# Contents

Introduction  
Acknowledgements  

## Part 1 The cultural variable in international marketing

### Introduction to Part 1

### 1 The cultural process

1.1 Defining culture  
1.2 Elements of culture  
1.3 Culture and nationality  
1.4 Culture and competence  
1.5 Culture and social representations  

Questions  
References  

Appendix 1: Teaching materials  
A1.1 Critical incident: An old lady from Malaysia  
A1.2 Critical incident: The parable  
A1.3 Reading: Body rituals among the Naciremas  

Appendix reference

### 2 Cultural dynamics 1: time and space

2.1 A model of action based on cultural assumptions  
2.2 Time: cross-cultural variability  
2.3 Space territoriality  
2.4 Cultural borrowing and change in societies  
2.5 Cultural hostility  

Questions  
References  

Appendix 2: Teaching materials  
A2.1 Cross-cultural scenario: Inshallah  
A2.2 Cross-cultural interaction: Engineering a decision  
A2.3 Cross-cultural interaction: Opening a medical office in Saudi Arabia
### Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A2.4 Reading: Language and time patterns – the Bantu case</td>
<td>34</td>
</tr>
<tr>
<td>A2.5 Exercise: World picture test</td>
<td>35</td>
</tr>
<tr>
<td>Appendix references</td>
<td>36</td>
</tr>
</tbody>
</table>

#### 3 Cultural dynamics 2: interactions, mindsets and behaviours

3.1 Concept of the self and others                                      | 37   |
3.2 Interaction models                                                   | 43   |
3.3 Culture-based attitudes towards action                              | 50   |
3.4 How to relate thinking to action                                    | 53   |
3.5 Dealing with desires and feelings                                   | 54   |
3.6 Coping with rules                                                   | 55   |
3.7 Cultural assumptions and actual behaviour                           | 57   |

Questions
References

Appendix 3: Teaching materials

A3.1 Critical incident: An American in Vietnam                          | 61   |
A3.2 Rationales for section A2.1 (cross-cultural scenario) and sections A2.2 and A2.3 (cross-cultural interactions) | 61   |

Appendix references

---

### Part 2 The integration of local consumption in a global marketing environment

Introduction to Part 2

#### 4 Cross-cultural consumer behaviour

4.1 Culture and consumer behaviour                                      | 69   |
4.2 The influence of culture on selected aspects of consumer behaviour   | 74   |
4.3 Investigating the cross-cultural applicability of consumer behaviour concepts | 77   |
4.4 Ethnic consumption                                                   | 80   |
4.5 Marketing as an exchange of meanings                                 | 83   |
4.6 Conclusion                                                           | 85   |

Questions
References

Appendix 4: Teaching materials

A4.1 Exercise: ‘Dichter’s consumption motives’                          | 89   |
A4.2 Exercise: Investigating the cross-cultural applicability of a consumer complaint scale | 89   |
A4.3 Case: Mobile phones in the European Union                           | 90   |
A4.4 Exercise: Cross-cultural consumer behaviour and the standardization/adaptation of service offers | 90   |
A4.5 Exercise: Multidomestic versus global                               | 95   |

Appendix references

Appendix references
5 Local consumers and the globalization of consumption
5.1 Free trade doctrine and the denial of cultural variety in consumers’ tastes
5.2 The global convergence of consumption patterns
5.3 The emergence of a global consumer culture
5.4 Local products and consumption experiences
5.5 Local consumer cultures and resistance to change
5.6 Emergent patterns of mixed local/global consumer behaviour
Questions
References
Appendix 5: Teaching materials
A5.1 Case: Setting the stage – Disneyland Resort Paris
A5.2 Case: Pope Ingvar’s worries
A5.3 Case: McDonald’s – a global cultural icon?
Appendix references

6 Cross-cultural market research
6.1 Local marketing institutions and infrastructures
6.2 Equivalence in cross-cultural research
6.3 Translation equivalence
6.4 Measure equivalence
6.5 Comparability of samples
6.6 Data-collection equivalence
6.7 Researching internationally
6.8 Conclusion
Questions
References
Appendix 6: Teaching materials
A6.1 Case: Mobile phones in the European Union
A6.2 Exercise: Hair shampoo questionnaire
Appendix reference

Part 3 Marketing decisions for the intercultural environment

Introduction to Part 3

7 Intercultural marketing strategy
7.1 Cost arguments and global strategies
7.2 The globalization of competition
7.3 Globalization of international marketing strategies
7.4 Market segments
7.5 Conclusions
Questions
References
Appendix 7: Teaching materials
A7.1 Case: Bollywood 209
A7.2 Case: Muslim Cola – cola wars or cola crusades? 213
A7.3 Case: Odol 215
A7.4 Exercise: Dangerous Enchantment 217
Appendix references 219

8 Product policy 1: physical, service and symbolic attributes 220
8.1 Adaptation or standardization of product attributes 221
8.2 Physical attributes 222
8.3 Service attributes 227
8.4 Symbolic attributes 233
Questions 238
References 238
Appendix 8: Teaching materials 241
A8.1 Case: Movies worldwide 241
A8.2 Case: Fastfood – Halal or Haram? 247
Appendix references 255

9 Product policy 2: managing meaning 258
9.1 National images diffused by product origin and brand name 259
9.2 Consumer product evaluation according to country of origin 261
9.3 National, international and global brands 264
Questions 274
References 275
Appendix 9: Teaching materials 279
A9.1 Exercise: Interpreting symbolic attributes 279
A9.2 Case: Soshi Sumsin Ltd 279
A9.3 Case: Derivados de Leche SA 281
Appendix references 283

10 The critical role of price in relational exchange 284
10.1 Price as a signal conveying meaning 285
10.2 Bargaining 285
10.3 Price and consumer evaluations 288
10.4 International price tactics 292
10.5 Market situations, competition and price agreements 299
10.6 Managing prices in highly regulated environments 301
Questions 303
References 304
Appendix 10: Teaching materials 306
A10.1 Case: Saito Importing Company 306
A10.2 Case: Riva International 307
A10.3 Case: Taman SA 309
A10.4 Case: AIDS – global ethics and the pricing of AIDS drugs 309
Appendix reference 309
11 International distribution and sales promotion 310
11.1 Cultural dimension of distribution channels: The case of Japanese keiretsus 310
11.2 Criteria for choosing foreign distribution channels 317
11.3 Role of distribution as a 'cultural filter' 319
11.4 Direct marketing worldwide 322
11.5 Sales promotion: other customs, other manners 325
Questions 328
References 329
Appendix 11: Teaching materials 332
A11.1 Case: ComputerLand in Japan 332
A11.2 Case: Virtual beehive – online marketing of US honey 333
Appendix references 337

Part 4 Intercultural marketing communications 339

Introduction to Part 4 340

12 Language, culture and communication 342
12.1 Verbal communication: the role of context 343
12.2 Non-verbal communication 349
12.3 Language shaping our world views 351
12.4 Ethnocentrism, stereotypes and misunderstandings in intercultural communication 356
12.5 How to improve communication effectiveness in international business 360
Questions 363
References 364
Appendix 12: Teaching materials 367
A12.1 Exercise: Multicultural class 367
A12.2 Exercise: I 'love' cake 367
A12.3 Case: Longcloud – languages in cyberspace 367
A12.4 Case: Supreme Canning 371
A12.5 Critical incident: Scandinavian Tools Company 373
Appendix references 375

13 Intercultural marketing communications 1: advertising 376
13.1 Influence of culture on attitudes towards advertising 378
13.2 Culture and advertising strategy 380
13.3 Culture and advertising execution 383
13.4 Media worldwide: technological advances and cultural convergence 393
13.5 The globalization of advertising 398
Questions 402
References 402
Appendix 13: Teaching materials
A13.1 Case: BrandUSA – selling Uncle Sam like Uncle Ben’s
A13.2 Case: Excel and the Italian advertising campaign
A13.3 Exercise: Borovets – a Bulgarian ski resort
A13.4 Exercise: Slogans and colloquial speech
A13.5 Case: AIDS (2) – designing a communication campaign for Mexico

Appendix references

14 Intercultural marketing communications 2: personal selling, networking and public relations
14.1 Intercultural commerce
14.2 Networks in business markets
14.3 Buyer–seller interactions
14.4 Sales force management in a cross-cultural perspective
14.5 Public relations across cultures
14.6 Bribery: facts
14.7 Bribery: ethical aspects

Questions

References

Appendix 14: Teaching materials
A14.1 Case: When international buyers and sellers disagree
A14.2 Case: Setco of Spain
A14.3 Case: Union Carbide at Bhopal
A14.4 Case: The Brenzy nouveau has arrived!

Author index

Subject index