably more sophistication than Americans who may react more favorably to emotional appeals—e.g., an ad showing a mentally retarded young man succeeding in a job at McDonald’s was very favorably received in the U.S. but was booed at the Cannes film festival in France.

- Popular vs. traditional culture: U.S. ads tend to employ contemporary, popular culture, often including current music while those in more traditional cultures tend to refer more to classical culture.

- Information content vs. fluff: American ads contain a great deal of “puffery,” which was found to be very ineffective in Eastern European countries because it resembled communist propaganda too much. The Eastern European consumers instead wanted hard, cold facts (http://www.consumerpsychologist.com/international_marketing.html).

International marketing involves recognizing that people all over the world have different needs. Companies like Gillette, Coca-Cola, BIC, and Cadbury Schweppes have brands that are recognized across the globe. While many of the products that these businesses sell are targeted at a global audience using a consistent marketing mix, it is also necessary to understand regional differences, hence the importance of international marketing. Organizations must accept that differences in values, customs, languages and currencies will mean that some products will only suit certain countries and that as well as there being global markets e.g. for BIC and Gillette razors, and for Coca-Cola drinks, there are important regional differences - for example advertising in China and India need to focus on local languages. Just as the marketing environment has to be assessed at home, the overseas potential of markets has to be carefully scrutinized. Finding relevant information takes longer because of the unfamiliarity of some locations. The potential market size, degree and type of competition, price, promotional differences, product differences as well as barriers to trade have to be analyzed alongside the cost-effectiveness of various types of transport. The organization then has to assess the scale of the investment and consider both

short- and long-term targets for an adequate return (<http://www.thetimes100.co.uk/theory/theory--international-marketing--241.php>).

Şanal (2008), states that, although national culture encompasses the collective values, attitudes, beliefs and customs of the nation's population, these socially accepted normal values and expectations may vary hugely from one country to another. Socio-cultural values become the distinguishing factor between domestic and international marketing. A service provider must rethink every element of the service and how the marketing of that service is conducted with a cultural knowledge of the country he/she is operating in. Before stepping in the international market in any way, it is essential to understand the cultural dynamics of these foreign markets. One of the most important reasons for the failure of a number of companies in foreign markets is their failure to understand the cultural environment of these markets and to suitably formulate their business. For a business to be successful, its strategy should be the one that is appropriate in the socio-cultural environment. Thus for a successful international marketing, proper understanding of the culture is essential.

A comprehensive socio-cultural analysis should include the population size, growth rates, sex, geographical and age distribution, family size, gender and family roles and migration/immigration rates. The level of education, its influence on society and literacy rates needs to be considered. Research on the existing social classes, ethnic diversity and subcultures should improve the chances of success for any international marketer. The country is religious beliefs and customs need to be recognized so as to prevent offending any of their traditions or beliefs. The diet and eating habits of people change considerably from country to country also. Aesthetics relates to cultures collective perceptions on beauty and taste. Social variables such as living conditions (types of accommodation) and home ownership levels may also provide insights as to the needs and wants of that society. One of the most obvious cultural variables is language. This can be subdivided into verbal (spoken/written) and non-verbal (body language and social distance/behaviors).

If there was only one type of culture worldwide, international marketers' job would be easier; there would be no need to think of differences. However, there are various degrees of cultural differences between countries. For example, there are large language and value differences between Switzerland and China. There are much smaller differences between

Spain and Italy than the previous example. Although cultural diversity reminds us of the differences between countries, it is not true to restrict culture into a country's boundaries because there may be different cultural values between the regions of the same country. Turkey is a good example to illustrate the cultural differences among regions in a country, because eastern and western regions of Turkey have cultural differences from each other.

The product must possess characteristics that make it acceptable for the market - these may be features like size, shape, design, performance and even color. For example, red is a popular color in Chinese-speaking areas. Organizations also have to consider different languages, customs and health and safety regulations (<http://www.thetimes100.co.uk/theory/theory--international-marketing--241.php>).

2.4 International Marketing Strategies

International advertising is a branch of international marketing. Company strategies must suit the international marketplace. Strategies, or the mindset, used in the international marketplace have been categorized as below;

- Ethnocentric Strategy
- Geocentric Strategy
- Polycentric Strategy
- Regiocentric Strategy

2.4.1 Ethnocentric strategy

Şanal (2000), states that ethnocentrism studies began in the last century with social psychologists such as Sumner (1906), who defines ethnocentrism as the tendency to view one's own group as the center of everything. An ethnocentric strategy tend to view the world from a home-country perspective, assumes that home country values, beliefs, and ways of doing things are superior to those of other cultures. Thus, ethnocentric business decisions will reflect this type of perspective. It accepts things that are culturally similar and rejects things culturally dissimilar (Samovar and Porter, 1995). It means that company personnel see only similarities in markets and assume the products and practices that succeeded in the home country will, due to their demonstrated superiority, be successful anywhere.

In the ethnocentric company, overseas operations are viewed as secondary to domestic operations and primarily as a means of disposing of “surplus” domestic production. The top management views domestic techniques and personnel as superior to foreign and as the most effective in overseas markets. Plans for overseas markets are developed in the home office, utilizing policies and procedures identical to those employed in the domestic market. An export department or international division most commonly administers overseas marketing, and the marketing personnel are composed primarily of home country nationals (Şanal, 2008).

Although ethnocentrism is strong in many countries, an ethnocentric approach may not be effective in highly diverse international situations. Marketers cannot afford to judge others by their own cultural values and rules.

2.4.2 Geocentric strategy

Geocentric strategy views the entire world as a single market; project a uniform image of the company and its products for the global market. Firms with a geocentric strategy view the world as a whole and build practices and processes that maximize the benefits of its presence in each country or region around the world. It accumulates knowledge and experience about culture, political and legal systems, business practices, organizational behaviors, and many other aspects of doing business in other countries (Şanal, 2008).

Şanal (2008) states that, understanding similarities and differences among and between countries and their cultures is important. As international managers gain more experience in the international environment, their attitudes and behaviors are affected by these interactions. The accumulation of knowledge and experience from countries and cultures around the world improves the geocentric marketers’ communication competencies across cultures and enables them to adapt to the variety of settings faced when marketing to various countries.

In a geocentric firm, there is strong integration of operations and activities across countries globally. Host-country subsidiaries do not operate independently of others. Instead, there is cooperation, interdependence, and communication among subsidiaries. Each country subsidiary is assessed for its strongest competitive advantage, which becomes the strategic focus for decisions in that country. In the aggregate, country advantages create a strong

global position of the firm. Decisions made by geocentric managers must take into account the globally standardized strategy of the firm. The home country is perceived as being on an equal basis with all other countries in which the firm operates (Şanal, 2008).

2.4.3 Polycentric strategy

According to Şanal (2008), polycentrism involves the assumption that each country is unique. Thus entirely unique marketing strategies are required for each new market a firm enters (Keegan and Schlegelmilch, 2001). Thus polycentric strategy is opposite of ethnocentric strategy.

For many firms, a polycentric approach to international expansion was beneficial in developing a global learning and knowledge advantage. International managers from a polycentric firm are typically the most knowledgeable people in the firm regarding the host countries and their respective cultures. Managers readily adapt business processes and behaviors (as well as products and services) to fit the needs in the host countries (Şanal, 2008).

Decisions are made on a country by country basis, and the needs of the host-country subsidiary supersede the needs of the home-country headquarters. As global competition increases, however, the redundancy of activities from one country to another hinders competitiveness due to increased costs, variability in brand identity, and lack of coordination and integration between country markets (Şanal, 2008).

As the company begins to recognize the importance of inherent differences in overseas markets, a polycentric strategy emerges. In the polycentric stage, subsidiaries are established in overseas markets. Each subsidiary operates independently of the others and establishes its own marketing objectives and plans. Marketing is organized on a country-by-country basis, with each country having its own unique marketing policy (Şanal, 2008).

2.4.4 Regiocentric strategy

Regiocentric strategy considers different regions within countries to be unique, and hence develop an integrated regional strategy (Keegan and Schlegelmilch, 2001). According to Şanal (2008), a regiocentric company views different regions as different markets. A particular region with certain important common marketing characteristics is regarded as a

single market, ignoring national boundaries. Strategy integration, organizational approach and product policy tend to be implemented at regional level. For example, a U.S. company that focuses on the countries included in the North American Free Trade Agreement (NAFTA) – the United States, Canada, and Mexico – has a regiocentric orientation. Similarly, a European company that focuses its attention on the EU or Europe is regiocentric.

A regiocentric firm will select a single manager to oversee and coordinate operations and activities in all countries within a geographic region. Thus regiocentric managers will have marketing responsibilities in many countries, and marketing strategies will encompass the regional needs of the firm. In this case, marketers would need to have the ability to adapt marketing activities to fit a specific regional situation. In other words, marketer would need to understand the cultural values and behaviors of each country in which they operate and have the ability to determine which behaviors to integrate into marketing involving more than one country from the region (Şanal, 2008).

A confectionery and soft drinks manufacturer like Cadbury Schweppes typically produces a range of standard items that are sold throughout the globe using similar marketing mix. However, differences may occur in such aspects as distribution channels and pricing as well as advertising in languages that are relevant to particular cultures. In addition such a company would produce some products which cater for particular tastes, and which are relevant to particular cultures. New products might then be tested in a regional area, before consideration of which other areas of the globe to roll out that product to (<http://www.thetimes100.co.uk/theory/theory--international-marketing--241.php>).

2.5 International Advertising Strategies

Developing strategies for global marketplace and managing operations in diverse country markets have become critical tasks for managers. Managers decide an advertising strategy to disseminate the firm's commercial message to target audiences in more than one country. Target audiences differ from country to country in terms of diversity. Therefore international advertising strategy can be viewed as a communication strategy that takes place in multiple cultures and demographical properties of different audience groups. It is also business activity among demographical, cultural, economical and legal differences of

the countries or markets (Şanal, 2008). The debate on global marketing mix strategy is ongoing, standardization and adaptation in advertising has received most attention as two main approaches to international advertising.

Standardization and adaptation refer to distinct and opposite perspectives, meaning that a higher degree of adaptation results in a lower degree of standardization (Cavusgil and Zou, 1993). The extreme positions are complete standardization, when every element of the advertising campaign is standardized all over the world, and complete adaptation, when elements are adapted to the conditions on the local market (Harris, 1996). In light of the above discussion, it has become clear that managers are faced with a complex task when deciding to what degree to standardize or adapt an international marketing strategy (Şanal, 2008).

According to a survey by Kanso and Nelson (2002), 77% of the investigated companies use some sort of standardization in the advertising message. However, only out of 95 respondents stated that they always used standardized advertising messages. In fact, around two thirds reported that they principally use an adaptive approach. The majority of the investigated subsidiaries seemed to rely on a modified form of standardization. Out of the 77% that used some sort of standardization, most companies still changed all materials but the central theme, or just modified copy and illustrations.

Since standardization and adaptation represent two extremes, impacts of diversity on international advertising strategies will be regarded.

2.5.1 Standardization

The standardized advertising approach, sometimes known as the “uniform.” “Universal” or “global” approach is defined as the practice of advertising the same product or brand in the same way everywhere. This view holds that basic human needs and emotions are the same in every society (Levitt. 1983). The emergence of similarities in consumers’ needs and interests creates an opportunity for using universal appeals such as “mother and child,” “freedom from pain,” “glow of health” and “the desire to be beautiful” in advertising (Fatt. 1967). It is also claimed that benefits from standardization are cost reductions in planning and control, the building of an international brand, and company image.



Figure 3: Esso’s advertising campaign “Put a tiger in your tank”, 1959 (<http://cacb.wordpress.com/2010/09/01/esso-put-a-tiger-in-your-tank/>), (http://www.exxonmobil.com/Corporate/history/about_who_history_alt.aspx).

International advertising standardization refers to using a common approach or common advertising messages to promote the same product across national boundaries. According to Levitt (1983), corporations should take advantage of economies of scale in producing and marketing the same product at the same price with the same message all over the world at the same time. Proponents of the standardization approach argue that a single advertising message with only minor modifications, or even advertisements with proper translations, can be used in all countries to reach consumers. Handojo and Seitz (1997) argue that the global, or standardized, advertising theory is based on the assumption that people all over the world have the same tastes and desires, and that people are similar regarding for example love, beauty and fear. On the other hand, Papavassiliou and Stathakopoulos (1997) state that advertising messages with only small modifications and with correct translation can be used to reach consumers globally. The rationale behind this position is that buyers everywhere in the world share the same, or very similar, wants and needs and, therefore, can be persuaded by universal advertising appeals.

According to De Mooij (1994) motives for standardized advertising strategy are;

- To avoid high costs of adaptation, cost saving
- Primarily for industrial products
- If convergence and similar taste in diverse country markets exist in marketing to predominantly similar countries
- If centralized management is sought
- The possibility to create a global brand image, which will mean that consumer confusion, is avoided in areas where there is a media overlap, or where consumers that through travels are exposed to different advertisements.
- The organization receives advantages such as simplified planning due to overall objectives, and facilitation of coordination and control.
- More efficient exchanges of knowhow and good ideas within the business.
- Standardization allows for better use of abilities and resources of management.
- Guidelines and quality standards comes from a global point of view.
- The opportunity to gain experience and knowledge from other countries and to see possibilities and problems globally.
- for mobile consumers
- If positive home country image (country of origin) effects exist.

According to Jain (1996), the strengths of standardized advertising are;

- It presents a global company, product or brand image.
- It lowers costs of advertisement preparation when implementing an advertising program.
- It reduces message confusion.

The benefits of standardization are many. The first advantage is cost savings resulting from economies of scale in creating a uniform idea and producing art work, films, and other advertising materials for a universal campaign to use in different markets. Backhaus et al (2001) state that the gains from standardization mainly come from a potential cost reduction and increased efficiency within the firm. Second is the consistency in dealing with customers by establishing a common image worldwide. A uniform brand and/or corporate image worldwide help to build recognition among and avoid confusing

consumers who travel frequently between countries and in areas where media overlap. Third, standardization helps to exploit good ideas that are difficult to find worldwide. Finally, standardization provides advantages to organizational management in terms of simplified planning, coordination, and control (Mooij, 1994).

Evidence shows that standardized campaign can work across borders. It is widely accepted that Esso's "Put a Tiger in Your Tank" is a campaign that traveled around the globe from Southeast Asia to Switzerland, with minor changes in art and wording (Şanal, 2008). Recently, McCullough (1996) states that the IBM subtitles campaign is a global campaign that acts locally. The company uses the same advertisements to communicate a single message across the 47 countries. The underlying message of this campaign is that 'IBM delivers solutions that are simple and powerful enough to manage information anywhere, anytime, and for anyone' (McCullough, 1996). To retain home cultural accents and enhance communication in each country, the company uses local subtitles to translate the 'foreign' language of the commercial.

Pae et al (2001) argue that the main concern when developing a standardized advertising strategy is the maintenance of a consequent global strategy and image. Furthermore, the cost benefits associated with advertising standardization are more often stressed than the maximization of the firm's revenues. Czinkota and Ronkainen, (2001) argue that having to face the same competitors in the major world markets will also stress having a worldwide approach to international advertising. Harris (1996) concludes that companies are motivated by the fact that many other companies, and that includes competitors, are standardizing their advertising and the companies feel that they have to standardize as well. Harris (1996) adds that, the executives responsible for international advertising in 38 European companies manufacturing consumer goods were asked to indicate which motives they considered influencing the policies of advertising standardization. Motives for standardization proved to be as follows:

- Economies of scale, mostly through reduced media production costs.
- To avoid confusion resulting from having a consumer seeing two different advertisements for the same product.
- The ability to exploit a good idea to its full potential.
- To have one strong international image.

- The need for one global advertising strategy.

2.5.2. Adaptation

Şanal (2008) states that, adaptation, sometimes called "customization" or "non-standardization" is defined as using different advertising to fit with specific markets. Proponents of the adaptation school of thought argue that advertisers must consider differences among countries, including – but not limited to – culture, stage of economic and industrial development, stage of product life cycle, media availability, and legal restrictions (Nielsen, 1964).

Adaptation or in another words conformation means, free style of translation of written or verbal creations in other languages and cultures. While this process, the translator or adaptor adapts the creation towards the needs and believes of the target culture. So it is not wrong to say that this process can be also named as not only translating the creation but adapting according to different cultures (<http://www.sadashivan.com/freephotos4ursocialstudy/id23.html>).

Adaptation is fitting the message to the specific order. Obviously, readers do not have the same ability to understand a message. They do not have the same vocabulary, the same knowledge of the subject, or the same mentality. To communicate clearly, you should first know the person with whom you wish to communicate (<http://www.sadashivan.com/freephotos4ursocialstudy/id23.html>).

Business practitioners and academic researchers who advocate adaptation of advertising for foreign markets support that separate messages should be used to reach buyers in different markets by fitting the message to each particular country. The rationale behind this idea is rejecting the concept of homogeneity of consumers around the world and pointing to the many obstacles to standardization (Şanal, 2008).

According to Papavassiliou and Stathakopoulos (1997), there are undefeatable differences, such as cultural and economical, between countries and even between regions within the same country, which necessitates the adaptation or development of new/different advertising strategies. Different cultures generate different sets of values, forms of social organization, roles, and status positions which usually work against

standardized advertising. For instance, Procter & Gamble experienced miserable performance when it introduced Cheer laundry detergent into Japan without adapting the advertising message to the local market. Cheer recovered after the irrelevant advertising message (which was that the detergent was effective in water of all temperatures) was changed because the Japanese usually wash clothes in cold water. Moreover, the company used hard sell advertising emphasized on product benefits and user testimonials that Japanese consumers were not comfortable with. Şanal (2008) states that, businesses get greater returns when products and advertising strategies are adapted to specific. Agrawal (1995) states that the main reason for choosing to adapt is the difference among countries. Major differences are culture, stage of economic and industrial development, physical environment, stage in the product life cycle, media availability, and legal restrictions. Papavassiliou and Stathakopoulos (1997) states that advertising messages should fit the beliefs and traditions of the citizens in each country. Cavusgil and Zou (1993) add that adaptation can strengthen the product's competitive position in the market.

So adaptation occurs when message content, copy and illustrations and advertising themes are used in foreign markets to suit conditions in those markets.

De Mooij (1994) listed the facts why a company should adapt its advertising;

- Differences in technical standards
- To adjust to the differences in markets and countries.
- The not invented here syndrome, meaning that each country wants to create its own campaign to prove its own creativity and maintain self-respect.
- To be able to use different media sources, since availability and usage differ in different countries.
- Primarily consumer and personal use products
- Differences in consumer needs
- Differences in conditions of use
- Differences in ability to buy, differences in income levels
- Differences in technical sophistication, skill levels of users
- Strong cultural differences
- To modify the advertisement after the different stages of the product life cycle in different markets.

- To not be regarded as a foreign company. Consumers tend to prefer familiar local companies and their advertising.
- Local environment induced adaptation, differences in raw materials availability, government required standards and regulations
- Differences in national habits (clothes are worn longer between washings than in US; in some European countries boiling water is used for washing; washing by stream)

Kanso and Nelson (2002) made a research about the attitudes of advertising managers toward cultural issues, and found that the subsidiaries in Sweden and Finland felt that the advertising message should fit unique values and traditions in the host countries. In addition to this, language diversity imposes the use of local communication expertise, illustrations must match the consumers' aesthetic sense, and symbols and appeals should be identifiable and significant to all the relevant markets.

2.5.2.1 Translation in adaptation

By the globalization of the world, adaptation and translation gained importance. Although there is a belief that in our world everyone can speak English, which is considered as the common language, the reality is not clear as it seems. The language may be the same but the cultures that we are living in are different. For example a word in a culture may mean different in another culture although it is in the same language. That is the reason why we need adaptation or translation in our global world for different cultures.

Translation is the comprehension of the meaning of a text and the subsequent production of an equivalent text that communicates the same message in another language. The text to be translated is called the source text, and the language that it is to be translated into is called the target language; the final product is called the target text.

Kasparek, (1983) declares that translation, when practiced by relatively bilingual individuals but especially when by persons with limited proficiency in one or both languages, involves a risk of spilling-over of idioms and usages from the source language into the target language. On the other hand, inter-linguistic spillages have also served the useful purpose of importing calques and loanwords from a source language into a target language that had previously lacked a concept or a convenient expression for the concept.

Translators and interpreters, professional as well as amateur, have thus played an important role in the evolution of languages and cultures.

According to Cohen (1986), the art of translation is as old as written literature. Parts of the Sumerian Epic of Gilgamesh, among the oldest known literary works, have been found in translations into several Southwest Asian languages of the second millennium BCE. The Epic of Gilgamesh may have been read, in their own languages, by early authors of the Bible and of the Iliad.

Since the Industrial Revolution, developments in technology, communications and business have changed translation greatly. Once the activity of a relatively small group of clerics, scholars and wealthy amateurs working with religious or literary texts, it is now a profession with accredited schools, professional associations, and accepted standards and pay scales. In particular, the advent of the Internet has greatly expanded the market for translation and introduced a vast array of new tools and types of work, including product localization, content management, and multilingual documentation.

The first important translation in the West was that of the Septuagint, a collection of Jewish Scriptures translated into Koine Greek in Alexandria between the 3rd and 1st centuries BCE. The dispersed Jews had forgotten their ancestral language and needed Greek versions (translations) of their Scriptures (Cohen, 1986).

σιν ἑτῶν ἑβδόμη κτ
αἱ τὰς ἀσίας ἐχόντος κύρι
περὶ σὴν ἑτῶν σπυ
τοῦ εἰς σὺν τελεῖαν
ῆματα οὐκ ἐμστομα
τῆ ἱερεμίου ἡγεῖται
κτὸ πνεῦμα κυρίου
ἐκασθενεσπέρων κτ
ἐκ τῆς ἐνδοκίτης
ἀεὶ αὐτῶν καὶ μακά
ρα πτῶν ἀεὶ γὰρ τῶ
ἀεὶ εἰς τὸ εὐαγγέλιον
τῶν κύριος ἐμὲ ἀνέμ
ἐν ἐκαστῆς τῆς οἰκῆς
μὲν ἡσὸς κυρίου σὺ
ρα καὶ ἐσὺ ἵστασθε
ἐσθὲν ἡμῶν ἡμῶν
δομῆς αὐτῶν οἰκῶν
ἐν ἱεροῦ σαλμὴν τῆν
τῆς οὐρανίας ἐστὶ
οὐκ ἔστιν ἐκ τῶν
αὐτῶν ἐστὶν οὐκ ἔστι
μετὰ τῶν κλημάτων
εἰς τὴν ἱεροσολίμην
τῆν ἐν τῆς οὐρανίας
δομῆς τῶν οἰκῶν
κύριος ἱεροσολοῦτος
ὁ κτὸ κατὰ κλημάτων
ἐν ἱεροῦ σαλμὴν οἰ
οὐκ ἔστιν ἐκ τῶν οἰκῶν
οἰκῶν οὐκ ἔστιν ἐκ τῶν
αὐτῶν ἐν τῶν οἰκῶν
ἐν τῆς οὐρανίας οἰκῶν
σεοῦ ἡμῶν ἡμῶν κτ
κτῆν ἡμῶν οὐκ ἔστι
λοῖστοις κατὰ τῶν
περὶ τῶν ἡμῶν οἰκῶν
τοῖς οἰκῶν τῶν οἰκῶν
ἐροῦ σαλμὴν κατὰ τῆν
σαντῶν οἰκῶν οἰκῶν
τῶν πατρῶν τῶν οἰκῶν

Figure 4: Septuagint (The first important translation in the West)

(<http://christianity.wikia.com/wiki/Septuagint>)

Translation can be mainly divided into two categories which are written (translation) and verbal translation (interpretation). For both the translations there are many techniques used for different types. For advertisement translation or adaptation it would be right to say that technical translation is used today.

While adapting an advertisement three methods are used in all over the world. These are;

1) Direct Translation

This type of translation is mainly used if, there is no cultural objection. The original text does not change. There is no need for creativity. Easiest way of advertisement translation.

2) Configured Translation

Only little changes are made to adapt the mother language to target language. And also if necessary cultural differences are decreased or erased.

3) Re written advertisement

Original text is completely changed towards the needs of target audience.

2.5.3 Factors affecting the degree of standardization and adaptation

Toyne and Walters (1993) state the important aspects of effective communication across borders which need to be taken into consideration when developing the advertising strategy. The factors affecting communication are not seen as barriers themselves, however the differences between the countries may result in communication problems. The factors they refer to can be listed as follows:

- Language differences: The language diversity may result in the need for alteration and translation of the message, trade names, brands, slogans, and advertising content.
- Cultural differences: Religion, beliefs, attitudes, and education are a few of the cultural aspects that influence the communication process. Culture affects how people observe signals and symbols, as well as what they prefer and dislike, which in turn affect how the message should be developed and which media that should be used.

- Social differences: Attitudes to promotion and principally advertising may be rooted in historical and social biases. For example, German consumers tend to interpret statements more literary than Spanish consumers.
- Economic differences: The economic conditions in a country affect communication. For example the literacy rate, media availability, and what consumers perceive to be luxuries and necessities differ among countries, which directly or indirectly affect the communication strategy.
- Legal and regulatory differences: Local restrictions and industry norms affect the choice of media and the content of promotional material.
- Competitive differences: How much to spend on promotion, frequency of communication, and type of approach is often affected by the communication strategies and the intensity of the competition.

According to De Mooij (1994), few products permit a totally standardized or a totally adapted marketing strategy, meaning that the choice is a matter of degree. In addition to this, De Mooij (1994) states that, from a marketing perspective, there are many factors affecting the decision on standardization or adaptation. These factors are described below:

- Product category: It is more difficult to standardize the marketing of products that are culturally bound such as food, compared to less culturally bound products like cigarettes, hard liquor, and industrial products.
- Product and brand life-cycle: Products that are established in different markets may have different brand images and positioning strategies, which make them harder to standardize than new products and brands.
- Branding: The marketing of a product with a common name and image throughout the world is significantly easier to standardize than the marketing of a product with local names and images.
- Brand positioning: Standardized brand positioning is easier for products serving a universal need and if the same target group is found in most markets. A variation in product positioning is most often found when products are affected by cultural taste.

- The media: The availability of international media eases the standardization of an international campaign.
- Market affluence: Conditions in less affluent markets, such as unsophisticated consumers and reduced competition, make companies strive less to be extra competitive, resulting in more standardized marketing efforts. Moreover, foreign products are often supposed to be superior in less affluent markets which lessen the pressure to fit marketing with culture.
- Advertising theme or execution: The brand image, positioning, targeting and appeal are easier to standardize than the creative execution of an advertisement, due to cultural and legal differences.
- Advertising idea: Some advertising ideas are only suitable in one country while others can easily be transferred over borders.

2.6 Globalization

Globalization refers in general to the worldwide integration of humanity and the compression of both the temporal and spatial dimensions of planet wide human interaction. The term is sometimes used to refer specifically to economic globalization which means the integration of national economies into the international economy through trade, foreign direct investment, capital flows, migration, and the spread of technology. However, globalization is usually recognized as being driven by a combination of economic, technological, socio cultural, political, and biological factors. The term can also refer to the transnational circulation of ideas, languages, or popular culture through acculturation.

An early description of globalization was penned by the American entrepreneur-turned-minister Charles Taze Russell who coined the term 'corporate giants' in 1897 (The Battle of Armageddon, October, 1897).

However, it was not until the 1960s that the term began to be widely used by economists and other social scientists. It had achieved widespread use in the mainstream press by the later half of the 1980s. Since its inception, the concept of globalization has inspired numerous competing definitions and interpretations (Hopkins, 2004).

3. METHODOLOGY

3.1 Research Purpose

According to Wiedersheim-Paul and Eriksson (1998) and Yin (1994), there are three different types of research purposes when conducting scientific research, namely exploratory, descriptive and explanatory. In addition to this, Saunders et al (2000) states that it is often beneficial to combine different types of research purposes in a study.

Exploratory research purposes are specifically useful when the researcher attempt to clarify his or her understanding of a problem by seeking new insights and approaching phenomena in a new light (Saunders et al, 2000). According to Wiedersheim-Paul and Eriksson (1998), exploratory research is used when modest amounts have been written about a problem, when relevant theory is unclear and when a problem and relationships are hard to segregate and determine.

The descriptive research purpose is suitable when the researcher aims to correctly describe a phenomenon and when the problem is well structured. The researcher needs to have a clear picture of the phenomenon before the collection of data starts. (Saunders et al, 2000) Moreover, a descriptive research purpose is used when the researcher wants to find out which aspects of a problem that are relevant, and describe these aspects more thoroughly without researching connections between causes and symptoms (Wiedersheim-Paul and Eriksson, 1998). Furthermore, descriptive research is often an extension of, or a forerunner to, an exploratory research (Saunders et al, 2000).

The exploratory research purpose is appropriate when the emphasis is on studying a situation or a problem in order to explain the relationships between variables. To specify, the aim is to prove or disprove that a relation takes place or is of a certain character, and to find correlation between causes (Wiedersheim-Paul and Eriksson, 1998).

The purpose of this research is to gain a better understanding of standardization and adaptation of advertising of consumer goods. To reach this understanding, the phenomena of standardizing and adapting TV commercials of multinational brands in international retailing will be described, meaning that the study is mainly descriptive. However, this study may shed light on new aspects and lead to increased knowledge

within the area of research, and therefore also be exploratory as the concepts are examined.

3.2 Research Approach

According to Wiedersheim-Paul and Eriksson (1998), there are two kinds of methodological approaches within social science, namely the qualitative and the quantitative approach.

The qualitative method is used when the researcher wants to gain a deep understanding of a phenomenon and to give a comprehensive description. The researcher makes a thorough and accurate study of the phenomenon from the inside, gaining in-depth information on a small number of research units. The advantage of this method is the ability to gain a deep understanding of a problem, while the disadvantage is that it is difficult to compare the collected information and draw general conclusions.

In contradiction, the quantitative approach is used to explain and describe a phenomenon. The researcher gains little information on several research units, motivated to, from the outside, study common and general traits. The advantage of this approach is its ability to research several units while the disadvantage is that only little information on each unit is collected.

This research follows a qualitative research approach since we aim to acquire a deep understanding of standardization and adaptation in advertising of consumer goods of multinational brands.

3.3 Research Strategy

The research strategy is a general plan on how the researcher will go about answering the research questions (Saunders et al, 2000). According to Yin (1994), there are five primary research strategies: experiments, surveys, archival analysis, histories and case studies. Yin (1994), argues that the selection of the research strategy depends on three conditions which are; type of research question posed, the extent of control an investigator has over actual behavioral events, and the degree of focus placed on contemporary as opposed to historical events.

In this study, case study strategy is applied. Research questions are mainly based on how and why, the researchers observe rather than control

behavioral events, and the study focuses on a contemporary event. When a case study strategy has been chosen, the researcher is free to choose between a single case study and a multiple case studies. A single case study is when the researcher tests one case against theory, allowing for deep research testing numerous variables. A multiple case study is when the researcher compares cases, increasing validity and allowing for comparison and generalization. (Yin, 1994) Due to limited time and resources, and the aim to perform a deep research where several theories are tested, a single case study for each multinational brand is applied and examined.

3.4 Data Collection

Yin (1994) states that, there are six sources of evidence to rely on when collecting data for case studies: documentation, archival records, interviews, direct observation, participant observation and physical artifacts. In this study, documentation was used by browsing the web sites of our sample companies. Commercial videos are downloaded from YouTube. Commercials between the years of 2000- 2010 are preferred because of the validity and contemporary. In the past, commercials were not so everywhere and so popular, but recently, commercials are more wide spread and marketing and international marketing strategies are applied more commonly.

Based on the level of formality and structure, interviews are often categorized into: structured interviews, semi structured interviews and unstructured interviews. Structured interviews use questionnaires with predetermined and standardized questions. Semi-structured interviews use a list of themes and questions to be covered and are non-standardized. Unstructured interviews are informal and do not use predetermined questions. The unstructured interviews also give the interviewee the opportunity to talk freely about the topic area. (Saunders, Lewis and Thornhill, 2000)

In this study, brands that will be analyzed are selected from the list of The Most Valuable Global Brands of 2010 conducted by Interbrand, the world's most reliable branding and brand Management Company. Interbrand's methodology in evaluating global brands is to take into account all of the many ways in which a brand touches and benefits its organization from attracting and retaining talent to delivering on customer expectation. The final value can then be used to guide brand management, so businesses can make better, more informed decisions. There are three key aspects that

contribute to the assessment: the financial performance of the branded products or services, the role of brand in the purchase decision process and the strength of the brand (<http://www.interbrand.com/en/best-global-brands/best-global-brands-2008/best-global-brands-2010.aspx>). According to the evaluations, Coca Cola is the number one, Mc Donald's is the sixth, BMW is the fifteenth and L'Oreal is the forty-fifth most valuable global brands. The specifications and the elements adapted and standardized according to our culture of the selected brands were determined. The commercials that can be found of the selected brands that adaptation and standardization significantly are analyzed to explain the strategies, motives, factors and elements in detailed.

3.5 Sample Selection

It is really important that the selected case is relevant to the purpose of the study, and that the respondents have abundant information on the studied phenomenon when performing a case study. So, especially the multinational brands that are operational actively in many countries were selected. The brands should be the ones that spend an essential amount of the budget on international advertising, and had to deal with standardization and adaptation of advertising. The brands that were selected are decided according to the cultural elements that they include. Coca- Cola, Mc Donald's, BMW and L'Oreal are the specific brands that deal with standardization and adaptation. Coca- Cola and Mc Donald's are the brands that use adaptation effectively, BMW is the one that standardize all its commercials and L'Oreal is the one that uses direct translation as adaptation. Only the TV commercials of the mentioned brands were analyzed in the standardization and adaptation elements.

3.6 Data Analyses

According to Yin (1994), research projects should begin with a general analytic strategy providing the researcher with a system by which s/he can set priorities for what to study and why. Two general analytical strategies are available when performing a case study, namely relying on theoretical propositions and developing a case description.

Relying on theoretical propositions is the favored strategy, and also the strategy used in this study. Using this strategy, the data collection is based on the research questions taken from previous studies. The second strategy, developing a case description, should preferably only be used when little previous research has been done.

Miles and Huberman, (1994) state that the process of analyzing data consists of three activities: data reduction, data display and conclusion drawing/verification. Data reduction is a part of the analysis, aiming to arrange data in a way that final conclusions can be drawn and verified. This part of the analysis could be described as the process of selecting, simplifying and transforming the data. Data display refers to the presentation of the reduced data in an organized way in order to simplify the process of drawing conclusions. Conclusion drawing/verification is the ultimate analytical activity. In this stage, the researcher evaluates the significance of the findings by noting regularities, explanations, patterns, casual flows and propositions.

The three steps suggested by Miles and Huberman (1994) were followed when analyzing the data. Firstly, the data was reduced to relevant data for the research questions. Secondly, the data was displayed in a feasible way, following the structure of the research of questions and describing according to motives and factors for standardization and adaptation. Thirdly, conclusions about the data are drawn in the final chapter.

4. ANALYSES ON COMMERCIALS

4.1 Coca- Cola

Coca Cola is the global leader in beverage industry with its hundreds of brands including soft drinks, fruit juices, sports drinks and others. Coca cola was first established in Atlanta, Georgia, on May 8, 1886 by Dr. John Stith Pemberton, a local pharmacist.

Entering the last quarter of the 20th century, the deep emotional bond between Coca-Cola and its consumers grew even more powerful and more global. In 1971, young people from around the world gathered on a hilltop in Italy to sing "I'd Like to Buy the World a Coke," a counterpoint to turbulent times. This was also a glimpse into the Company's future: an expanding global presence and an even closer attachment to the world's most cherished trademark (http://www.thecoca-colacompany.com/heritage/chronicle_global_business.html).

The Company's global strategy during the 1980s continued to bring consumers on every continent refreshing product for every occasion and every lifestyle (http://www.thecoca-colacompany.com/heritage/chronicle_global_business.html). Advertising during the 1970s and 1980s continued a long tradition that presented Coca-Cola as one of life's simple pleasures, distinctive and acceptable anywhere (http://www.thecoca-colacompany.com/heritage/chronicle_global_business.html). In 1976, the "Coke Adds Life" campaign was introduced, laying the foundation for the 1979 introduction of "Have a Coke and a Smile," a campaign of heart-warming emotion best captured by the famous television commercial featuring Pittsburgh Steelers tackle "Mean" Joe Greene. In early 1982, the theme "Coke Is It!" was launched around the world to reflect the resurgent, positive spirit of the 1980s and to reaffirm the leadership of Coca-Cola. "Can't Beat the Feeling" wrapped up the 1980s, while "Can't Beat the Real Thing" led the way into the 1990s, and the innovative "Always Coca-Cola" campaign debuted in 1993, followed by "Coca-Cola ... Real" in 2003 and "The Coke Side of Life" in 2006 (http://www.thecoca-colacompany.com/heritage/chronicle_global_business.html).

The Coca-Cola Company began building its global network in the 1920s. Now operating in more than 200 countries and producing nearly 450 brands, the Coca-Cola system has successfully applied a simple formula on a global scale: provide a moment of refreshment

for a very small amount of money -- a billion times a day (http://www.thecoca-colacompany.com/heritage/chronicle_global_business.html).

4.1.1 Coca- Cola's motives for standardization and adaptation of commercials

Coca- Cola majorly adapts its commercials to each country where it is operational. Coca- Cola has one slogan that is translated into all languages and the slogans of the commercials are also translated and adapted to the culture of the target country. For example, the unique slogan of Coca- Cola is "Always Coca Cola" in English, and translated in to Turkish directly as "Her zaman Coca Cola" and the slogans are continuously changing during the years. The list of the slogans of Coca Cola is shown below:

1886 - Drink Coca-Cola.

1887 - Delicious! Refreshing! Invigorating! Exhilarating!

1891 - The Ideal Brain Tonic/The Delightful Summer-Winter beverage.

1904 - Delicious and refreshing.

1905 - Coca-Cola revives and sustains.

1906 - The great national temperance beverage.

1908 - Good til the last drop

1917 - Three million a day.

1922 - Thirst knows no season.

1923 - Enjoy life.

1924 - Refresh yourself.

1925 - Six million a day.

1926 - It had to be good to get where it is.

1927 - Pure as Sunlight

1927 - Around the corner from anywhere.

1928 - Coca-Cola ... pure drink of natural flavors.

1929 - The pause that refreshes.

1932 - Ice-cold sunshine.

1937 - America's favorite moment.

1938 - The best friend thirst ever had.

1938 - Thirst asks nothing more.

1939 - Coca-Cola goes along.

1939 - Coca-Cola has the taste thirst goes for.

1939 - Whoever you are, whatever you do, wherever you may be, when you think of refreshment, think of ice cold Coca-Cola.

1941 - Coca-Cola is Coke!

1942 - The only thing like Coca-Cola is Coca-Cola itself.

1944 - How about a Coke?

1945 - Coke means Coca-Cola.

1945 - Passport to refreshment.

1947 - Coke knows no season.

1948 - Where there's Coke there's hospitality.

1949 - Coca-Cola ... along the highway to anywhere.

1952 - What you want is a Coke.

1954 - For people on the go.

1956 - Coca-Cola ... makes good things taste better.

1957 - The sign of good taste.

1958 - The Cold, Crisp Taste of Coke

1959 - Be really refreshed.

1963 - Things go better with Coke.

1966 - Coke ... after Coke ... after Coke.

1969 - It's the real thing.

1971 - I'd like to buy the world a Coke.

1974 - Look for the real things.

1976 - Coke adds life.

1979 - Have a Coke and a smile.

1982 - Coke is it!

1985 - America's Real Choice

1986 - Red White & You (for Coca-Cola Classic)

1986 - Catch the Wave (for New Coke)

1989 - Can't Beat the Feeling. (also used in the UK)

1993 - Always Coca-Cola.

2000 - Enjoy.

2001 - Life tastes good. (also used in the UK)

2003 - Real.

2005 - Make It Real.

2006 - The Coke Side of Life (used also in the UK)

2007 - Live on the Coke Side of Life (also used in the UK)

2009 - Open Happiness

2010 - Twist The Cap To Refreshness

In Canada

"Coca-Cola refreshes you best" (1960)

"Things go better with Coke" (1966)

"It's the Real Thing" (1971)

"Coke adds life" (1977)

"Coca-Cola is it" (1983)

"You Can't Beat the Feeling" (1989)

In Australia/New Zealand

"Be really refreshed" (1961)

"Things go better with Coke" (1965)

"It's the real thing" (1972)

"Coke adds life" (1977)

"Smile. Coke adds life" (1980)

"Coke is it!" (1982)

"You Can't Beat the Feeling" (1987)

"Live on the Coke side of life" (2008)

"Real taste. Uplifting refreshment" (2009)

In Russia

"Всегда Coca-Cola" (1993-2009, "Always Coca-Cola")

"Coca-Cola идет в дом!" (2010, "Coca-Cola is in the house!")

In Middle East

"Coca-Cola, elTaam elAsly" (2005, "The Real Taste")

"Coca-Cola w Bass!" (2006)

"El Donya Helwa Maa' Coca-Cola!" (2007, "The Coke Side of Life") (based in a Nancy Ajram song)

"ElHaya Dayman Ahla Maa' Coca-Cola" (2008, "Live on the Coke Side of Life")

"Eftah Coca-Cola Tefrah" (2009, "Open Happiness")

In India

"Thanda matlab Coca-Cola!" ("Cold means Coca-Cola!") (2000s) [2]

In Italy

"Coca-Cola di più!" (1980s)

(http://www.thecoca-colacompany.com/heritage/pdf/cokelore/Heritage_CokeLore_slogans.pdf).

We can easily see that both the commercials and the slogans are translated according to the cultural norms, beliefs and attitudes of the country that Coca Cola is operational.

Products names of Coca Cola are generally standard in every country but this causes some political, cultural and legal problems. For example, for Coca Cola Fresca, the fruit drink, in Mexico, Fresca is a term for Lesbian. Jokes abound, but sales weren't hurt. There are many fruit drinks named Agua Fresca (fresh water). The name Coca-Cola in China was first rendered as Ke-ke-ken-la. Unfortunately, the Coke company did not discover until after thousands of signs had been printed that the phrase means "bite the wax tadpole" or "female horse stuffed with wax" depending on the dialect. Coke then researched 40,000 Chinese characters and found a close phonetic equivalent, "ko-kou-ko-le," which can be loosely translated as "happiness in the mouth." (<http://purpleslinky.com/humor/twelve-terrible-advertising-translation-mistakes/>).

While adapting the commercials, slogans or products quality and the best impact is very important for Coca Cola. They pay attention to local level commercials for success because

the cultural adaptation carries great importance in multinational brands. In adaptation, preventing brand image all over the world is vitally important and this plays the primary role in the adaptation process of the commercials.

Coca Cola pays attention to the cultural differences as it affects the competition and success. So, Coca Cola prefers adaptation rather than standardization although the cost saving. Specific commercials stay standard all over the world and in these commercials however the cultural differences among the countries, Coca Cola try to avoid the differences and find a common ground instead of adapting to these differences.

4.1.2 Factors affecting Coca- Cola's degree of standardization and adaptation

There are 3 main factors that affect the degree of standardization and adaptation of Coca Cola's commercials. These main factors are product factors, organizational factors and environmental factors.

Product factors include the product life cycle, brand familiarity, product type and product uniqueness. Product factors are one of the most important factors that affect the standardization and adaptation level of commercials of multinational brands. Life cycle of the products show differences in every country. Some products have longer life cycle than the others such as coke, spaghetti and etc. In Coca- Cola commercials, life cycle isn't the major determinant factor because the life cycle of the products is not mentioned and this specification is not the competitive advantage. Second factor is the brand familiarity. Brand familiarity has vital importance in marketing. The writing style of Coca- Cola, the songs of the commercials, the melody and the white polar bears, the red and white colors are the indicators all around the world. If the brand is well developed, customers recognize the brand very easily. Products types are as important as brand familiarity because every brand adapts its products according to every segment, culture and country. For example, in Turkey, the brand Coca- Cola Light is mostly preferred by women because of the word "light". As the word "light" means sugar free, men refused to drink it. As a result of this, Coca- Cola generated a new product called "Coca- Cola Zero" which is also sugar free. And the commercial of that brand was addresses directly to men that include a macho man. So, Coca Cola succeed in sugar free products in Turkey. Product uniqueness is the other factor that affects the level of standardization and adaptation of commercials. If a new

product is launched, an adapted commercial of this product is also launched at the same time.

Organizational factors include international experience, company objectives, advertising objectives and financial conditions. International experience is gained in long term and it strongly provides competitive advantage. Experience helps optimize the advertising and affects how and what Coca- Cola standardize or adapts. Company objectives and also the objectives of advertising are the other factors that affect standardization and adaptation. Coca- Cola has a certain target audience and should adapt or standardize its commercials according to the target market. As in the Coca- Cola Zero example, in Turkish market, Coca- Cola targeted on men who want to drink sugar free coke. Financial conditions especially due to the global crisis are the most important determinant for every company. As we mentioned before, standardization of commercials is used for cost saving. Coca- Cola is a very strong company financially and refuses to standardize all its commercials although the low costs. Coca- Cola prefers adaptation strategy more than standardization. This is the main point that provides success to Coca- Cola.

Environmental factors include culture, economical conditions, legal applications, competition environment, advertising infrastructure, consumer profile and social norms. Cultural adaptation is vitally important for multinational brands such as Coca- Cola. The need for Coca- Cola is the same all around the world, but how the need is portrayed differs from country to country. For example, Ramadan commercials of Coca- Cola arouse attention very much. The need of Coca- Cola is same; to drink something with dinner; but the commercial portray this need as Coca- Cola is the national beverage of Turkey. Target audience feels that they have to drink Coca- Cola during the iftar meals. Economical conditions as a factor are not the major factor according to Coca- Cola. They prefer spending money rather than being unsuccessful. But furthermore, the economic conditions determine the possibility for companies to be active in a certain market. Legal applications and situations are the major factor for commercials. For instance, some countries allow for comparative advertising while others do not as the major competitor Pepsi uses this comparative strategy in its commercials. As Coca- Cola is the most popular and large multinational brand, they always experience problems with Greenpeace, civil societies and even with its competitors. Coca- Cola makes sure that the advertisements and its facilities

are in line with the demands of the legal department in that specific country. For example, In November 2000, Coca-Cola agreed to pay \$192.5 million to settle a class action racial discrimination lawsuit and promised to change the way it manages, promotes and treats minority employees in the US. In 2003, protesters at Coca-Cola's annual meeting claimed that black people remained underrepresented in top management at the company, were paid less than white employees and fired more often (Ben White (2002-04-18). "Black Coca-Cola Workers Still Angry". Washington Post. <http://www.washingtonpost.com/ac2/wp-dyn/A4802-2002Apr17?language=printer>). In 2004, Luke Visconti, a co-founder of Diversity Inc., which rates companies on their diversity efforts, said: "Because of the settlement decree, Coca-Cola was forced to put in management practices that have put the company in the top 10 for diversity." (Annys Shin (2004-06-10). "Foundation Helps Sodexo Counter Discrimination Suit". Washington Post. <http://www.washingtonpost.com/wp-dyn/articles/A28918-2004Jun9.html>). Company has many legal issues about environment, deaths in its plants, racial boycotts, and some other urban legends. Competition is very common in today's world to gain competitive advantage commercials and advertisements play very important role. As usual, in highly competitive markets, more resources should be allocated for successful competition. Advertising infrastructure is considered as a major factor that affects the degree of standardization and adaptation. Consumer profile is the key point in success, to produce due to the needs of the target audience provides competitive advantage in the market. To reach the target audience, how to advertise should be decided very effectively. Social norms are the other key point and Coca-Cola take the social norms into consideration.

4.1.3 Coca-Cola's standardization and adaptation of advertisement elements





Figure 5: Screen Shots of Coca- Cola Commercial

As we mentioned before, Coca- Cola prefers to adapt its commercials to each country that it is operational. In this research, we analyzed a Ramadan commercial of the world leading Soft Drink Company. Ramadan is the ninth month of the Islamic calendar. It is the Islamic month of fasting, in which participating Muslims refrain from eating, drinking, that is in excess or ill-natured; from dawn until sunset (http://www.bbc.co.uk/birmingham/content/articles/2005/09/27/idiots_guide_to_ramadhan_faith_feature.shtml). Fasting is meant to teach the Muslim patience, modesty and spirituality. Ramadan is a time for Muslims to fast for the sake of God and to offer more prayer than usual. During Ramadan, Muslims ask forgiveness for past sins, pray for guidance and help in refraining from everyday evils, and try to purify themselves through self-restraint and good deeds.

In the commercial, a seasonal Ramadan campaign of Coca- Cola is explained. The important point is that an American company Coca- Cola emphasizes on patience, modesty, joy and effort while explaining its campaign. These words are almost the definition of Ramadan. After fasting breaking dinner, actors and actresses eat their meals and drink Coca- Cola. Coca- Cola is shown as the national beverage of Turkish culture. It

makes us feel that Coca- Cola should be drunk during Ramadan and Coca- Cola is served with the national Turkish cuisine. Coca- Cola is among the 3 items that reminds Ramadan and fasting breaking dinner. People that I asked them to list 3 items that remind Ramadan and fasting breaking dinner listed “Pitta”, rice wafers stuffed with nuts called “Gülleç” and “Coca- Cola”. We can sum up that Coca- Cola has deeply penetrated into the Turkish culture.

As a result, Coca- Cola company prefers to adapt its commercials according to the cultures of the countries but company generally adapts specific commercials like we analyzed above and some commercials remain same for instance commercials of Coca- Cola light remain same in every country.

4.2 Mc Donald’s

Mc Donald’s is the world’s leading fast food restaurants company being operational in more than 118 countries with more than 32.000 restaurants. First Mc Donald’s restaurant was launched in 1940 by Dick and Mac Mc Donald in San Bernardino, California. 70% of the total restaurants are being operated by executives and the rest is being operated by Mc Donald’s company itself. 58 million people visit Mc Donald’s restaurants every day. More than 1, 6 million people are working in those restaurants. 98% of the USA population goes to MC Donald’s restaurant at least once a year.

Mc Donald’s is operational for 24 years in Turkey by Anadolu Group. There are more than 130 Mc Donald’s restaurants and 4.000 employees in Turkey. Most of all its goods and services that serve in Turkey are supplied from the domestic suppliers (<http://www.mcdonalds.com.tr/McDonaldsInternational.asp?mainId=0&subId=0>).

Mc Donald’s is a locally multinational company and adapts itself to each country where it is operated. For example, for Ramadan period in Turkey, Mc Donald’s serves Ramadan menu for its customers.

In this research, TV commercials of Mc Donald’s are analyzed in terms of standardization and adaptation. Motives for standardizing or adapting the commercials, and factors that affects the degree of standardization and adaptation are analyzed.

4.2.1 Mc Donald’s motives for standardization and adaptation of commercials

Recently, Mc Donald's primarily adapts its commercials according to the country that it will be viewed. Mc Donald's used to standardize its commercials but after misunderstandings, wrong translations, etc. commercials are begun to be adapted and the real success came after this.

In adaptation, quality of the commercials is very important as it is reflecting the brand image. They pay attention to the local level commercials to be as qualified as the ones in central level. General aspect is, the commercials produced at a central level have a higher quality due to the concentration of knowledge and expertise and standardization follows as a natural step in the building of the brand platform. But Mc Donald's Turkey and Mc Donald's USA merged their expertise and knowledge and created a common image in Turkey as well as the whole world.

Cultural differences between markets and countries in international market also affect how the customers perceive the advertisements and how they are appealed to it. Mc Donald's is strongly aware of the cultural differences, and adapts its commercials according to the culture, beliefs, values and attitudes of the target country. Specific commercials stay standard all over the world and in these commercials however the cultural differences among the countries, Mc Donald's try to avoid the differences and find a common ground instead of adapting to these differences.

Another market specific condition is competition. The commercials are used to improve Mc Donald's competitive position if needed. In addition to this, the markets might possess special conditions that Mc Donald's needs to adapt to. One of these conditions is country specific legislations. For example, for Muslim countries, pork isn't allowed and instead of rejecting, Mc Donald's has to generate another product for these countries. On Turkey commercials, it is strongly emphasized that the products are 100% domestic and appropriate for Turkish belief systems.

4.2.2 Factors affecting Mc Donald's degree of standardization and adaptation

There are 3 main factors that affect the degree of standardization and adaptation of Mc Donald's commercials. These main factors are product factors, organizational factors and environmental factors.

As stated earlier product factors include the product life cycle, brand familiarity, product type and product uniqueness. It is strongly clear that product factors affect the standardization and adaptation of the commercials. Life cycle of the products differ from country to country and region to region. The life cycle of foods is longer than the other fast moving consuming goods. So, the life cycle of the products in Mc Donald's commercials is not the major determinant. Moreover, brand familiarity plays an important role for every brand. In countries where a brand is well developed, the consumers often recognize a Mc Donald's commercial from the style, tone or the melody, whereas in new markets much emphasis is put on branding and the underlying messages might be missed. For example, when a person sees a huge M, a clown or the colors red and yellow anywhere, Mc Donald's came up to mind directly. Product type is also another determinant for standardization and adaptation. For example, adapted hamburgers according to Turkish culture and beliefs are shown in Turkey and other adapted products are shown in other countries. Product uniqueness is the other determinant. If a new product is launched, an adapted commercial of this product is also launched.

As mentioned before, organizational factors include international experience, company objectives, advertising objectives and financial conditions. Regarding factors that relate to the organization itself, Mc Donald's states that international experience affects the advertising. Experience helps optimize the advertising and affects how and what Mc Donald's adapts. In addition to this, the company objectives have a great influence on the adaptation and standardization of commercials. Even if the strategy is to standardize, it can be seen if Mc Donald's should decide to focus on a specific market. In that case, a new strategy will be formed to maximize advertising presence in that country. The objective of the advertisements also affects although it is not of crucial importance. Financial conditions is the most important determinant for every company and we have to remember that the reason for standardization is the cost saving. But Mc Donald's worldwide knows the importance of adaptation and avoids cost saving rather than being unsuccessful.

As mentioned before, environmental factors include culture, economical conditions, legal applications, competition environment, advertising infrastructure, consumer profile and social norms. In environmental factors, cultural differences are the most important factor in adapting and standardizing the commercials of multinational brand. We can state that the

need for Mc Donald's is the same all around the world, but how the need is portrayed differs from country to country. For example, in Turkey huge and veal products are acceptable issues but products including pork are acceptable in others. So Mc Donald's has to formulate the message in a different and more modest way. Economical conditions as a factor are not the major factor according to Mc Donald's. They prefer spending money rather than being unsuccessful. But furthermore, the economic conditions determine the possibility for companies to be active in a certain market. Legal applications and situations are the major factor for commercials. For instance, some countries allow for comparative advertising while others do not. So that, every time an advertisement is produced, Mc Donald's makes sure that the advertisement is in line with the demands of the legal department in that specific country. For example, in 2003, a ruling by the UK Advertising Standards Authority determined that the corporation had acted in breach of the codes of practice in describing how its French fries were prepared. A McDonald's print ad stated that "after selecting certain potatoes" "we peel them, slice them, fry them and that's it." It showed a picture of a potato in a McDonald's fries box. In fact the product was sliced, pre-fried, sometimes had dextrose added was then frozen, shipped, and re-fried and then had salt added (www.asa.org). In 2001, 34 claimants (representing some 7,000 claimants) failed in a class action against McDonald's for false and misleading conduct arising from the "McMatch & Win Monopoly" promotion before Justice John Dowsett of the Federal Court of Australia (<http://www.abc.net.au/worldtoday/stories/s257577.htm>). The claimants had attempted to claim prizes from the 1999 promotion using game tokens from the 1998 promotion, arguing unsuccessfully that that remaining 1998 tokens may have been distributed accidentally by McDonald's in 1999 (<http://www.austlii.edu.au/cgi-bin/sinodisp/au/cases/cth/FCA/2001/209.html?query=federal%20and%20court%20and%20dowsett%20and%20mcdonalds%20and%20match%20and%20win>). In addition to this, Mc Donald's adjust the advertising to the efforts of the competition, making this an influencing factor. In highly competitive markets for instance, Mc Donald's may need to allocate more resources to advertising in order to be competitive. Mc Donald's do not consider advertising infrastructure to influence the degree of standardization and adaptation of advertising. However, the existence of advertising infrastructure is a prerequisite for the ability to advertise. Additionally, the consumer is always a key issue for Mc Donald's. Consumer preference, behavior and attitudes are of key importance

when deciding how to advertise and how to reach the customer. It can also be stated that in different countries, different social norms are accepted. Mc Donald's has to take these norms into consideration in order to succeed with the advertising in each country.

4.2.3 Mc Donald's standardization and adaptation of advertisement elements



Figure 6: Screen Shots of Mc Donald's Commercial

The commercial will be analyzed is the most popular commercial of Mc Donald's shown in Turkey. Mc Donald's prefers adaptation strategy in its commercials because it is important that the meat products should be coherent with the belief system of Muslims. In the commercials this situation is strictly mentioned and using domestic products are also the other important point that is mentioned in the commercials.

In the commercial that is analyzed the "first times" are told. For example, if we (Turkish people) were the ones who discovered the fire, we would barbecue at first. The title explains the content very well "history would have been much more fun if we, Turks, had

been on inventions.” At the end it says that if we found out the hamburger first, it would have huge spicy meatball with onions and garlic all in thick bread. This definition is definitely coherent with the Turkish plate. So these specifications should be mentioned in the commercials to attract Turkish consumers.

As a result, Mc Donald’s prefers to adapt its commercials according to the cultures of the countries. As Coca- Cola Company, Mc Donald’s also has some commercials remained same in every country.

4.3 BMW

BMW is the leader German car, motorcycle, engine and bicycle manufacturer. In its 90 years history, BMW produced millions of sports cars, high performance cars to make us feel the joy of driving with its slogans “Joy is BMW.” and “Sheer Driving Pleasure”. Borusan Otomotiv is the official distributor of BMW in Turkey. BMW was established in 1913 by Karl Friedrich Rapp in Munich, Germany. BMW is also the owner of Mini and Rolls Royce.

The slogan and the official corporate language is English. With its slogans in English, BMW emphasizes on the famous German technology and the confidence in the R&D activities.

BMW has 107.539 employees worldwide and has many official distributors all over the world (<http://www.bmw.com.tr/tr/en/insights/history/mobiletradition/content.html>)

4.3.1 BMW’s motives for standardization and adaptation of commercials

BMW uses standardization strategy in its many commercials. As BMW’s target audience is specific, company only addresses to this audience and doesn’t need to adapt its commercials according to culture. And standardization strategy also helps BMW to save cost. Standardization follows as a natural step in the building of the brand platform.

BMW interiorized English as its national language and even in its corporate web site English is used. Slogans in the commercials are also in English. BMW is a luxuries car and commercials should reflect this luxury as well. So, the quality of the commercials

is also very important. Company pays attention to the quality level doesn't want to take a risk for local markets.

As we mentioned before cultural differences between markets and countries in international market also affect how the customers perceive the advertisements and how they are appealed to it. BMW is also strongly aware of the cultural differences and company tries to avoid the distinct cultural differences and find a common ground that is suitable to any culture.

Competition is the most important motive for BMW because there are many options for consumers and the commercials are used most commonly to increase the competitive advantage.

Vehicles seem to be particularly prone to difficulties in naming for the international market, as has already been shown with the Chevrolet Nova. In the U.S., Daihatsu sells a vehicle called "Charade," which clearly has more negative connotations than positive in U.S. culture. "Cressida," a high-end Toyota sedan, is an allusion to the character of the same name in a Shakespearean play Troilus and Cressida. The problem is in the play the character of Cressida is quite perfidious. When General Motors Europe (Opel), introduced their popular European Corsa into the UK, they changed the name to, ironically, "nova"; research indicated that "corsa" was too close to "coarser," which was viewed as a detriment to successful sales. Mitsubishi Motors of Japan tried marketing their popular Pajero car in the Spanish market but were baffled by their lack of success because Pajero is slang for "masturbation." The name was, well, withdrawn. In a similar way, Fiat, a sporty Italian auto manufacturer, found that they had to rename their "uno" when selling it in Finland. "Uno" means garbage in Finnish (<http://www.intuitive.com/globalsoftware/gs-chap5.html>). Due to the fact of misunderstanding and mistranslation, BMW prefers to name its cars with numbers and letters such as "1 series, 3 series, 5 series, 6 series, 7 series and Z series

4.3.2 Factors affecting BMW's degree of standardization and adaptation

As stated earlier, there are 3 main factors that affect the degree of standardization and adaptation of BMW's commercials. These main factors are product factors, organizational factors and environmental factors.

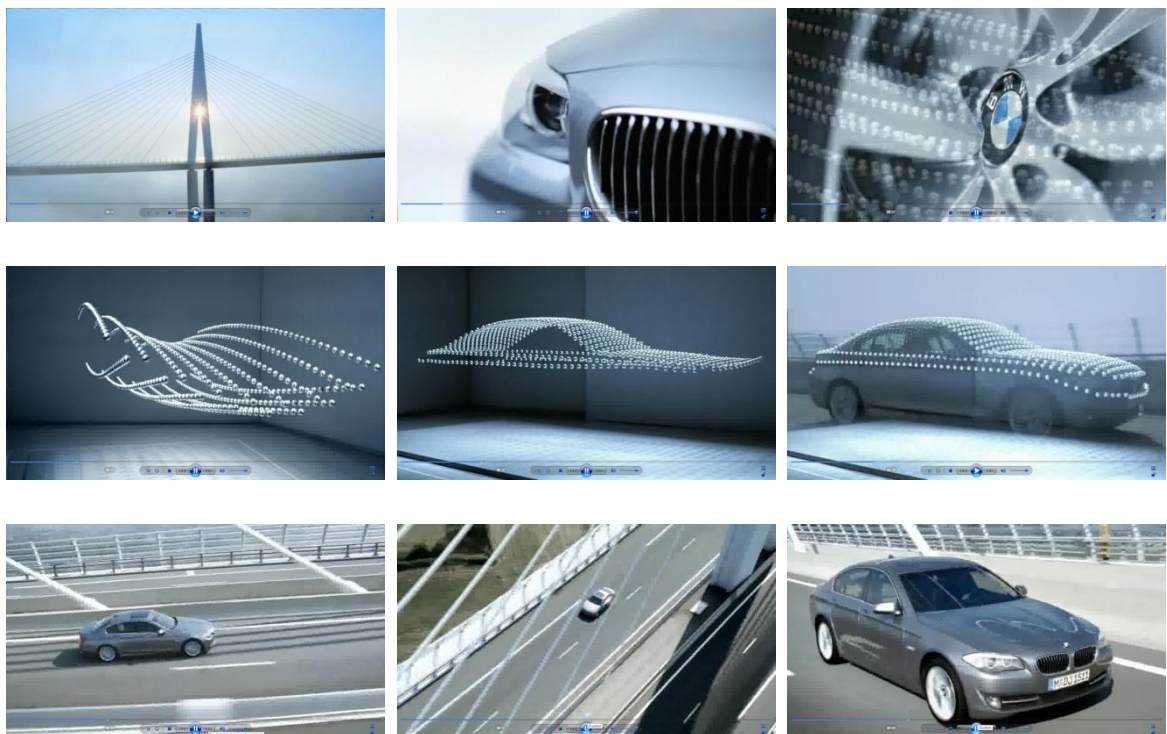
As mentioned before, product factors include the product life cycle, brand familiarity, product type and product uniqueness. Life cycle of vehicles is long but in the commercials the long life cycle is never mentioned. Instead of life cycle, specifications of BMW such as luxury, comfort and safety are mentioned. So, as a result, life cycle is not the determinant for BMW. Brand familiarity is the key factor for BMW. The style of the car, or even the engine sound is easily recognized by some people who are really familiar. Especially the German technology is mentioned in the commercials. Product type is the other key determinant for BMW. Wide range of cars provide competitive advantage due to the numerous competitors. BMW's range of cars and models are very wide and segmented according to the needs of its target audience. For example, 6 series addresses to sports car segment whereas 7 series addresses to more official cars segments. Product uniqueness is the other key determinant. BMW is the leader in the market with the invention of SMG transmission box. BMW invented this technology and today this technology is used in nearly all cars under the name of triptronic transmission box. In the commercials, these unique parts are mentioned and each series has its own commercials which tell about the series' major specifications.

As stated before, organizational factors include international experience, company objectives, advertising objectives and financial conditions. If you are a national company, you have to be very careful in abroad. Due to BMW's 90 years history, has great international experience. Local distributors also have great contribution to this excellent experience. As BMW prefers standardized commercials, it has to be more careful in terms of cultural distinctions. Company objectives are also the determinant for BMW as the strategy is to standardize its commercials. Advertisement objectives are as important as the company objectives due to the standardization strategy. Financial conditions is not the major determinant for BMW as the car segment is luxuries so rather than cost saving strategy, quality is lying under the standardization strategy.

As stated earlier, environmental factors include culture, economical conditions, legal applications, competition environment, advertising infrastructure, consumer profile and social norms. Cultural differences are the major factor among environmental factors. As BMW's strategy is to standardize, cultural aspect should take into consideration even more detailed. English is the official language although its German origin as the English is

accepted as universal and the same slogan is used all around the world. Economical conditions are also important as the cars are luxuries and the economic conditions determine the possibility for companies to be active in a certain market. Legal circumstances are the other determinant for BMW and because of that BMW makes sure that the advertisement is in line with the demands of the legal department in that specific country. Competition is the common issue for every brand and the promotions such as commercials are the most specific ways to compete in all markets. Advertising infrastructure is a prerequisite for the ability to advertise in all markets. Consumer profile determines the level of standardization and adaptation of commercials as the standardization strategy is used; advertising methods is important to reach the target audience. Social norms are the difficult part of standardization strategy as each country has accepted different norms. In the standardization strategy, a common point of view should be taken into consideration to succeed in all markets.

4.3.3 BMW's standardization and adaptation of advertisement elements



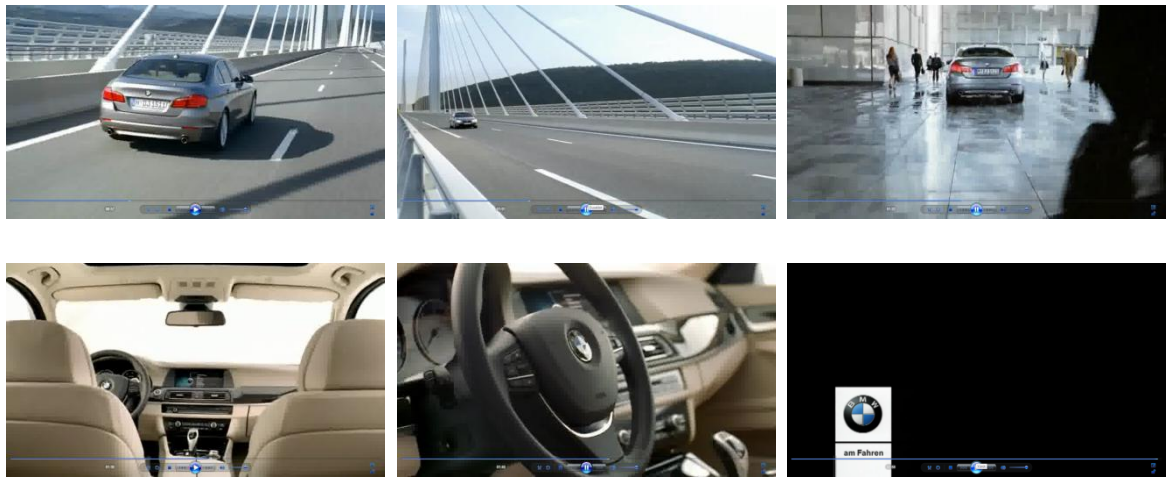


Figure 7: Screen Shots of BMW Commercial

BMW generally prefers to standardize its commercials in every country. In theory, there are many reasons that companies prefer to standardize its commercials such as possible cost savings, the presentation of a global brand image, to avoid consumer confusion, and the increased efficiency. For BMW the possibility of reducing the cost of advertising is not the main motive for using standardized commercials. The company's building of the brand platform indicates the importance of creating a strong and comprehensive global image for the brands is the main motive for BMW.

The latest commercial of 5 Series of BMW which is also shown in our country is analyzed in this research. The commercial is the identification of the new 5 Series. The background, visual elements and the music behind is all the same in each country's commercial only the speeches of the narrator are translated and in some countries the speeches are totally deleted. The language is not important in BMW commercials because, the purpose is just to promote the car. Using cultural or religious signs are avoided in the commercials. The same theme and similar appeals in different countries provides universality to the brand. The appeals are suitable for standardization due to the similarities between people regarding basic needs. The universal slogan is shown in English in the commercials but in the national language as voiceover.

As a result, BMW standardize its commercials with very small adjustments like translation. According to BMW, standardization is more suitable when the need is universal.

4.4 L'Oreal

The L'Oreal Group is the world's largest cosmetics and Beauty Company. With its registered office in Paris and head office in the Paris suburb of Clichy, Hauts-de-Seine, France, it has developed activities in the field of cosmetics. Concentrating on hair color, skin care, sun protection, make-up, perfumes and hair care, the company is active in the dermatological and pharmaceutical fields and is the top nanotechnology patent-holder in the United States.

L'Oréal got its start in the hair-color business, in 1907, by a young French chemist Eugène Schueller, but the company soon branched out into other cleansing and beauty products. L'Oréal currently markets over 500 brands and many thousands of individual products in all sectors of the beauty business: hair color, permanents, hair styling, body and skin care, cleansers, makeup and fragrances. The company's products are found in a wide variety of distribution channels, from hair salons and perfumeries to hyper - and supermarkets, health/beauty outlets, pharmacies and direct mail.

Commercials are directly translated into the languages of all markets which the company is operational and well known models and actresses are the faces of L'Oreal commercials. Brands of L'Oreal are generally categorized by their targeted markets, such as the mass, professional, luxury, and active cosmetics markets.

In 2003, L'Oreal announced its 19th consecutive year of double-digit growth. Its consolidated sales were €14.029 bn and net profit was €1.653 bn. 96.7% of sales derived from cosmetic activities and 2.5% from dermatological activities. L'Oreal has operations in over 130 countries, employing 50,500 people, 24% of which work in France. 3.3% of consolidated sales is invested in research and development, which accounts for 2,900 of its employees. In 2003, it applied for 515 patents. It operates 42 manufacturing plants throughout the world, which employ 14,000 people (<http://money.cnn.com/magazines/fortune/global500/2007/snapshots/6801.html>).

Cosmetics sales by division breakdown: 54.8% from consumer products at €7.506 bn, 25.1% from luxury products at €3.441 bn, 13.9% from professional products at €1.9 bn, and 5.5% from active cosmetics at €0.749 bn. Cosmetic sales by geographic zone breakdown: 52.7% from Western Europe at €7.221 bn, 27.6% from North America at

€3.784 bn, 19.7% from rest of the world at €2.699 bn. In 2007, L'Oréal was ranked 353 in the Fortune Global 500. The company had earned \$2,585 million on sales of \$19,811 million. There were 60,850 employees (<http://money.cnn.com/magazines/fortune/global500/2007/snapshots/6801.html>).

According to Annual Report 2009, on the company web site, the revenue of the company is €17.47 billion, operating income is €2.578 billion and the profit is €1.792 billion (http://www.loreal-finance.com/_docs/fichiers_contenu/0000000550/OREAL_results_2009.pdf). There are 67.660 employees of L'Oréal according to 2008 Annual Report (http://www.loreal.com/_en/_ww/pdf/Rapport_Annuel_2008_FR.pdf).

4.4.1 L'Oréal's motives for standardization and adaptation of commercials

L'Oréal uses both adaptation and standardization strategies by just directly translating the text into the target language. Translation is a very difficult process due to the cultural differences, not only the words should be adapted but also the culture should be adapted as well. L'Oréal is strongly aware of the cultural differences, and adapts its commercials according to the culture, beliefs, values and attitudes of the target country as it strongly affects how the brand is perceived in a certain country.

As we reviewed before, quality of the commercials is very important in competitive advantage due to the reflection of the brand image. Well known actresses and models are the advertising faces of L'Oréal and once the video is shot, it is translated into the languages of the target countries by considering the adaptability of the movements of the mouth and the suitable tone should be chosen for voiceover.

4.4.2 Factors affecting L'Oréal's degree of standardization and adaptation

As stated earlier, there are 3 main factors that affect the degree of standardization and adaptation of L'Oréal's commercials. These main factors are product factors, organizational factors and environmental factors.

As stated before, product factors are the product life cycle, brand familiarity, product type and product uniqueness. Life cycle of the products is important for L'Oréal but in standardization and adaptation strategy of commercials, life cycle is not mentioned but

some products of L’Oreal have longer life cycle which are still available in the cosmetic market for a long time. Brand familiarity is also important as the competitive environment and in new markets much emphasis is put on branding and the underlying messages might be missed. Product type is the other factor for L’Oreal and L’Oreal has segmented its products such as the mass, professional, luxury, and active cosmetics products. The name of the products are not translated into any other language, it remains original in every country. Product uniqueness is the major determinant in strong competitive markets, as soon as the new product has been launched; a new commercial has been launched as well. Commercials of all products are informative that gives information about the benefits of the product.

As mentioned earlier, organizational factors are international experience, company objectives, advertising objectives and financial conditions. International experience is quite important for multinational brands as we mentioned before. L’Oreal prefers to have regional head offices and these offices help main head office internationally as the experience helps optimize the advertising. Moreover, company objectives and advertising objectives work together and have great influence. Financial conditions are important but not the major determinant because L’Oreal prefers translation strategy as adaptation.

As stated earlier, environmental factors are culture, economical conditions, legal applications, competition environment, advertising infrastructure, consumer profile and social norms. Cultural differences are the major determinant as the strategy preferred is translation. The need for the product is mentioned strongly in the commercials by considering the common points of all cultures. Economical conditions are important but not the major factor. Commercials should reflect the beauty and should be glamorous. L’Oreal is experiencing legal issues for both its commercials and organization although the company is trying hard to meet all the demands of the legal conditions of each country. For example, In July 2007, the British Advertising Standards Authority attacked L’Oréal for a television advert on its “Telescopic” mascara, featuring Penélope Cruz, stating "it will make your eyelashes 60% longer." In fact, it only made the lashes look 60% bigger, by separating and thickening at the roots and by thickening the tips of the lashes. They also failed to state that the model was wearing false eyelashes ([http://www.asa.org.uk/Complaints-and-ASA-action/Adjudications/2007/7/LOreal-\(UK\)-Ltd/TF_ADJ_42910.aspx](http://www.asa.org.uk/Complaints-and-ASA-action/Adjudications/2007/7/LOreal-(UK)-Ltd/TF_ADJ_42910.aspx)). Furthermore, L’Oreal adjusts the advertising to the efforts of

the competition, making this an influencing factor. In highly competitive markets L’Oreal may need to allocate more resources to advertising in order to be competitive. However, the existence of advertising infrastructure is a prerequisite for the ability to advertise, it is not the major determinant among the factors that affect the degree of standardization and adaptation of commercials. Consumer preference, behavior and attitudes are of key importance when deciding how to advertise and how to reach the customer as the target audience of L’Oreal is mostly women, the products should be manufactured according to the needs and commercials should be spectacular enough to gain competitive advantage. Social norms are taken into consideration as well as the cultural differences and commercials are planned due to the shared norms throughout the world.

4.4.4 L’Oreal’s standardization and adaptation of advertisement elements

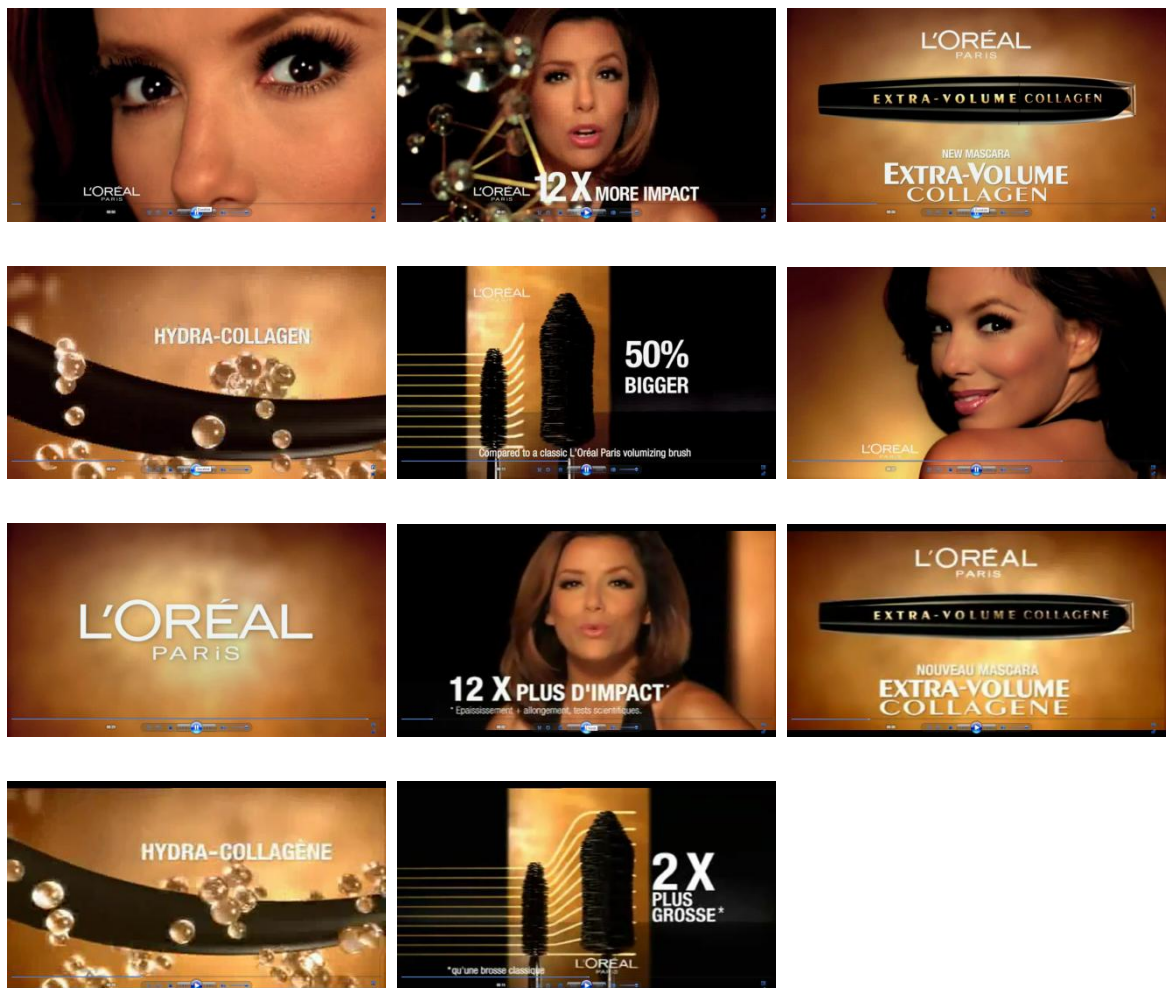


Figure 8: Screen Shots of L'Oreal Commercial

Regarding L'Oreal's products, every country has the same needs within the framework of looking pretty and charming. More specifically, the products need to be long lasting on skin, user friendly and dermatological tested, make you look more charming, even though different countries rank these needs differently. Due to the common basic need, L'Oreal can develop the commercials using the same appeal.

L'Oreal uses well known actresses and models in the commercials and once the video is shot, it is translated into the languages of the target countries by considering the adaptability of the movements of the mouth and the suitable tone should be chosen for voiceover. Due to the fact that few elements are adapted, the main theme, appeals and buying proposals are consistent in all markets. The commercials are produced in a way that demands very little explanation. The messages are often short and clear, and easy to translate and understand.

During the translation period, social norms are taken into consideration as well as the cultural differences addition to direct translation.

5. CONCLUSION

There are both advantages and disadvantages with standardization; however, the motives for standardization often override the rationales for adaptation. Nonetheless, attention is paid to the circumstances when the benefits of adaptation prevails the benefits of standardization.

We can conclude that the dominant motive for standardization of commercials proved to be cost savings from economies of scale. Cost is a key issue, and the main concern of every business decision is the effect it has on the balance sheet.

Even if cost savings is the absolute dominant motive, the fact that local commercials do not possess the same quality further supports the decision to standardize. By developing the commercials at a central level, a company can make full use of the creative competence within the company. An additional motive behind the use of standardization is to coordinate and control the building and communication of a uniform image. However, the use of different brand names implies that companies may not consider standardized commercial as a mean for preventing customer confusion.

Adapted commercial is sometimes necessary despite the wish for standardized commercial. One reason to why companies sometimes use adapted commercial is that the market might possess differences that demand specific measures. For instance, there are cultural differences between countries that demand certain adjustments of the commercials. Additionally, the fact that legislation differs is also a reason to why the commercials are sometimes adapted. Moreover, adaptation can be used in order to keep up with or stave off competition in specifically intense markets. Also, to adjust to the stage of the product life cycle is a motivation for adaptation since there is great difference between regions regarding the stage the product is marketed in. Worth to point out is that the need for adaptation often can be eliminated by simply avoiding the problem and using a slightly different commercial which could be standardized.

There are numerous factors that affect the decision of standardization and adaptation of commercials. Many factors are discussed in the conceptual framework, but not all of them are of significance for the investigated company. Additionally, some factors have much more impact than others.

Some of the factors relating to the product itself proved to be of significance. For instance, the stage of the product life cycle is an important factor. A commercial need to be different depending on the stage of the life cycle, as a commercial in the introduction stage will most likely aim to create awareness while a commercial in the growth stage will aim for action.

Product uniqueness seemed to favor an adapted approach when being advertised in Europe. Furthermore, product type was not regarded as influential. Another influencing factor proved to be brand familiarity. If consumers are familiar with the brand they will easier recognize the commercial of the specific brand and less effort is needed to put emphasis on the brand.

In organizational factors, the financial conditions proved to be of utmost importance, which is in line with the fact that cost reduction proved to be the main motive for standardization. Moreover, the commercial is influenced by the company objective. Furthermore, international experience affects the adaptation of commercials, since experienced companies know more about what each market appreciate and can thereby maximize the advertising strategy when adapting to different markets.

In environmental factors, culture, competition and consumer profile proved to be significantly important. The cultural factor is very much bound to the consumer profile, but it also affects how the whole society will perceive the commercial. Furthermore, the commercial of competitors influences the degree of standardization and adaptation, as the level of competition will affect how much resources that is allocated to the market. Finally, legal conditions matter due to the fact that the content of the commercial has to be adjusted to the different laws and regulations in the relevant markets.

We can conclude that the voiceover and text are adapted due to linguistic reasons while the visuals, background and models are standardized. Furthermore, if the consumers' needs are more or less the same globally, the appeal can be standardized, however, how the appeal is portrayed might need some adjustment. The content of the text is most often not changed at all but minor changes in translation may be needed due to cultural differences. Despite some adjustments the central themes of the commercials remain the same. The style of the commercials might have to be adjusted as preferences differ between countries.

As the practice of standardization and adaptation of international advertising has changed over the years, it is suggested that managers should continue paying extra attention to the changing environment and to new factors that can be of significance. The overall purpose to gain a better understanding of standardization and adaptation of international advertising of consumer goods has been reached. Since a research was conducted on four different companies from 4 different sectors, the findings will serve as a complement to previous theories on the subject, rather than as the foundation of new theories.

6. APPENDIX

Appendix 1 Commercials' CD

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