Detailed Contents

Foreword xiii  
Geert Hofstede

Preface to the Third Edition xv

Summary of the Book xvii

Chapter 1: The Paradoxes in Global Marketing Communications 1
  The Value Paradox 2
    The Global-Local Paradox 3
    The Technology Paradox 3
    The Media Paradox 4
  Paradoxes in Global Marketing Theory 4
    Local Markets Are People, Global Markets Are Products 5
    Focus on a Unique Individual 6
  Globalization 6
  Convergence and Divergence of Consumer Behavior 7
  The Global-Local Dilemma in Global Marketing 11
  Global Communities 11
  Global or Local? The Standardization-Adaptation Debate 14
    Review of a 50-Year Debate 14
    Variables Influencing the Standardization-Adaptation Decision 16
    Effect on Performance 18
  Summary 19
  Notes 20

Chapter 2: Global Branding 23
  Branding 24
    The Brand Concept and Branding Models 24
    Brand Equity 26
    Brand Architecture 27
  The Global Brand 28
  Perception of Global Brands by Consumers 31
Chapter 3: Values and Culture

The Value Concept
Values Are Enduring
The Value Paradox: The Desirable and the Desired
Culture Defined
Cultural Universals
Selective Perception
Stereotyping
Manifestations of Culture
Signs, Symbols, and Body Language
Imagery and Music
Thinking Patterns and Intellectual Styles
Language
Comparing Cultures
Comparing Nations
Summary
Notes

Chapter 4: Dimensions of Culture

Classifying Cultures
High-Context and Low-Context Cultures
Dimensions of Time
Closure
Time Orientation Toward the Past, Present, or Future
Time Is Linear or Circular
Monochronic and Polychronic Time
Cause and Effect
Relationship of Man With Nature
Hofstede’s Five Dimensions of National Culture
Power Distance (PDI)
Individualism/Collectivism (IDV-COL)
Masculinity/Femininity (MAS-FEM)
Uncertainty Avoidance (UAI)
Long-/Short-Term Orientation (LTO)
Configurations of Dimensions
The United States
The Netherlands
Japan
Summary
Notes
Chapter 5: Culture and Consumer Behavior

Consumer Behavior 93
Consumer Attributes 94
The Concept of Self 95
Personality 96
Personality Traits 97
Identity and Image 98
Personality and Identity in Marketing 101
Attitude 103
Lifestyle 104
Social Processes 104
Needs 104
Motivation 106
Buying Motives 106
Emotion 109
Emotions in Advertising 110
Group Processes 110
Opinion Leaders 111
Mental Processes 112
Language, Perception, and Memory 112
Categorization 113
Locus of Control 114
Information Processing 114
Decision Making 116
Consumer Behavior Domains 118
Product Acquisition, Ownership, and Usage 118
Complaining Behavior 121
Brand Loyalty 121
Diffusion of Innovations 122
Summary 124
Notes 124

Chapter 6: Researching and Applying Cultural Values 131
Value Research 131
Value Priorities Vary 134
Mixing Terminal and Instrumental Values 134
Value Shift 135
Culture-Specific Values 136
Belgian Values 136
Dutch Values 137
Indian Values 138
Japanese Values 138
Important Values Don’t Translate 141
Measuring Cultural-Values 143
Measuring the Desired Versus the Desirable 144
Individual- and Culture-Level 144
Equivalence of Survey Data 145
Sample Equivalence 146
**Chapter 7: Culture and Communication**

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication and Culture</td>
<td>163</td>
</tr>
<tr>
<td>Interpersonal Communication Styles</td>
<td>165</td>
</tr>
<tr>
<td>Interpersonal Communication and the Electronic Media</td>
<td>167</td>
</tr>
<tr>
<td>Mass Communication Styles</td>
<td>168</td>
</tr>
<tr>
<td>Advertising Styles</td>
<td>169</td>
</tr>
<tr>
<td>The Purpose of Marketing Communication</td>
<td>174</td>
</tr>
<tr>
<td>Informational Versus Emotional</td>
<td>175</td>
</tr>
<tr>
<td>Measuring Advertising: Persuasion or Likeability</td>
<td>178</td>
</tr>
<tr>
<td>How Advertising Works</td>
<td>179</td>
</tr>
<tr>
<td>The Hierarchy of Effects</td>
<td>179</td>
</tr>
<tr>
<td>High and Low Involvement</td>
<td>180</td>
</tr>
<tr>
<td>Visuals in Advertising</td>
<td>181</td>
</tr>
<tr>
<td>Appreciation of Advertising in General</td>
<td>182</td>
</tr>
<tr>
<td>Public Relations and Culture</td>
<td>183</td>
</tr>
<tr>
<td>Web Site Design</td>
<td>184</td>
</tr>
<tr>
<td>Design: Logo, Product, Package, and Retail Design</td>
<td>186</td>
</tr>
<tr>
<td>Summary</td>
<td>187</td>
</tr>
<tr>
<td>Notes</td>
<td>188</td>
</tr>
</tbody>
</table>

**Chapter 8: Culture and the Media**

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>An Ever-Changing Media Landscape</td>
<td>193</td>
</tr>
<tr>
<td>Media Usage Across Cultures</td>
<td>195</td>
</tr>
<tr>
<td>Television</td>
<td>195</td>
</tr>
<tr>
<td>IPTV</td>
<td>196</td>
</tr>
<tr>
<td>Radio</td>
<td>197</td>
</tr>
<tr>
<td>Press Media</td>
<td>197</td>
</tr>
<tr>
<td>The Mobile Phone</td>
<td>199</td>
</tr>
<tr>
<td>The World-Wide Web</td>
<td>201</td>
</tr>
<tr>
<td>E-Commerce</td>
<td>203</td>
</tr>
<tr>
<td>Search Marketing</td>
<td>204</td>
</tr>
<tr>
<td>The Social and Entertainment Roles of the Internet</td>
<td>204</td>
</tr>
</tbody>
</table>
Chapter 11: From Value Paradox to Strategy  
with Arne Maas

A Company's Mission and Vision  
Corporate Identity  
Product/Market Development Across Cultures  
Branding and Culture  
Brand Positioning Across Cultures  
External Aspects: Product Usage and Brand Image  
  Product Usage  
  Brand Image  
Internal Aspects: Brand Identity and Personality  
  and Brand Values  
  Brand Identity and Personality  
  Brand Values  
Brand Positioning Matrix  
Marketing Communication Strategy  
  1. Fully Standardized: One Product or Brand, Display  
  2. Semistandardized: One Brand, 
     One Advertising Form, and Standard 
     Execution (Voice-Over and/or Lip Sync)  
  3. One Brand, One Form, Varying 
     Standard Executonal Elements  
  4. One or Different Brand Names, One Advertising 
     Form, Different Executions  
  5. One or Different Brand Names, One Concept, 
     Different Executions Based on Culture-Fit 
     Advertising Styles  
  6. Cultural Segmentation: Act Global, Think Local  
Communication Strategy by Stage of Market Development  
  Stage 1: Global Products, Global Marketing 
     Communications  
  Stage 2: Global Products, Adapted Marketing 
     Communications  
  Stage 3: Local Products, 
     Local Marketing Communications  
Summary  
Notes

Appendix A: GNI/Capita 2007 (US$) and 
Hofstede Country Scores for 66 Countries

Appendix B: Data Sources

Index

About the Author