Cultural Barriers to the Success of Foreign Media Content

Western Media in China, India, and Japan
# Table of Contents

Preface .................................................................................................................. 5  
Acknowledgments .................................................................................................. 7  
List of Figures ......................................................................................................... 15  
List of Tables .......................................................................................................... 16

1. **Introduction** .................................................................................................. 17  
   1.1 Global Media Changes and the Complexity of Audience Demand ............ 18  
   1.2 Research Questions ....................................................................................... 22  
   1.3 Clarification of Crucial Terminology ............................................................. 24  
   1.4 Overview of Chapters .................................................................................... 25

*Part One: Theoretical Framework* ........................................................................... 29

2. **Introduction to Part One** ................................................................................ 29  
   2.1 Culture ........................................................................................................... 29  
      2.1.1 Defining Culture ..................................................................................... 29  
      2.1.2 National Cultural Differences ................................................................. 33  
   2.2 International Media Strategies ...................................................................... 40  
      2.2.1 Two Generic Strategies: Standardization and Localization ................. 41  
      2.2.2 Modes of Market Entry between Standardization and Localization .... 42  
   2.3 Entry Mode Choice and Cultural Distance: Shortcomings of Previous  
      Research and this Work’s Contribution .......................................................... 45

3. **Cultural Influences in Media Production and Media Consumption** .......... 51  
   3.1 Production and Consumption as Part of the Mass Media  
      Communication Process ................................................................................. 51  
      3.1.1 The Media Production Process: Selecting and Encoding ...................... 53  
      3.1.2 The Media Consumption Process: Selecting, Interpreting, and Evaluating ............................................................................................................. 54  
      3.1.3 At the Center: Media Content ................................................................. 59
## Table of Contents

3.2 How the Culture of the Producers Influences the Nature of the Media Content

<table>
<thead>
<tr>
<th>subsection</th>
<th>page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2.1 How Culture Influences the Selection of Media Topics</td>
<td>62</td>
</tr>
<tr>
<td>3.2.2 How Culture Influences the Encoding of the Media Message</td>
<td>71</td>
</tr>
</tbody>
</table>

3.3 How the Culture of the Audience Influences Media Consumption

<table>
<thead>
<tr>
<th>subsection</th>
<th>page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3.1 How Culture Influences Media Selection</td>
<td>80</td>
</tr>
<tr>
<td>3.3.2 How the Culture Influences Media Interpretation</td>
<td>81</td>
</tr>
<tr>
<td>3.3.3 How Culture Influences Media Evaluation</td>
<td>85</td>
</tr>
</tbody>
</table>

4. The Lacuna and Universal Model

<table>
<thead>
<tr>
<th>subsection</th>
<th>page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Lacuna</td>
<td>89</td>
</tr>
<tr>
<td>4.1.1 Content Lacuna</td>
<td>89</td>
</tr>
<tr>
<td>4.1.2 Capital Lacuna</td>
<td>91</td>
</tr>
<tr>
<td>4.1.3 Production Lacuna</td>
<td>95</td>
</tr>
<tr>
<td>4.1.4 The Consequence of Lacunae: Cultural Discount and Cultural Barriers</td>
<td>96</td>
</tr>
<tr>
<td>4.2 Universal</td>
<td>98</td>
</tr>
<tr>
<td>4.2.1 Content Universal</td>
<td>98</td>
</tr>
<tr>
<td>4.2.2 Audience-Created Universal</td>
<td>102</td>
</tr>
<tr>
<td>4.2.3 Company-Created Universal</td>
<td>103</td>
</tr>
<tr>
<td>4.3 Avoiding Lacunae When Entering Foreign Media Markets</td>
<td>109</td>
</tr>
<tr>
<td>4.3.1 Entry Mode Choices and Their Respective Risk of Lacunae</td>
<td>109</td>
</tr>
<tr>
<td>4.3.2 Adapting Content to Local Audiences</td>
<td>112</td>
</tr>
</tbody>
</table>

5. The Vertical Barrier Chain

<table>
<thead>
<tr>
<th>subsection</th>
<th>page</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Designing the Vertical Barrier Chain</td>
<td>117</td>
</tr>
<tr>
<td>5.2 Legal and Political Barriers</td>
<td>120</td>
</tr>
<tr>
<td>5.2.1 Legal Barriers</td>
<td>120</td>
</tr>
<tr>
<td>5.2.2 Political Barriers</td>
<td>121</td>
</tr>
<tr>
<td>5.3 Economic Barriers</td>
<td>123</td>
</tr>
<tr>
<td>5.3.1 Economic Forces within the Market</td>
<td>124</td>
</tr>
<tr>
<td>5.3.2 Economic Forces within the Company</td>
<td>127</td>
</tr>
<tr>
<td>5.3.3 Economic Barriers to Foreign Content and Foreign Investment</td>
<td>130</td>
</tr>
</tbody>
</table>

6. Summary of Part One | 133 |
## Part Two: Country Case Studies

### 7. Introduction to Part Two

#### 7.1 Varying Degrees of Cultural Barriers: Previous Research and this Work’s Contribution

- **7.1.1 Degree of Cultural Barriers Depending on the Type of Media**
- **7.1.2 Degree of Cultural Barriers Depending on Country**

#### 7.2 Methodological Approach of the Empirical Study

#### 7.3 Introducing the Cases: China, India, and Japan

- **7.3.1 China**
- **7.3.2 India**
- **7.3.3 Japan**
- **7.3.4 Summarizing Comparison between the Countries’ Degrees of Economic Development and Relative Openness**

### 8. Western Book Titles in China, India, and Japan

#### 8.1 The Book Publishing Operations of the Five Western Media Companies

#### 8.2 The Activities of the Companies in the Chinese Book Publishing Market in the Light of Market Forces

- **8.2.1 The Vertical Barrier Chain in the Chinese Book Publishing Market**
- **8.2.2 The Activities of the Companies in the Chinese Book Publishing Market**

#### 8.3 The Activities of the Companies in the Indian Book Publishing Market in the Light of Market Forces

- **8.3.1 The Vertical Barrier Chain in the Indian Book Publishing Market**
- **8.3.2 The Activities of the Companies in the Indian Book Publishing Market**

#### 8.4 The Activities of the Companies in the Japanese Book Publishing Market in the Light of Market Forces

- **8.4.1 The Vertical Barrier Chain in the Japanese Book Publishing Market**
- **8.4.2 The Activities of the Companies in the Japanese Book Publishing Market**

#### 8.5 Cultural Barriers to the Success of Western Book Titles in China, India, and Japan

- **8.5.1 Degree of Cultural Barriers: Preferred Entry Modes**
- **8.5.2 Nature of Cultural Barriers: Examples of Lacunae and Universals**
8.6 Summary and Analysis: Cultural Barriers to the Success of Western Book Titles in China, India, and Japan ........................................ 205

9. Western Magazines in China, India, and Japan ................................ 213
   9.1 The Magazine Publishing Operations of the Five Western Media Companies ......................................................... 213
   9.2 The Activities of the Companies in the Chinese Magazine Publishing Market in the Light of Market Forces ........................................... 218
      9.2.1 The Vertical Barrier Chain in the Chinese Magazine Publishing Market ............................................... 218
      9.2.2 The Activities of the Companies in the Chinese Magazine Publishing Market ............................................... 220
   9.3 The Activities of the Companies in the Indian Magazine Publishing Market in the Light of Market Forces ........................................... 226
      9.3.1 The Vertical Barrier Chain in the Indian Magazine Publishing Market ............................................... 226
      9.3.2 The Activities of the Companies in the Indian Magazine Publishing Market ............................................... 228
   9.4 The Activities of the Companies in the Japanese Magazine Market in the Light of Market Forces ........................................... 230
      9.4.1 The Vertical Barrier Chain in the Japanese Magazine Publishing Market ............................................... 230
      9.4.2 The Activities of the Companies in the Japanese Magazine Publishing Market ............................................... 231
   9.5 Cultural Barriers to the Success of Western Magazines in China, India, and Japan ................................................................. 233
      9.5.1 Degree of Cultural Barriers: Preferred Entry Modes .............. 233
      9.5.2 Nature of Cultural Barriers in the Chinese Magazine Publishing Market: Examples of Lacunae and Universals 235
      9.5.3 Nature of Cultural Barriers in the Indian Magazine Publishing Market: Examples of Lacunae and Universals 240
      9.5.4 Nature of Cultural Barriers in the Japanese Magazine Publishing Market: Examples of Lacunae and Universals 241
   9.6 Summary and Analysis: Cultural Barriers to the Success of Western Magazines ................................................................. 243

10. Western Television Programming in China, India, and Japan ............. 252
    10.1 The Television Operations of the Five Western Media Companies 253
    10.2 The Activities of the Companies in the Chinese Television Market in the Light of Market Forces ........................................... 260
        10.2.1 The Vertical Barrier Chain in the Chinese Television Market ........................................... 260