



Hofstede's dimensions and their relations to magazine advertising

University of Akureyri

Place:	Háskólinn á Akureyri
Division:	Rekstrar- og viðskiptadeild
Course:	LOK 1106
Name of assignment:	Hofstedes' dimensions and their relations to magazine advertising
Work period:	January- May 2003
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Number of copies printed	5
Pages:	48 pages

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- a) “I here by declare that I am the only author of this assignment and it is the result of my own observation”.

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- b) “It is here by confirmed that this assignment satisfies the requirements of the course LOK 1106”.

Hafdís Björg Hjálmarsdóttir

Abstract Icelandic

Þetta verkefni er unnið með ákveðin markmið að leiðarljósi. Helsta markmiðið eru að komast að því hvort menning hafi áhrif á gerð auglýsinga. Til þess að komast að niðurstöðu voru 5 víddir Hofstede skoðaðar. Jafnframt voru fimm tímarit frá fimm mismunandi löndum, tekin til athugunar. Tímaritin voru: Marie Claire (bandaríska útgáfan), Marie Claire (franska útgáfan), The Indian (indverskt blað), Newsweek (bandaríkt fréttablað) og Der Spiegel (þýskt fréttablað).

Eftirfarandi spurningar voru settar fram í upphafi könnunarinnar.

➤ Hvernig geta víddir Hofstede haft áhrif á gerð auglýsinga á alþjóðamarkaði?

Jafnframt var eftirfarandi spurning höfð í huga:

➤ Eiga allar víddir Hofstede við alþjóðlega markaðssetningu?

Helstu niðurstöður:

Víddir Hofstede geta án efa hjálpað þegar kemur að alþjóðlegri markaðssetningu, þá sérstaklega við greiningu á væntanlegu markaðsumhverfi. Hins vegar, ber að taka tillit til breyttra markaðsskilyrða en þeirra sem voru til staðar þegar rannsókn Hofstede var gerð. Ekki virtist þó vera mikill menningarlegur mismunur á auglýsingum blaðanna sem tekin voru til athugunar. Helsta ástæða þess er talin vera sú að öll blöðin nema The Indian eru seld út um allan heim og stíluð á sérstakan markhóp. Þessi markhópur er talinn vera vel upplýstur og gera má ráð fyrir að hann hafi skilning á mismunandi menningu mismunandi þjóða

Lykilorð:

Menning

Auglýsingar

Alþjóðamarkaðssetning

Tímarit

Víddir Hofstede

Special thanks

I would like to thank my instructors, Hafdís Hjálmarsdóttir, for all her resources and constructive remarks, and Rafn Kjartansson for all his help. I would also like to thank Sally Rudrud Olafsson and Miriam Altshuler for their helpful remarks and understanding.

Akureyri, May 2nd, 2003

Selma Dögg Sigurjónsdóttir

Abstract

This assignment is written with certain goals in mind. The main goal is to find out whether culture has any influences when it comes to international advertising. To do so, five cultural dimension discovered by Hofstede will be discussed. Five different magazines, from five different countries, were used in this observation: Marie Claire (US version), Marie Claire (French version), The Indian (Indian magazine), Newsweek (American newsmagazine) and Der Spiegel (German newsmagazine).

The main observation question was as follows:

✦ *How can Hofstede's dimensions be used when it comes to advertising internationally?*

Another question was also had in mind:

✦ *Do all his cultural dimensions apply to intercultural advertising?*

Main conclusions:

Hofstede's dimensions can be a great help when it comes to international marketing. In particularly when it comes to researching company's future market. However it is important to consider the changes that have occurred in the market since Hofstede made his research. The magazines did not seem to have obvious cultural differences when looking at the advertisements. The reason might be that all the magazines except the Indian are sold all over the world and have a special target group. This target group is possible well-informed and therefore more open to cultural differences.

Keywords:

Culture

Advertisements

Hofstede's dimensions

Magazines

International advertising

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1 Introduction

The market environment has changed over the past 15-20 years. The world is getting smaller due to changes in transportation and the Internet has increased the speed and global reach of new ideas and experiences.

Nowadays, it is less expensive to get onboard an airplane and go anywhere you wish than it used to be. The World Wide Web has also brought people closer together. Communication has been facilitated by using e-mail instead of the old fashioned way, sending letters across the globe that can take weeks to arrive to the recipient (Czinkota, Ronkainen, Moffett, 2002, pg. 9-11).

The goal of this observation is to find out whether there is a cultural difference in what is advertised in certain magazines all over the world. Five magazines were chosen: Marie Claire (published in United States), Marie Claire (issued in France), The Indian (published in Hong Kong), Newsweek, (published in the United States) and finally Der Spiegel (published in Germany).

The main observation question is:

✦ *How can Hofstede's dimensions be used when it comes to advertising internationally?*

Other questions were had in mind:

✦ *Do all his cultural dimensions apply to intercultural advertising?*

The main motive for this assignment relates to the fact that the global environment is constantly growing and companies all over the world want to capture the market and gain market share.

Although the market is getting more and more global there are still some things that need to be considered like the cultural and political environment as well as the economic environment.

The structure of this report will be as follows:

✦ Theoretical discussion about the observation topic. Globalization, the international marketing environment and advertisements are the main discussion matters.

- ✚ Geert Hofstede and his study. The five dimensions will be explained to compare with the observation.
- ✚ The observation itself. The magazine categories observed followed by a discussion.
- ✚ Finally there will be discussion and conclusion.

2 Background

In the book *Advertising and promotion* the word *marketing* 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 individuals and organizational objectives”.

(Belch, Belch, 2001, pg. 8).

Philip Kotler defines *marketing* like this:

“Marketing is a societal process by which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services of value with others”.

(Kotler, 2003, pg. 9).

Every company does some kind of promotion for its products to survive in the market. Each product has an image in the mind of every consumer and therefore it is important for companies to fulfill the customers' expectations regarding the product. But there is not just one way of doing that. Companies have many things to think about when it comes to marketing their product in an international environment. They need to decide how they are going to communicate with customers, that is; in what media and what image do they want to give customers of the company and so on.

Advertisements are a phenomenon that has been around for ages. They influence the life of every person in the world and the choices that are made almost every day. Although it has been regarded as a peculiarly American phenomenon, the principles and the techniques are more or less the same around the world or wherever facilities exist for mass communication. The knowledge and the techniques used in the practice of advertising come from a variety of fields such as art, economics, marketing, sociology and psychology. Wright and Warner define in their book *Advertising*, the concept of advertising as:

“any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor”.

There have been changes in the marketing field since companies first started to advertise their products. In the Middle Ages, the advertisements

were short and simple. For example, modern advertisements of all kinds are more complicated. In fact, sometimes it can be hard to figure out what the message of the advertisement is. Even though modern advertising methods are not new; they are based on the same early concepts (Wright, Warner, 1966, pg. 4, 16, 29).

As was said before, the market environment has changed. In the 1920's, 90% of the advertisements appeared in the press and daily sales of the mid market and tabloids titles were just over eight million dollars. This compares to an increase to 14 million dollars in 1960. With the advent of television, radio and other advertising techniques, this is quite different from the situation today where mass marketing has taken place along with new techniques and improved technology. The enormous growth of advertising came from an increased affluence. In 1921 the total consumer expenditure was just under 4 billions, in 1994 it has grown to 430 billion (Anonymous, 1996, pg. 49). By looking at these numbers one can see that it is important for companies to succeed in their marketing process.

The purpose of advertisements is usually to increase sales of a certain product or to introduce a new product to the consumer and maintain their buying level. The goal of advertising persists of five main elements:

- Building an image
- Providing information
- Persuading consumers
- Supporting other advertising efforts
- Encouraging action

If an advertisement is to succeed, it has to fulfill certain criteria. First of all it has to get the attention of the target group and provide information. Secondly, it is not enough for the advertisement to be noticed, it has to make the consumers want the product as well as to make them buy that particular product. Thirdly, the advertisements' influences have to be so strong that they will be reflected in consumers' behavior (Clow, Baack, 2002, pg. 238-240).

3 Theoretical discussion

Doing business across countries requires individuals from one culture to interact with individuals from another culture. Everyone carries within him or herself patterns of thinking, feeling and potential behavior, which were learned over their lifetime. Most of this knowledge has been acquired in early childhood when a person is most susceptible to learning and integration of ideas (Hofstede, 1994, pg.4). Good values and manners represent a type of social cognitions that help a person to know and to understand their world. Social cognition's primary function is to guide the individual's adaptation to the surrounding circumstances (Rustogi, Hensel, Burgers, pg. 57-58).

Different cultures have different values and beliefs. Values that are important to one group of people may not be important to another. Because of these differences it can be difficult for those who do international business to promote their product or service. Cultural differences can deeply affect market behavior. It is very important for international marketers to be familiar with the market environment they intend to work with (Jain, 1993, pg. 235).

The use of advertisements must incorporate culturally with appropriate values and beliefs. Therefore it is important for marketers to realize that all people are different and one advertisement for all cultures is not an option in most cases. These differences will be described in more detail in the following chapters.

First the concept of globalization will be discussed to get a better understanding of the following chapter, the international market environment. Economic, political, and cultural environment as well as demographic factors are important when it comes to international marketing. Later on, advertisements in general will be discussed as well as a cross-cultural survey performed by Geert Hofstede. Finally a cultural observation will be introduced as well as the observation conclusions.

3.1 Globalization

Globalization has had a great impact on our everyday lives for the past 10-15 years. Technology and telecommunications have gotten more advanced and led to an increase in speed of time, space and relations. Globalization has made it easier for everyone to communicate and to do international business. In fact some might say that globalization has made the world smaller. Local happenings are no longer isolated. They may be shared and affect other people all over the world (McGregor, 2003, pg. 60-61).

Companies all over the world are seeking global markets. Large international companies like McDonalds and Coca Cola have succeeded. A traveler can almost be sure that he is able to get their products anywhere in the world. He may also be assured of the same quality (McAuley, 2001, pg. 158). There are many other companies that have become global but is the consumer? Let us think of a company that makes jeans, for example the Levi Strauss Company. The company has stores all over the world and has been very successful in their marketing. But would their advertisements, with a young woman wearing jeans, work in Islamic cultures where the majority of the people wear anything but jeans and women are meant to cover their whole body in public? (Jain, 1993, pg. 858). It is not very likely.

When it comes to advertising global brands, companies could face some problems due to cultural differences. It is a great challenge for marketers to make an advertising campaign that suits all cultures. Why this is so important will be discussed in the following chapter in greater details.

3.2 The international market environment

Business between two countries does vary and therefore it is essential for companies to have researched its future market place. Before entering a new market, companies must think of certain matters (see figure 3.1: The market environment.) if they intend to be successful. Choosing to ignore or not determine and/or research local marketing matters can lead to failure.

Culture and tradition play a big part in the survival of companies in foreign markets since their cultural background is not the same. Some companies, e.g. in Japan, send their representative abroad to explore future markets so

that they can be well prepared when entering and also to look for innovative ideas.

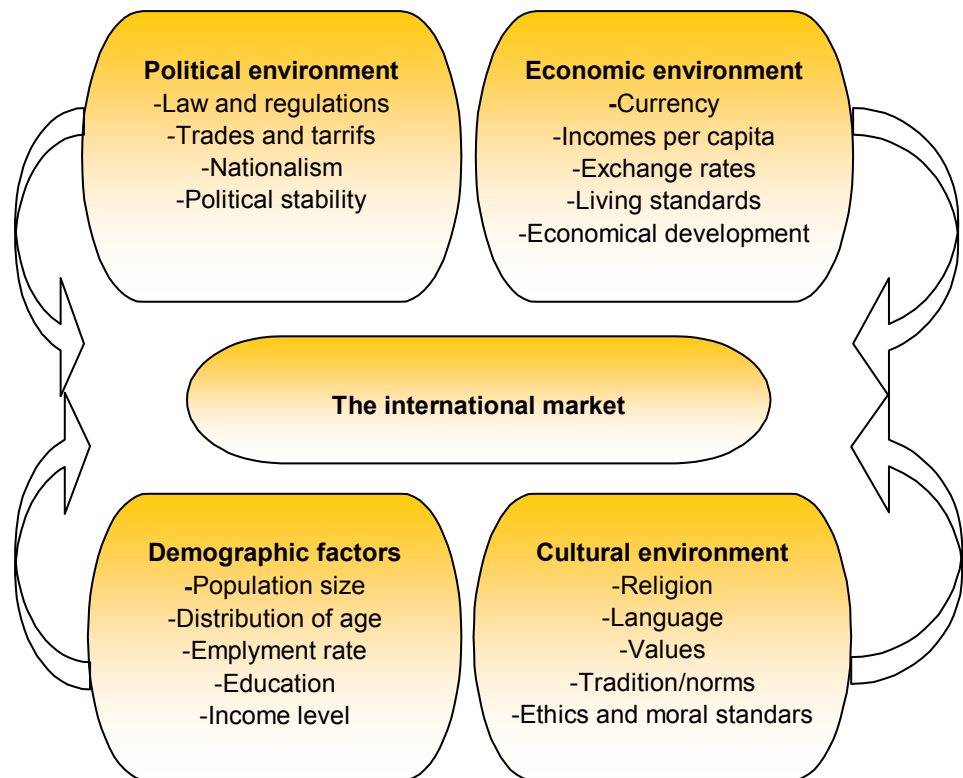


Figure 3.1: The market environment.

(Belch, Belch, 2001, pg. 676).

It is also considered good to work with someone who lives in the country that a company is planning to enter. A local contact that speaks the language and is familiar with the political environment is recommended. That can save the company both time and money that would otherwise be spent learning the language and trying to get to know the whole environment (Johansson, 2003, pg. 74-76) (Although it is generally recognized that company representatives should always make an effort to attain some knowledge of the language, culture and customs of business contacts abroad)

The main reason why companies fail in the international marketing environment is that the market has not been fully researched. Marketing plans may inadvertently violate key local cultural factors. Of course everything would be easier if companies could enter new markets with the same advertising campaign, as this would save time and money. Production cost would be lower and a great idea would be used worldwide. There

would be coordination between all countries and a better control of marketing programs.

In an ideal world this would always work. Except it is not as easy as it seems. There are only a few products that can be advertised the same way everywhere. There are limited number of products that appeal to the global market with universally similar tastes, interests, need and values. However, commonly brands are promoted with image campaigns, for example sex or/and wealth. Advertisements that have no spoken words work for products like jewelry, cosmetics, liquor and cigarettes. These products can be advertised by using image advertising and can work globally.

It is very hard to standardize an advertisement particularly because of cultural factors such as language, religion and values. The goal of advertising is everywhere the same; to sell the product and persuade the customer to use it instead of the competitors' product. Even though the brand is global it does not mean that the usage of it is similar between nations. For example, Americans drink more coffee than the English do and the English probably have a record in tea consumption. The Nestlé Company had to use several approaches when promoting their product *Nescafé*. For tea drinking countries like Japan and England, Nestlé had to persuade the consumers to drink, not only coffee but instant coffee and for Scandinavia they needed to get their consumers adjusted to instant coffee instead of keeping a pot of coffee hot from morning to late night (Belch, Belch, 2001, 681-688).

3.2.1 Culture

According to Webster's dictionary and thesaurus the word *culture* stands for:

“n. the training and development of the mind // the refinement of taste and manners acquired by such training // the social and religious structures and intellectual and artistic manifestations etc. that characterize a society //...”

(Cayne, 1992, pg. 235).

Culture is a word of many meanings. It is used to describe art in all its shape and form. Musicals, theatre, music, painting and sculptures are

among things that are considered to be culture. The word culture also covers things like values, attitudes, beliefs, plans, rules and so on and so on. But this is not the only definition of the word. Over the years there have been found over 160 definitions of the word culture. Here defined as:

Culture means shared motives, values, beliefs, identities and other interpretations or meanings of many important events that may result from the experience of members specific groups and are transmitted between generations

(Keating, Martin, Szabo, 2002, pg. 634).

Culture does not describe an individual; it describes a group of people who were formed by the same education and life experience. Culture is not inherited; it is learned and derives from one's social environment, we all are born alike and it depends on our social upbringing what our values are. Culture is what the individual members of a group have in common and is the glue that binds individuals together in a group (De Mooij, 1997, pg. 42-43).

Human nature is a part of one's culture and is what all humans have in common and is basically the same everywhere. Human nature allows us to have all kinds of different feelings like, anger, fear, love, happiness and sadness. These feelings are modified by culture; the personality of an individual has learned to deal with those feelings by his personal experience (McAuley, 2001, pg 47-48).

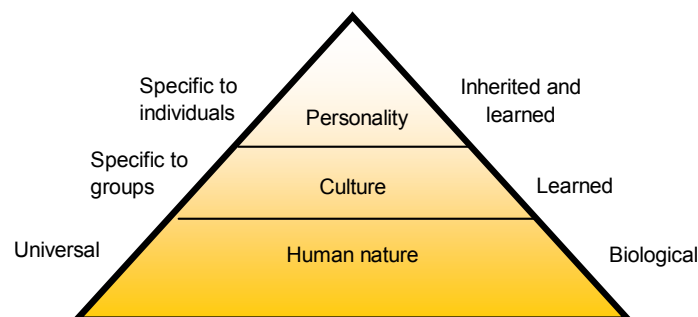


Figure 3.2: Levels of mental programming

(Hofstede, 1994, pg. 6).

Figure 3.2 shows that culture should be distinguished from human nature on one side, and from an individual's personality on the other side (Hofstede, 1994, pg. 5).

Culture is also considered multidimensional. It consists of numerous common elements that are interdependent. If there is a change in one of the dimensions, others are also likely to be affected (Czinkota, Ronkainen, Moffett, 2002, pg. 33).

3.2.2 Cultural environment

When companies consider expansion to foreign countries, it is important to learn about the culture of each respective country. That includes, for example, their values and traditions, language and religion. These cultural factors will affect the companies' new surroundings and what products the company can sell because these items affect consumers' behavior (Belch, Belch, 2001, pg. 678).

These items will be explained in more detail below.

3.2.2.1 Values and traditions

Values and traditions have been around for ages and are particularly resilient to change. Therefore they need to be taken into consideration when it comes to international business. One definition of the concept of values is:

Values are beliefs about many different topics or concepts. These different values contribute to a persons attitude and to the judgment that reflects and guides their behavior.

(Clow, Baack, 2002, pg. 153).

Personal values can be various. For example; comfortable life, pleasure, excitement, fun, security, happiness, inner peace, self-respect and many other ones. These values can change as a person grows older and due to any experiences in life (Clow, Baack, 2002, pg. 153).

Cultural values are goals and beliefs that members of a society share. These



shared values and responses can affect their behavior to new things and surroundings. Consumers act on their values and these values are a big part of their lives. Values are usually constant to help new members of a society to know the difference between right and wrong as well as what is considered to be normal behavior (De Mooij, 1997, pg, 95-99).

Figure 3.3: Swissair advertisement.

(Time Magazine, November, 1999).

The advertisement above has a slogan that is worth thinking of, “*I wonder what makes a tradition become a trend?*”. Globalization has had a great impact on information flow between nations so that customs and traditions of two nations become familiar to one another. The slogan above actually gives an idea of how small the world is getting. It presents two different cultures together showing that there might not be that much difference after all. Still, there is a clear difference between “trend” and “tradition” and this is highly relevant to advertising. Traditions can be trusted (been around for ages), but trends are shifty, short-term phenomena. Therefore, when it comes to advertising tradition need to be taken under consideration. Marketers need to ask themselves how far they can push a country’s tradition.

3.2.2.2 Religion

Religion defines the ideals for life, which are reflected in values and attitudes of societies and individuals. Through participation and belief, (faith) individuals are parts of a larger context. Religion has an impact on international business that can be seen in cultural values. The impact depends on the strength of the dominant religious belief and does therefore vary (Czinkota, Ronkainen, Moffett, 2002, pg. 39).

Although religious observance may be declining in Western societies it is still a key influence on behavioral patterns in many large sections of the world's population. In countries like Iran and Afghanistan, one can see that religion may be the foundation of the government and also a dominant factor in many business decisions. It is also evident that gender roles and consumption patterns affect their everyday customs. Many of these countries have strict rules for many aspects of their daily activities, for example food and clothing. There are strict guidelines when to eat and even if a person can eat certain food types.

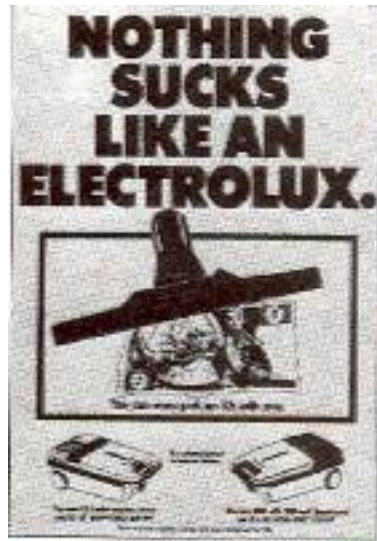
Religion plays a big part of international marketing so it is important to take notice of the nations' beliefs and rituals before entering the country with a new product (McAuley, 2001, pg. 56-58).

3.2.2.3 Language

Language is often described as the mirror of culture, not only spoken words but body language as well. In international business, language is important for information gathering and evaluation. It is important to be able to see and hear and to understand what is going on around you instead of relying on interpretation by others. The body language of each culture can also give information about what is going on around you. Body position and gestures vary between cultures and should therefore be taken into consideration. Let us say that an American manager and a French one have just ended a meeting. The American thought the meeting was successful and therefore he gives a finger and a thumb OK sign. The French manager, on the other hand, thinks that the American is indicating that the meeting was worthless because the meaning of the OK sign is not the same in both countries. The Ok sign in France means "zero" and it means "money" in Japan (Czinkota, Ronkainen, Moffett, 2002, pg. 36-39, De Mooij, 1998, pg. 57).

The culture-language relationship can be looked at in two ways: language influences culture, or language is an expression of culture. The first perspective implies that the worldview of people depends on the structure of the language they speak and its characteristics. The other perspective is that language reflects culture. Which language a person speaks is part of the culture he or she grew up in, the language reflects all manifestations of

culture, expressions and values. These values cannot be easily translated because words expressing values have abstract meanings. Words must be seen as labels of values. The same word may serve as a label of a certain value in one culture but as a different label of another value in another culture. Because of this difference it makes translation of advertising into another culture difficult (Mooij, 1998, pg. 52-55). Even when two cultures that speak the same language see the same advertisement, it has to be taken into consideration that the people might give the message two different



meanings. For example, The Electrolux Company ran an advertising campaign for its vacuum cleaners both in the United Kingdom and in the United States. The message of the advertisement was: “*Nothing sucks like an Electrolux*”, and had a picture of a vacuum cleaner. The message of the campaign was not understood the same way in both countries even though both are English speaking.

Figure 3.4: An Electrolux advertisement.

(Czinkota, Ronkainen, Moffett, 2002, pg. 37).

In the United Kingdom the message was taken literally but in the United States, slang implications interfered with the intended message. In England the vacuum was perceived as powerful, a positive consideration. However in the US “sucks”, meant “bad” so the advertisement had a negative affect (Czinkota, Ronkainen, Moffett, 2002, pg. 37).

Another classic example of a cultural clash is the marketing of Chevrolet Nova in Mexico, which failed miserably, as nova is *no va* in Spanish, which means: does not run/go (Kotler, 1997, pg. 418).

3.2.2.4 Political environment

The political environment is very important when it comes to international marketing. It differs from country to country what companies are allowed to advertise. Cultural values can play a part in determining what can be advertised. Many countries do not allow the advertisement of cigarettes, alcohols and pharmaceuticals because of ethical issues. The government has

great powers to decide regulations and restrictions on advertisements. These regulations are not only about the product. Regulations also cover what industries are allowed to advertise, what language is supposed to be used, the content or creative approach to be used and the list goes on and on. For example, the French government did not allow advertisements from travel agencies for many years because it would possibly encourage the French to spend their money outside of France. They also banned the Coca-Cola Company from using the word *diet* on their products. In France the company renamed Diet Coke to *Coca –Cola light*. There are many other countries besides the French who make these kinds of regulations. If a company intends to gain market shares these regulations are worth considering (Belch, Belch, 2001, pg. 681-682).

3.2.2.5 Economic environment

First and foremost, the economic environment gives you a vision into the future regarding whether to enter a new market or not. By studying the country's economic statistics, one could find information about household incomes and therefore see if their product will sell in that country. This, however, is not the case for every country since the industrialized countries usually are richer than those who are not. Industrialized countries usually have more income per capita and higher living standards. But that does not mean that less developed countries are being left out. Those countries usually have expanding populations and a growing future market (Belch, Belch, 2001, pg. 676).

Purchasing power and people are the two things that the market needs. The purchasing power depends on current income, prices, savings, debt, and credit availability. It is important for marketers to keep a close eye on what are the major trends in income and consumers spending patterns. For example, Japanese people save about 13.1 percent of their incomes whereas Americans only save about 4.7 percent. This explains why Japanese banks are able to loan money to Japanese companies at a much lower rate than American banks could ever offer American companies. Companies have to pay attention in changes in incomes, prices, interest rates, savings and loans. This is an essential factor for companies that sell products that are

geared to high-income and price-sensitive consumers (Kotler, 2003, pg. 168-169).

3.3 The function of advertisements

Advertisements are a part of the integrated marketing communications (IMC). They are also a part of the promotion mix. The role of advertisements varies by companies, products and main goals of companies. Some companies rely on advertising and advertising is usually the most important communication vehicle in reaching customers (Clow, Baack, 2002, pg. 223).

The objective of advertisements is to influence the future consumer as well as the present buyer. This objective has been reached if the consumer goes and buys the product being advertised. But it is not meant to just influence new consumers or those who already buy the product to buy more of it. It is also meant to maintain the consumers and their buying level (Jones, 1995, pg. 3).

Overall, advertisements do reach the people and they can be repeated again and again. They can be artistic, exaggerated and impersonal so they are a direct form of marketing not interactions between two or more people. Advertisements can be shown in many ways and the options of showing adverts include mass media like television, radio, newspapers and magazines (Belch, Belch, 2001, pg. 247-248).

Advertisements can be used in many ways and effectively mixing media is an important part of successful quality advertising campaign and here below each one of the most common used media will be described in a more precise way, including their advantages and disadvantages. Magazine advertisements will be observed more closely than the other media due to the nature of the observation in this assignment.

3.3.1 *Television*

Television is considered a good media to advertise a product. Unique in combining visual images, sounds and color to make a creative and imaginative advertisement for the consumer. It gives the viewer a certain

feeling, depending on how much the advertisement affects his/her interest. It can entertain the viewer as well as developing emotions and create an image for the product or the company. Below are listed the main advantages and disadvantages of advertising in television (Belch, Belch, 2001, pg. 355-363).

Advantages	Disadvantages
Possible to reach large audience	Expensive media
Cost efficient	Lack of selectivity
Some selectivity	Limited viewer attention
Flexibility	Distrust of TV ads.
Gives a sense of feeling	
Easy way to demonstrate a product	

Table 3.1: Advantages and disadvantages of television advertising.

(Belch, Belch, 2001, pg. 355-363).

Companies often try to minimize these disadvantages by choosing a television program that suits the target group. The target group can be a group of people with the same interest, housewives or young kids. A company that sells beds and furniture is not likely to advertise in commercial breaks in sports television programs but in programs that are about households. But to see if the advertisement is actually doing its job it is essential to establish certain standards, e.g. a statistically significant sales increase.

3.3.2 Radio

Radio is another media for advertisements. Unlike television radio does not have the undivided attention of the listener. Numbers can best show the importance of radio. In America, there are over 576 million radios in use and reaches about 75% of people over the age of 12 every day. In 1999, advertising incomes in America were over 17 billion dollars and the average American listens to radio for just over 3 hours every weekday and over 5 hours on the weekends (Belch, Belch, 2001, pg. 382).

In the table below are listed main advantages and disadvantages of radio advertising.

Advantages	Disadvantages
Low cost, inexpensive production	Creative limitation
Selectivity	Fragmentation
Flexibility	Clutter and chaos
Mental imagery	Limited listener attention
Integrated marketing opportunities	Limited research data

Table 3.2: Advantages and disadvantages of radio advertising.

(Belch, Belch, 2001, pg. 382).

It should be noted that even though mental imagery is considered an advantage here it could also be looked at as a disadvantage. This occurs when the message of the advertisement is not apparent. The message could be misinterpreted and might have a negative effect on the consumer. However if the message is well presented, mental imagery could have a great impact on the consumer. The consumer can think of himself as the main character in the theatre of the mind and give him a feeling he will not forget next time he sees the product.

3.3.3 Newspapers

Newspapers are among the major media for advertising and can play a big part in the media planning and strategy of many advertisers. There are three types of newspaper advertisements:

- *Display advertising*: can be found anywhere in the newspaper and uses illustrations, headlines and other graphics.
- *Classified advertisements*: are under subheads according to the type of service or product that is being advertised. Illustrations are used, white spaces, borders and even some color to make the ad stand out.
- *Special ads and inserts*: could be government and financial reports and public notice. Advertisements of this kind are not in the paper itself but are to be inserted before delivery (Belch, Belch, 2001, pg. 420-425, 433).

Main advantages and disadvantages of newspaper advertising are listed below.

Advantages	Disadvantages
Great coverage	Short life span
Geographic selectivity	Lack of selectivity (lifestyles)
Flexibility	Clutter
Readers involvement and acceptance	Poor reproduction
Services offered	

Table 3.3: Advantages and disadvantages; newspaper advertising.

(Belch, Belch, 2001, pg. 420-425, 433).

A newspaper is a good option if an advertisement needs to run quickly since it can be made in only a matter of hours. Also, newspapers are a medium that reaches many people in a local area if needed. Since the Internet has become a great part of people's lives newspapers have faced a big competition. To be competitive in this market, newspapers have made their publications available on the Internet but that creates a problem regarding measurements of the effectiveness of the advertisement (Clow, Baack, 2002, pg.278-279).

3.3.4 Magazines

As for newspapers, magazines are among the major forms of print media. There are thousands of magazines all over the world and they appeal to almost every consumer's lifestyle and interest. The main difference between magazines and newspapers is that newspapers reach most households every day while the magazines only reach a selective audience. Magazines have been divided into three major categories based on the reader and they are:

- ☛ *Consumer*: magazines that are bought by the general public for either information or entertainment, or even both purposes.
- ☛ *Farm*: these magazines are directed to farmers and those who do any kind of farming. (Farm is only one type of special interest magazines; there are lots of others; fashion, sports, computer, flying etc. etc.).
- ☛ *Business*: special for business, industries or occupations. Business publications are meant to reach business people and give them the latest information regarding their specialty (Belch, Belch, 2001, pg. 398-400).

Advantages	Disadvantages
Selectivity	Costs
Reproduction quality	Limited reach
Creative flexibility	Limited frequency
Prestige	Long lead time
Consumer receptivity and involvement	Clutter and competition
Service	
Permanence	

Table 3.4: Advantages and disadvantages magazine advertising.

(Belch, Belch, 2001, pg. 398-400).

One of the main disadvantages of magazine advertising is uncertainty.

Subscribed magazines give a certain indication as to how many the advertisement reaches but there is no assurance that the subscriber will read the magazine. (However, others may read it; since the readership is not strictly limited to subscribers) There is also an uncertain circulation from issue to issue especially for magazines that rely heavily on newsstand sales (Belch, Belch, 2001, pg. 398-400). This means that sometimes magazines can be sold out one month but not the next. This circulation does rely on the articles of each issue and even the season. One can imagine that bridal magazines are more purchased in the spring than in the fall and winter sports magazines are probably more bought in winter than in summer.

It appears that the glamour of television has overshadowed magazines for quite some time. Not anymore. Recent researches show that magazine advertisements are no longer a second choice to advertisers but actually the better option. A.C. Nielsen, a research company, revealed that those who read magazine advertisements were 2-37 percent more likely to buy the product than those who watch television. Advertisers need to think ahead when it comes to advertising in magazines. Advertisements must be submitted to the magazine as much as six months in advance. Because of this long deadline it can be difficult to make changes in the advertisement so the message has to have long lives. It has to stand out and get the attention of the viewer because advertisements can easily be lost in the clutter of too many advertisements.

Changes in the market environment has influenced magazines, especially changes in technology. The Internet has cause a decline in readers of magazines. However, some magazines have joined television networks as

an attempt to combat this decline of readers. For example, People magazine has begun co-operation with NBC's Dateline program.

Cost is another disadvantage for magazines. Magazine advertisements tend to be expensive because of their high quality production and long shelf life. It can cost up to one million dollars for a single page in four colors (Clow, Bacck, 2002, pg. 276-278).

Later in this assignment, this advertising method will be observed more closely in connection with culture. As was said above, magazine advertisements are expensive and advertising in an international environment can be difficult. Therefore marketers need to pay attention to cultural differences when advertising internationally but the magazines used in the observation are published all over the world.

4 Geert Hofstede

Geert Hofstede was born in October in 1928 at Haarlem, the Netherlands as Gerard Hendrik Hofstede. Geert Hofstede is a Professor at the Maastricht University (Geert Hofstede, 2003). He has worked in multinational companies and had jobs of many varieties, for example, a production worker, a human resource director and as a consultant to business and government's organizations in Europe. Hofstede has published both popular and scholarly articles and his work has been translated into several languages. (Hofstede, 1994, the very first page).

It was in the 1960s that Geert Hofstede first became interested in cultural differences. He therefore compiled data to study cultures. The book *Culture's consequences (1980)* was the result of this study and was first written for a scholarly public because it cast doubts on the universal validity of established theories in psychology, organization sociology, and the management theory. At this time, the interest in cultural difference was rapidly rising, both between nations and organizations. *Culture's consequences* had information, as far as the difference among nations was concerned, but was too large in scope.

Only 10 years after his other book, *Culture's Consequences*, and after having read more recent researches by others, Hofstede wrote the book *Cultures and organizations (1991)*. This work includes research on differences in organizational cultures. *Cultures and organizations* consist of four parts. Part two deals with differences among cultures at national level. It describes the five dimensions empirically found in research that was done in over 50 countries: power distance, collectivism versus individualism, femininity versus masculinity, uncertainty avoidance and long-term versus short-term orientation. Hofstede based these dimensions on a survey he conducted within the IBM Corporation in over 50 countries around the world. Each dimension will be described in a more precise way below and connected with advertisements (Hofstede, 1994, pg. preface, 13).

4.1 The survey

Geert Hofstede administered over 116,000 questionnaires to IBM employees in 72 countries and in 20 languages between 1967 and 1973. The dimensions, mentioned above, are measured on the scale from 0-100. Some countries may have scored below 0 and others above 100 because they were measured after the original scale was made. Hofstede provided scores for 56 countries or regions whereas other researchers have extended this to 85 countries (Mooij, 2000, 103-104).

By doing this survey, Hofstede tried to find an explanation why some concepts of motivation did not work the same way in all countries. The combined scores for each country explain why people and corporate cultures in different countries vary (Mooij, 1998, pg. 73).

At first Hofstede discovered four dimensions. Long-term orientation is the fifth dimension that was discovered later as an attempt to explain the economical growth of some Asian countries.

The following five dimensions are the result of Hofstedes' survey. Although originally identifying differences in corporate culture between nations they involve differences outside of the workplace as well.

4.1.1 *Power distance index (PDI)*

Power distance is one of Hofstede's dimensions that were mentioned earlier. It reflects the range of answers that were found, by researching, in various countries to the question: how to handle the fact that people are unequal? All the possible answers had been pre-coded so that a number could represent the answers from 1-5 (usually). A mean score was then calculated and the statistical procedure was used to sort the survey questions into groups, called factors or clusters. Therefore, if a country scores high on one question it could be expected to score high on the other questions or low on the question that had the opposite meaning.

The PDI score tells us what the dependence relationship is in a country. If a country scores high on the PDI index, there is limited independence of subordinates on bosses that is, subordinates will quite readily approach and

contradict their bosses and therefore the country is considered to have small power distance.

As can be seen in the table here below there are less developed countries like, Malaysia, Philippines and the Arab countries, that show high power distance which indicates that employees in these countries seem to be afraid of disagreeing with their bosses (Hofstede, 1994, pg 24-28).

Score rank	Country or region	PDI score	Score rank	Country or region	PDI score
1	Malaysia	104	27/28	South Korea	60
2/3	Guatemala	95	29/30	Iran	58
2/3	Panama	95	29/30	Taiwan	58
4	Philippines	94	31	Spain	57
5/6	Mexico	81	32	Pakistan	55
5/6	Venezuela	81	33	Japan	54
7	Arab countries	80	34	Italy	50
8/9	Equador	78	35/36	Argentina	49
8/9	Indonesia	78	35/36	South Africa	49
10/11	India	77	37	Jamica	45
10/11	West Africa	77	38	USA	40
12	Yugoslavia	76	39	Canada	39
13	Singapore	74	40	Netherlands	38
14	Brazil	69	41	Australia	36
15/16	France	68	42 /44	Costa Rica	35
15/16	Hong Kong	68	43 /44	Germany FR	35
17	Colombia	67	44 /44	Great Britain	35
18/19	Salavador	66	45	Switzerland	34
18/19	Turkey	66	46	Finland	33
20	Belgium	65	47/48	Norway	31
21/23	East Africa	64	47/48	Sweden	31
21/23	Peru	64	49	Ireland (Republic of)	28
21/23	Thailand	64	50	New Zealand	22
24/25	Chile	63	51	Denmark	18
24/25	Portugal	63	52	Israel	13
26	Uruguay	61	53	Austria	11
27/28	Greece	60			

Table 4.1: PDI values for 50 countries and regions.

(Hofstede, 1994, pg. 26).

4.1.2 Individualism vs. collectivism (IDV)

This dimension is about the role of the individual versus the role of the group. Collectivism is where people live in societies in which interest of the group is more important than the role of the individual. In collectivist societies, people integrate strong family relationships that protect them throughout their lifetime in exchange for unquestioning loyalty. Lets say that only one person in a collectivist society has a job, then he is supposed

to share his or her income with the rest of the group to take care of the whole family (Hofstede, 1994, pg. 50-59). One's identity in collectivist societies is based on the social system they live in and it is important to avoid the loss of face (Mooij, 1998, 76).

Individualism exists in societies where the individual is expected to look after himself and herself and the closest family. People in individual societies learn to think of themselves as "I", and to stand on their own feet, not depending on others (Hofstede, 1994, 50-52). Therefore a member of individualistic society joins whatever group he or she wants to belong to and does so willingly (Mooij, 1998, pg. 76).

In Hofstede's survey, people were asked to think of things that would be important to them in their ideal job. The people had to organize 14 items regarding importance of certain factors of their ideal job. These factors were supposed to be on the scale 1-5 where 1 is the most important factor and 5 the least factor. For individualistic societies the top three important factors were as follows: (Hofstede, 1994, pg. 52-52).

1. Personal time: It is important to have a job that gives you enough time to have a personal life.
2. Freedom: to be able to adopt personal approaches to the job
3. Challenge: The work needs to be challenging so you can achieve personal sense of accomplishment.

For the collectivist societies the factors were:

1. Training: to have the opportunity to improve skills by training
2. Physical conditions: to have a good physical work environment as in ventilation, lighting and workspace.
3. Use of skills: to be able to have full use of skills and abilities on the job.

What is interesting in this dimension is that the top four countries are all English speaking and masculine cultures (see in appendix 1). These countries are all industrialized and more developed than most countries on that list. They all score high on the IDV index. Countries in Europe have high scores whereas countries like Guatemala, Ecuador, Panama and Venezuela score low on the IDV index.

Here below is a list of things that show the main difference between individualistic and collectivist cultures. This difference reaches general behavior, family, behavior at school and at the workplace.

Collectivist	Individualist
People are born into a family that takes care of them, big group	Everyone takes care of themselves, just the closest family (nuclear)
A persons identity is based on their social status	A person's identity is based on his or her own abilities
People learn in their childhood to think in terms of "we"	People think of themselves as "I"
People are meant to keep their opinion to themselves to avoid conflicts.	People are supposed to speak their mind, it's considered a characteristic of an hones person
Education is to learn how to do things	Education is to learn how to learn
Hiring and promoting decisions are based on the employees social status	Hiring and promotion decisions are based on the employees' skills and on rules
Personal relationship is more important than tasks	Tasks are more important than personal relationships

Table 4.2: Main differences between individualist and collectivist cultures.

(Hofstede, 1994, pg. 67).

There are additional differences between the two cultures. Individualistic countries tend to be richer than collectivist and according to the individualism index individualistic countries tend to be more developed than the collectivist country. The law system does also differ between these two societies. In collectivist countries, the law and rights differ between groups whereas it is supposed to be the same for all in individualistic countries (Hofstede, 1991, pg. 50-73).

It is important to look at the differences between those two societies when a company is planning to go abroad. Just the main difference of how an individual is treated in each society right from the beginning should give the company some clue of what to expect when entering a new market. When it comes to advertising, this dimension could be a great help. The differences can help a marketer to decide simple things like whether to have a group of people in their advertisement campaign or just one person (De Mooij, 1997, pg. 191, 209).

4.1.3 Masculinity vs. femininity (MAS)

All societies consist of both men and women and this dimension is about their different roles in life. This dimension is based on gender roles, men being tough, assertive and tough while the women are supposed to take care of the home and the family as well as show a more caring side than men (Hofstede, 1991, pg. 80-81). Masculine societies seek great performance and status is very important to show how successful a person is. Feminine societies on the other hand, the values are caring for others and quality of life (Mooij, 1997, pg. 80).

As for the IDV dimension, the staff of IBM had to answer questions that were more masculine or feminine oriented. The answers were then rated by importance and into different poles, masculine and feminine. The four most important things on the masculine pole were: (Hofstede, 1994, pg. 81-82).

1. Earnings: It is important to have an opportunity to get higher earnings.
2. Recognition: It is important to be able to be awarded and get recognition for a job well done.
3. Advancement: It is important to be able to work your way up to a job on a higher level.
4. Challenge: It is important to have a challenging work to do so you can see personal achievements.

Then on the opposite pole:

5. Manager: It is important to have a good working relationship with your superior.
6. Cooperation: It is important to work with people that are able to cooperate and work well together.
7. Living area: It is important to be able to live in an area that suits you and your family.
8. Employment security: It is important to have a secure job for as long as you feel like.

The MAS values were not only computed by countries, but also separately between genders within each of these countries. Neither power distance index or individualism and uncertainty avoidance (see chapter 4.1.4) showed systematic differences between women and men. To get a better

what the difference is between the two poles then masculinity tends to be in countries that gender roles are clearly distinct. Countries are said to be feminine if gender roles overlap, that is both men and women are supposed to be modest and tender.

Here below are the main differences between masculine and feminine societies:

Masculinity	Femininity
Money and mundane things are important.	People and concerns for quality of life are important, as are relationships.
Mother deals with feelings, father with facts.	Both parents deal with feelings and facts.
The best student is the norm.	The average student is the norm.
Failing school is shameful	Failing school is nothing to worry about
Women teach younger children, men teach at universities.	Mixed roles, both men and women teach young children and at universities.
Managers are assertive and decisive.	Managers are intuitive and seek consensus.
Support the stronger.	Help those who need help.
Few women are involved in politics	Many women are involved in politics
Negotiating and compromise should resolve conflicts.	Conflicts should be resolved by fighting and by a show of strength.

Table 4.3: Main difference between masculine and feminine cultures.

(Hofstede, 1994, pg. 96, 103).

The 53 countries involved in the survey were given a score after the research and how high or low the score was determined where on the masculinity index the countries were situated. A high score meant that a country was masculine and a low score meant that a country was feminine.

When looking over these differences one should not be surprised that the top five countries on the MAS index are: Japan, Austria, Venezuela, Italy and Switzerland. Japan and Austria also showed the largest gap between men's values and women's values. The bottom five countries were on the other hand: Sweden, Norway, Netherlands, Denmark and Costa Rica. Out of these five countries there are three Scandinavian countries, which is quite interesting. Finland is not far away or in seventh place over feminine countries. There we have 4 out of five Scandinavian countries and one could

imagine that if IBM had an operation in Iceland it would probably be among the other Scandinavian countries or what?

This dimension is helpful to determine what roles should be in the advertisement. It can determine whether success and power should be emphasized in an advertisement (use of celebrities, powerful cars) or caring and security (safe cars, family settings). Many companies attempt to increase their sale by using celebrities in their advertisements. Their product will then be associated with the celebrity. This approach should be used in masculine cultures rather than feminine. Feminine cultures need more information about the product (De Mooij, 1997, pg193, 245).

4.1.4 Uncertainty avoidance (UAI)

“Nobody knows what tomorrow will bring”

This dimension can be defined as *“the extent to which people feel threatened by uncertainty and ambiguity and try to avoid these situations”* (Mooij, 1997, pg. 83). Everyone knows that it is hard to predict what will happen tomorrow so people try to minimize this uncertainty either by planning ahead or with some other ways.

Uncertainty avoidance is the fourth dimension that Hofstede found in his survey. This dimension started with the question whether the IBM staff felt stressed at work and were the answers on the scale 1-5, one meant “I always feel this way” and five “I never feel this way”. In cultures where there is strong uncertainty avoidance, there is a need for rules and well-structured life. Communications between people is quite formal and conflicts and competition is threatening and to be avoided. People in strong uncertainty avoidance cultures tend to build up stress and therefore have a need to release it. How they release this tension can be noticed by the way how they talk loud, their use of hands while talking and driving cars in more aggressive way. Individuals tend to show their emotions a lot. Weak uncertainty avoidance cultures on the other hand are the opposite of this. This culture likes as few rules as possible and conflicts and competitive situations are not threatening. People who live in weak uncertainty cultures are more tolerant while driving and do not like to show their feelings (Mooij, 1997, pg.83- 84).

Here are the main differences, that have not be mentioned before, between strong and weak uncertainty avoidance:

Strong uncertainty avoidance	Weak uncertainty avoidance
Uncertainty is inherent in life and is a threat that needs to be fought.	Uncertainty is a part of life and is accepted as it comes everyday.
Fear of unfamiliar and dubious situations.	Comfortable with unfamiliar and dubious situations.
Anything that is different is dangerous.	Anything that is different is curious.
Teachers are meant to have all the answers.	Teachers are allowed to say that they do not know the answers to everything.
Children have strict rules on what is dirty and prohibited.	Children do not have strict rules on what is dirty and prohibited.
Many precise laws and rules	Few general laws and rules.
Attitude towards young people is negative.	Attitude towards young people is positive.
Many doctors but few nurses.	Few doctors but many nurses.

Table 4.4: Main differences in strong and weak uncertainty avoidance.

(Hofstede, 1994, pg. 125, 134).

There are obvious and interesting differences in this dimension; e.g. within Europe (e.g. a comparison between Britain and Germany). The UAI index is strongly relevant to advertising. Germany and Great Britain are quite far apart in the UAI index. For example, when dental care products are advertised in Germany they inform the consumer of how they work. In Great Britain, on the other hand, the advertisement focuses on the result: white teeth. (DeMooij, 1997, pg. 250-251).

4.1.5 Long-term orientation (LTO)

This dimension was discovered later than the other ones. The fifth dimension is called the long-term orientation. It is not extensive as the other dimensions but cannot be left out either. Using a survey that was developed from a western perspective identified Hofstede's dimensions and after having gone through all the other dimensions one thing was noticed. If his survey was to be taken seriously, a group of researchers (known as the Chinese Cultural Connection) developed a survey that suited and was based on Chinese values (Moon and Franke, 2000, pg 55). A group of 100 people were asked to participate in the new survey. The researchers based their study on 50 women

and 50 men who all were psychology students that were a part of 10 ethnic or national groups. The result was the fifth dimension.

The long-term orientation is the degree to which a society exhibits a realistic future oriented point of view rather than a usual historic or short-term point of view. Scoring low on the LTO index means stability and personal steadiness, protection of your face, respect for tradition and mutual favors and gifts. Scoring high on the other hand means that people are persistent, order relationships by status, thrifty and have a sense of shame. Judging by this it does not come as a surprise that Japan and other Asian countries score high on the LTO index.

4.1.5.1 Summary of Hofstede's dimensions

Hofstede developed these five dimensions to compare work related values between nations, based on data from an extensive study. This model can also be used to compare other values in different fields. For example, used to compare values and motives in marketing and advertising across cultures.

These dimensions are:

- ✦ Power distance index: how people deal with inequality in the society
- ✦ Masculinity versus femininity: describes differences in the social roles of men and women.
- ✦ Individualism vs. collectivism: the role of the individual versus the role of the group.
- ✦ Uncertainty avoidance: how much tolerance people have for the unknown.
- ✦ Long-term orientation: the relationship between long-term and short-term fulfillment of needs.

4.1.6 Criticisms of Hofstede's survey

By performing research among employees at the IBM Company over the years 1967-1973 in over 50 countries or regions Hofstede's dimensions were discovered. The results were demonstrated in the book *Culture and Consequences* in 1980. It is obvious that the results may have become outdated in 23 years. Recent years have shown great changes in the world. Therefore it is interesting to look at his results and see if there has been any criticism on Hofstede's work since it first came out. Although cultural value

systems are highly resistant to change, changes in the international environment have occurred and the speed of information has increased over the years.

There is no doubt that Hofstede's research has been the foundation of other research studying cross-cultural values. Below, attention is drawn to some of the criticism that Hofstede's study has received.

Craig Pearce and Charles Osmond wrote an article that was based on their research. The research demonstrated and introduced the application of Latent Class Modeling (LCM) and its contact with grouping of nations. Hofstede's results were, as was said before, based on his research that resulted in 5 main cultural dimensions. These dimensions, categorized countries or regions based on their corporate culture. LCM can be used to categorize nations, industries, organizations, even individuals and offers wider applications. There are three main advantages that Pearce and Osmond believe that LCM has over Hofstede's research as well as other techniques used for grouping nations. Firstly, no assumptions are made about individual variables being continuous and normally distributed. Secondly, errors are allowed in measurements of marked indicators and in the specifications of hidden models of nationwide grouping. Thirdly, LCM allows the examination of the appropriateness of various models through the use of model fit indices. Even though these three advantages are mentioned here, there are some limitations. The technique is designed to categorical data, not continuous. It is also very difficult to implement the technique with highly complex models.

Hofstede and a colleague of his, Bond, attempted to group the countries that Hofstede had already researched. They had two methods: first one was qualitative and the second one was experimental. They made three kinds of maps, each made out of pairs of Hofstede's dimensions. Those three pairs were:

- Power distance index and individualism - collectivism index.
- Power distance index - uncertainty avoidance index.
- Masculinity – femininity index and uncertainty avoidance index.

Another criticism that Pearce and Osmond mentioned in their article was the difficulty in interpreting the groups on these maps (groups = countries). There are only four groups for the first map and then six for the second

map. But then are 10 groups for the third map. This does not make it easy for the reader to understand the groups. It is hard to figure out the maps because one can find the same country in all the pairs along with different countries each time. Let us take Ireland for example. It is grouped with countries like Denmark, Sweden and Great Britain in the first pair (see above). It is then grouped with Austria, Israel, Finland, Norway, Germany, Switzerland, Sweden, and Denmark in the second pair. Lastly it is grouped with Great Britain, India, USA, Canada, New Zealand, the Philippines, South Africa and Australia in the third pair (Osmond, Pearce, 1999, pg. 759-763).

Pearce and Osmond also point out that although Hofstede's work is good then there are two major disadvantages of his research methods. One is the cluster analysis. They included nonprobabilistic nature of the analysis and the assumed representation of relationships with the methodology adopted. The other one is the grouping of nations by pairs of dimensions. The disadvantage is the noticeable subjective classification method adopted and not concurrently considering all four dimensions in establishing natural groupings of nations. Both of these approaches seem to assume that values and attitudes at the workplace are an indicator of a nation's culture. How people behave at their workplace can be an indicator of national culture but not considered as perfect indicators of national culture (Osmond, Pearce, 1999, pg. 759-763).

Hofstede work has been widely criticized and since national culture is being discussed it raises the question of whether national culture does exist. Within national culture are many subcultures and therefore is Hofstede's generalization of national culture being criticized by many researchers. These subcultures affect a person's values and beliefs (Eckhardt, 2002, pg. 89).

This may seem odd, but how did Hofstede manage to get accurate answers from the IBM employees in all these 53 countries when he had at countries of all languages? How is it different from making an advertising message, that is, the risk of translating the questions of his survey into 20 languages? It is dangerous to translate an advertising message since the message could be misunderstood. Even though the questions were well translated, could there

not be a risk of the person answering to interpret the questions in different ways than was intended. For example, Americans use the word “love” frequently in their language. When the word is translated into Icelandic, we have a word that is not used often and seems to have a deeper meaning than the same word does in English.

5 Observation

In this observation there will be an attempt to find out whether culture matters when it comes to international advertising and if Hofstede's dimension can help marketers to get a better understanding of the cultural background of a future market environment. Many researches have done similar research. In this observation Hofstede's five cultural dimensions will be used to determine whether culture matters or not.

Two categories of magazines will be observed:

- General news magazines
- Women's fashion magazines.

The general news category comprises magazines that inform the consumer about the latest developments in various fields as well as diving into world events at each time. Magazines that will be observed are: Newsweek (American magazine) and Der Spiegel (German magazine). In the women's fashion category are magazines that inform the consumer about the latest fashion and cosmetic products as well as articles about unique happenings. The American magazine Marie Claire and the French Marie Claire as well as the Indian magazine The Indian will be observed in the women magazine category.

These magazines were chosen because of their geographical location.

5.1 Observation methods

All advertisements in these magazines will be examined, that is all advertisements that are one to two pages. Smaller classified advertisements will not be examined.

Other advertisements were left out intentionally given that those advertisements do not show as much cultural difference. They are less expensive and therefore not as much value to companies that are advertising in these magazines.

At least four issues will be examined in every magazine to see if there is some kind of a pattern in the magazine advertising style. Is there a difference in what is advertised in each country or not?

A list of advertisement categories is for every magazine. This list is made especially for this observation by the judgment of the observer. One issue of each magazine was used to make the category list. As was said before, then there are supposed to be four issues for each magazine. The product being advertised is categorized for each issue. The issues are categorized from the latest to the oldest.

The category for the “other advertisements” are those that do not fall under any of the categories above and those that it is impossible to realize what they are meant to advertise. That is, no product is featured in the advertisement and no definition of the service that is being advertised.

5.2 Women’s fashion magazines

The next three chapters are on the subject of the magazines that are considered to be for women. The magazines in this category are all published each month or 12 times a year. The Indian is in this category instead of the business one mainly because of its various contents whereas the magazines in the general news category are more news oriented.

5.2.1 *Marie Claire, the American version*

In 1937 Jean Prouvost created the Marie Claire magazine. Marie Claire became the first magazine that aimed at women encouraging them to consider their own independence, charm and personal growth. In the year 2002 Marie Claire has not lost any of these pursuits. The magazine works to show readers a different view of the world and its people. Marie Claire accompanies women as they decode the newest information on fashion, beauty, health and the many other wonders of the daily life of women in the 21st century (Marie Claire, 2003).

Marie Claire is divided into four main sections: on the cover, features, fashion and finally beauty and health. In each issue are a horoscope and an editor’s note. Marie Claire is published every month and average issue is about 230 pages. Marie Claire is published 12 times a year or each month.

It seems, by the information above, that the target group here is all women 18-45 (+10). These women are well informed and like to keep up with latest information on matters that concern their daily life.

The magazines observed were over the period November 2002 –April 2003.

The categories for both of the Marie Claire magazines are 15 and are the advertisements categorized here below.

Advertisement categories	Number of ads in each issue.			
Accessories (handbags, eyewear, shoes.)	10	3	3	4
Cosmetics (make-up products)	14	11	13	13
Cars	2	1	3	2
Cigarettes	1	-	2	1
Clothing (includes underwear and	28	8	5	9
Drugs (menstruation pills, allergy pills, etc.)	10	3	3	4
Food and drinks	1	1	4	2
Jewelry	2	5	-	4
Liquor	1	2	8	3
Organizations (Banks, insurance companies)	1	1	1	-
Other advertisements	6	6	15	10
Perfumes	5	4	5	5
Hair and skin products	18	29	35	28
Technology (Software, computers, telephones, accessorize)	1	-	-	-
Travel (airlines, hotels, resorts)	-	-	-	-

Table 5.1: The US Marie Claire.

5.2.2 Marie Claire, the French version

Basically, the structure of the French version of Marie Claire is the same as the American one. It is obvious since it has the same name and a similar cover. That way, the consumer should realize that the content is basically the same. The average issue is about 350 pages, which is more than the average American Marie Claire.

Unfortunately, only three issues of the French version of the magazine were available. That does not seem to matter in this observation as can be seen in the table below. The three magazines that were observed here were from March-May 2003.

Here below are the advertising categories:

Advertisement categories	Number of ads in each issue.			
Accessories (handbags, eyewear, shoes)	18	13	10	-
Cosmetics (make-up products)	10	7	10	-
Cars	4	2	3	-
Cigarettes	-	-	-	-
Clothing (includes underwear and	19	31	16	-
Drugs (menstruation pills, allergy pills, etc.)	3	2	2	-
Food and drinks	10	8	14	-
Jewelry	-	-	2	-
Liquor	-	-	-	-
Organizations (Banks, insurance companies)	-	-	-	-
Other advertisements	9	13	15	-
Perfumes	8	5	22	-
Hair and skin products	37	31	40	-
Technology (Software, computers, telephones, accessorize)	-	-	1	-
Travel (airlines, hotels, resorts)	1	-	3	-

Table 5.2: The French Marie Claire.

5.2.3 The Indian

The Indian is a magazine for Indians about Indians all over the world. The magazine is divided into 4 sections; cover story, features, regulars and finally, supplements. The magazine is printed in Hong Kong and is written in English. The average issue is about 62 pages and it delivers news, fashion, food recipes and stories to Indians all over the world. The magazine is mostly black and white with the exception of a few advertisements that usually promote technology in some way. Most advertisements are simple, say what needs to be said and without any complications.

Four issues of the Indian were observed. They cover the period May 2001-May 2002.

Here below is a table of advertisement categories:

Advertisement categories	Number of ads in each issue.			
Accessories (handbags and etc.)	-	-	-	-
Cosmetics (make-up products)	-	-	-	-
Cars	-	-	-	-
Cigarettes	-	-	-	-
Clothing (includes underwear and	-	-	-	-
Jewelry	2	4	2	2
Liquor	-	-	-	-
Organizations (Banks, insurance companies)	2	6	4	4
Other advertisements	1	2	2	4
Perfumes	-	-	-	-
Skin products	-	-	-	-
Technology (Software, computers, telephones, accessorize, television)	4	4	5	3
Travel (airlines, hotels, resorts)	-	2	2	1

Table 5.3: The Indian.

Interesting to see that all the advertisements in this magazine fall under the same categories. Out of 13 categories only five cover the advertisements that satisfy the conditions of this observance. Out of these four magazines were two that had many advertisements about a cultural celebration called “Diwali”. This festival is meant to bind Indians together and thousands of oil lamps, candles and electric lights are lit and is celebrated in October - November. These “Diwali” advertisements are mainly from organizations like banks and international companies.

5.2.3.1 Summary of the women’s magazine category

The Indian is probably not the most suitable magazine in this category for this observation, but it is closer to the women’s magazines than business magazines. What is quite interesting is that they seem to be a lot older mainly because how poorly developed the advertisements are and the magazine in general. It had few advertisement compared to the other two and it seems as those who advertise in *The Indian* advertise in each issue of the magazine. There is even an advertisement that only has the name of the company that is advertising. It does not show a product, and is all black and white. It makes no sense to a stranger reading the magazine. The

advertisement is usually at the same place in each issue. It gives you the impression that the company is well known in India and need no further introduction.

Just the fact that *The Indian* is published for Indians all over the world gives an idea where India is placed on the IDV index. It is considered to be a collectivist country because of extended families. Indian values do, on the other hand, include a large degree of freedom in feeling, thinking, and cultivation of one's inner life. The interplay of these opposite poles places India in 21st place on the IDV index. Indians do value historical values such as arranged marriage and segregated society (De Mooij, 1997, pg. 107). This gives an idea why the advertising pattern is like it is in *The Indian*.

The other two magazines were quite similar. The *US Marie Claire* and the *French Marie Claire* offer more variety of advertisements. The French Marie Claire did not have as many categories as the American one but a certain pattern was between the three issues that were observed. The noticeable advertisement difference in the magazines was in two categories, drugs, and food and drinks. The ratios seem to change completely between those two categories. In the American Marie Claire there are more advertisements for allergy pills and dieting pills than in the French one. The French Marie Claire has more food and drinks advertisements than the American one and therefore fewer drugs related advertisements.

It could be possible that the reason for this obvious difference could be that USA is a low context and an individualistic country. The drug advertisements stated and explained how the pill worked and some even had "before and after" displays to convince the reader. This kind of an advertising method is considered to suit a low context and an individualistic society. Low context means that effective verbal communication is expected to be explicit and direct. Low context cultures need information in their advertisements. The French are a mixture of high context and a low context culture (De Mooij, 1997, pg. 243-245, 66). Most food and drink advertisement need no explanation.

The possible explanation of the difference between the US and the French Marie Claire was an attempt to explain the difference between the

advertisements in the magazines. However, it is not considered to be a good explanation of the difference.

5.3 General news magazines

Following chapters are about the business magazines that were observed for this assignment. Newsweek and Der Spiegel are both respected magazines in Europe as well as the United States. They are both published 52 times a year or in each week.

Here it is assumed that the target group here is both men and women of the age 20-55 (+10). Probably there are more men that read the magazine than women. However, the content is suited for both sexes and therefore one can assume that the target group is both sexes. These people are interested in keeping up with news all over the world. Both magazines give full reports on what is happening all over the world, whether it is about war or major medical discoveries and everything in between.

5.3.1 *Newsweek*

Thomas J.C. Martyn founded Newsweek magazine and its first issue was published in 1933. The magazine has had more National Magazine Awards granted by the American Society of Magazine Editors (ASME) than any other comparable magazine. Worldwide circulation of Newsweek is more than 4 million, including 3.1 million in the United States.

Newsweek offers full coverage of world events with a global network of over 60 journalists reporting on National and International Affairs, Business, Science and Technology, Society and Arts and Entertainment. Newsweek also offers award-winning critics review art, books, photography, movies and theater. Newsweek and MSNBC.com on the World Wide Web offer the weekly magazine online, daily news updates, photo galleries, archives and a marketplace (Newsweek, 2003).

Advertising categories for Newsweek.

Advertisement categories	Number of ads in each issue.			
Accessories (handbags and etc.)	-	-	-	-
Cosmetics (make-up products)	-	-	-	-
Cars	-	-	1	2
Cigarettes	1	2	4	1
Clothing (includes underwear and	-	-	-	-
Jewelry	1	-	1	1
Liquor	-	-	1	-
Organizations (Banks, insurance companies)	-	-	-	1
Other advertisements	1	-	3	3
Perfumes	-	-	-	-
Skin products	-	-	-	-
Technology (Software, computers, telephones, accessorize)	2	3	1	4
Travel (airlines, hotels, resorts)	1	2	1	4

Table 5.4: Newsweek.

Newsweek is a magazine that has been around for years and is well known. There are not many advertisements in each issue. It could be the policy of the magazine not to have many advertisements to maintain and create a respect for the content. It is also possible that because of the fact that it is well known there is no need for advertising revenue although it is very unlikely. Well known magazines can charge much more money for advertisements than other less known magazines.

5.3.2 *Der Spiegel*

Rudolf Augstein founded the magazine, *Der Spiegel* when he was just 23 years old, in 1947. Under his guidance, its readership climbed from 65,000 to more than 5 millions at the end of the 1990s (The Guardian unlimited, 2003)

Der Spiegel offers exhaustive coverage and analysis of news events and its concise writing have won it widespread respect and one of Europe's biggest circulations. *Der Spiegel* is sold in more than one million copies each week. Rudolf Augstein, managed the magazine's operations and wrote hard-hitting columns and was named Journalist of the Century in a December 1999 survey of 100 well-known German journalists. He introduced a new

style of investigative journalism to Germany and shaped public opinion in the Federal Republic for over five decades (IPI report on-line, 2003).

Der Spiegel is printed in Germany. The average issue is about 224 pages and the magazines that were observed covered the period 1998-2003. Each issue covers several sections: Germany, sports, international affairs, science, culture, and a few other sections as well.

Here are the categories for Der Spiegel.

Advertisement categories	Number of ads in each issue.			
Accessories (handbags and etc.)	-	-	-	1
Cosmetics (make-up products)	-	-	-	-
Cars	12	10	10	8
Cigarettes	1	1	1	1
Clothing (includes underwear and	1	-	2	6
Jewelry	2	1	7	1
Liquor	3	2	4	-
Organizations (Banks, insurance companies)	9	7	16	14
Other advertisements	19	9	22	27
Perfumes	-	-	-	-
Skin products	-	-	-	-
Technology (Software, computers, telephones, accessorize)	8	6	13	15
Travel (airlines, hotels, resorts)	5	3	13	5

Table 5.5: Der Spiegel.

5.3.2.1 Summary of general news magazines

Der Spiegel is a highly respected magazine in Germany and therefore attractive to advertisers. Although Newsweek is not less respected by readers, there appear to be some differences regarding the amount of advertisements in both magazines. The average issue in Der Spiegel has 65 advertisements whereas Newsweek has 10 in each issue.

Advertisements in Newsweek and Der Spiegel are mostly from well known and respected companies like Oracle (computers), Marlboro (debatable whether this company is respected, could be among those who smoke and not by those who do not), Hewlett Packard (computers), Orange (phone company), Tagheuer (watch), Rolex (watch), Microsoft (computers) and the

list goes on. That indicates that the magazines are published in masculine countries since masculine cultures like to associate with the successful and the rich.

It can be seen in table 5.4 and 5.5 that there are basically no differences in what is advertised in Der Spiegel and Newsweek. This can be related to Hofstede's dimensions. Both of these countries are rather masculine and individualistic. Countries that are masculine like to be associated with the rich and the successful. Advertisements in Der Spiegel are similar to those in Newsweek. It seems like the advertisers are well-respected companies that would like to associate their name with a respected magazine.

6 Discussion

The observation above seemed interesting in the beginning of this process. And it was an interesting observation. However, it is worth considering if it would not have been more significant if more magazines would be observed. Including more magazine categories from countries all over the world. By doing that it could give information whether the globalization of the international market has affected advertising styles in any way. It could also give indications whether cultural difference existed/was more obvious before the globalization. Unfortunately there was not enough time to make such an extensive observation at this time, but would, without a doubt, have been very interesting.

Many questions came to mind when the observation was in process. For example, were the cultures too alike to show any difference in the advertising pattern even though these cultures are many miles apart? Countries were chosen with regard to their geographical location, given that it should give indications whether cultural differences existed in the magazines. It would also have been interesting to make a research based entirely on the advertising message. The goal could be to find differences in how the reader is addressed. There was just not enough time or resources, unfortunately.

Things have changed since Hofstede's survey was performed and globalization does play a big part of that change. The business environment has changed so much since 1980 and more and more companies are seeking foreign markets and playing by different rules than existed in the early years. Technology is getting more and more advanced by every day that passes and countries are being joined together by unions (for example EFTA, EES and the Maastricht agreement) allowing people to travel between nations in an easier way (without limitations).

Communications have increased enormously since the Internet came along. All internal and external communications that take place in companies have changed due to technology and all transportations have increased. For example, transportation by airplanes has developed since 1980. It is less expensive to travel between countries today than it used to be and faster.

Therefore it is easier for companies to send their representatives to explore the prospective market instead of possibly making mistakes. This can save the company both time and money. Not only companies, but individuals as well use the opportunity to explore different locations. People are seeking education and jobs as well as new customs and traditions all over the world.

Due to these changes, values are converging in many ways where most of the world wide economic activity takes place. These changes do not only influence the companies operations but marketing plans as well. Therefore it is important to perform cross-cultural studies that can inform companies about their customer's expectations all over the world. Many companies have subsidiaries all over the world, which makes it even more important, to perform cross-cultural studies to minimize the risk and uncertainty that companies deal with when entering a foreign market.

Advertisements are a big part of a company's marketing plan. It is very important that advertising campaigns are a success since the cost is enormous. Even though values are converging in many ways it is not possible to address many countries with the same advertising campaign. It is therefore more expensive for international companies to design different advertisements for each market they operate in or sell their products. Many companies have made terrible mistakes in advertising and these mistakes could have been prevented if language, religion, and values would have been considered. It will be a long time (if ever) until culture will not matter when it comes to advertising.

Different cultural values will always be a part of the world even though the world seems to be converging in many ways. People tend to hold on tight to their origins wherever they are located in the world. For example Icelanders, we are proud to be from an isolated island "somewhere" in the middle of the ocean and use every opportunity to tell people about the "great Vikings".

Without a doubt Hofstede's research has been a great foundation for many cross-cultural researches, and still is. It would be interesting to perform another research, exactly like the one he did over 20 years ago with regards to the changes that have taken place as well as the criticism his research has had over the years. Hofstede has already reviewed his book *Culture and*

Consequences. However, he based it on the same research he made years ago.

Hofstede's research is however a great help to companies when exploring cultural environment. Even though his research is a bit old there have not been crucial changes in the cultural environment in that time and there probably will not be any in the nearest future. New customs have probably been created over the last few years and is that considered normal. Otherwise the world would not have become as developed as it is today.

7 Conclusion

In the beginning of this assignment, an aim was set to answer the following questions:

☛ *How can Hofstede's dimensions be used when it comes to advertising internationally?*

☛ *Do all his cultural dimensions apply to intercultural advertising?*

In the beginning of this assignment the idea was to explore television advertisements. Instead of television, magazine advertisements were used and an attempt made to notice cultural differences in advertisements in that media. These two media are completely different from one another (see chapters 3.3.1 and 3.3.4) as well as how advertisements are displayed.

According to Marieke De Mooij, Americans are assertive in their advertising style whereas the French are dramatic and the Germans rational. However, it appears that there is not that much difference in what is advertised in the magazines that were observed here. Without a doubt there is one magazine, though, that is different from the other four that were chosen for this observation.

The Indian is the only magazine that is obviously different because it was not exactly in the same class as the other women's magazines. The US Marie Claire and the French Marie Claire were chosen for this observation because of the cultural difference that seems to be between these countries according to Hofstede. Also to see if there is any difference between advertisements in those magazines because they have the same name but are issued in different languages.

Der Spiegel and Newsweek seem to be similar, at least regarding the advertisements categories that can be found in the magazines. Both magazines are issued 52 times a year and bring the reader the latest news around the world each week. Newsweek has fewer advertisements than Der Spiegel but both magazines seem to leave four advertisement categories out when it comes to what is advertised in the magazine. There are no advertisements about accessories, cosmetics, perfumes or hair and skin products except for one in Der Spiegel. According to Hofstede's

dimensions, these two countries are not that far apart which may explain why there is not that much difference in what is advertised in each magazine. Of course it does not only matter where the magazine is published. The readership it is intended for (target group) is much more important (or should be if they maintain proper editorial policy).

The American Marie Claire and the French one seem to be familiar at first but when it comes to two categories, *drugs* and *food and drinks*. The ratios between those two categories completely change. It seems that the French like to advertise food much more than Americans and the Americans seem to advertise products that concern your health. Advertisements for allergy tablets and menstruation are the most common one in that category as well as dieting pills. America and France are both individualistic countries according to Hofstede but that is the only dimension that these countries have in common. On the other indices, these countries are usually on the opposite poles.

As was said before, was The Indian quite different from the other magazines. Four magazines were observed and the average issue has about 14 advertisements. All issues have that in common to only have advertisements that cover five advertisement categories out of thirteen. It seems that those who advertise seem to have a regular space in each issue because it was mostly the same advertisements over and over again. The companies do not even seem to bother to change the advertisement from one issue to another. There was one advertisement that was usually the first one in each issue that, for a stranger, made no sense. It only had the name of the company and locations to where this company was to be found. It indicates that those who advertise in the magazine, and those who read it, like to hold on to traditions.

The main conclusion from this observation is therefore:

It seems as if the impact of culture is not as strong among the readers of the magazines observed. These magazines are targeting certain groups of people and therefore it is not unlikely that the advertisements are similar. These magazines are published worldwide and therefore advertisements are aimed at to the “ideal” reader. Here it is assumed that these well known magazines have made researches on who is their ideal reader.

However, companies should use Hofstede's dimensions in their basic researches when planning to advertise outside of their own culture. Each one of the readers has a cultural background that is different from another reader and it is difficult to exclude the cultural background in our every day lives. As was mentioned in the discussions, cultural values are important to people all over the world. All countries have great histories that reflect these values. These values are unlikely to change in a great deal in the future but other emphasis are likely to come along as the world gets more developed. That is why cultural studies are important. They show differences in lifestyles as well as how people change as the time passes by.

Not all of Hofstede's dimension seem equally important when it comes to magazine advertising. Hofstede developed five dimensions to be used for understanding corporate culture between nations. The conclusion here is that only two of them are important regarding the design of the advertisement, at least for the advertisements in the magazines observed. Those two are: *individualism vs. collectivism* and *masculinity vs. femininity*. Most of the advertisements observed here did not show any real difference in the design. The advertisements are mostly addressing one individual and usually only have one person demonstrating the product. Magazine advertisements do not leave much up to the imagination whereas television advertisements can do that. However, as was said before, it would probably show if a more detailed research/observation would be made with special attention to magazines that are more specialized.

Personally I believe that if a more detailed observation is carried out, then more differences will show as well as a better vision on the importance of Hofstede's cultural dimensions.

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(26.May)

9 Appendices

9.1 Appendix 1

Power distance index (PDI)					
Score rank	Country or region	IDV score	Score Rank	Country or region	IDV score
1	Malaysia	104	27/28	South Korea	60
2/3	Guatemala	95	29/30	Iran	58
2/3	Panama	95	29/30	Taiwan	58
4	Philippines	94	31	Spain	57
5/6	Mexico	81	32	Pakistan	55
5/6	Venezuela	81	33	Japan	54
7	Arab countries	80	34	Italy	50
8/9	Equador	78	33/35	Argentina	49
8/9	Indonesia	78	35/36	South Africa	49
10/11	India	77	37	Jamaica	45
10/11	West Africa	77	38	USA	40
12	Yugoslavia	76	39	Canada	39
13	Singapore	74	40	Netherlands	38
14	Brazil	69	41	Australia	36
15/16	France	68	42/44	Costa Rica	35
15/16	Hong Kong	68	42/44	Germany FR	35
17	Colombia	67	42/44	Great Britain	35
18/19	Salavador	66	45	Switzerland	34
18/19	Turkey	66	46	Finland	33
20	Begium	65	47/48	Norway	31
21/23	East Africa	64	47/48	Sweden	31
21/13	Peru	64	49	Ireland *	28
21/23	Thailand	64	50	New Zealand	22
24/25	Chile	63	51	Denmark	18
24/25	Portugal	63	52	Israel	13
26	Uruguay	61	53	Austria	11
27/28	Greece	60			

* Republic of Ireland

Individualism Index (IDV)					
Score rank	Country or region	IDV score	Score Rank	Country or region	IDV score
1	USA	91	28	Turkey	37
2	Australia	90	29	Uruguay	36
3	Great Britain	89	30	Greece	35
4/5	Canada	80	31	Philippines	32
4/5	Netherlands	80	32	Mexico	30
6	New Zealand	79	33/35	East Africa	27
7	Italy	76	33/35	Yugoslavia	27
8	Belgium	75	33/35	Portugal	27
9	Denmark	74	36	Malaysia	26
10/11	Sweden	71	37	Hong Kong	25
10/11	France	71	38	Chile	23
12	Ireland*	70	39/41	West Africa	20
13	Norway	69	39/31	Singapore	20
14	Switzerland	68	39/41	Thailand	20
15	Germany F.R.	67	42	Salvador	19
16	South Africa	65	43	South Korea	18
17	Finland	63	44	Taiwan	17
18	Austria	55	45	Peru	16
19	Israel	54	46	Costa Rica	15
20	Spain	51	47/48	Pakistan	14
21	India	48	47/48	Indonesia	14
22/23	Japan	46	49	Colobia	13
22/23	Argentina	46	50	Venezuela	12
24	Iran	41	51	Panama	11
25	Jamaica	39	52	Equador	8
26/27	Brazil	38	53	Guatemala	6
26/27	Arab countries	38			

* Republic of Ireland

Masculinity Index (MAS)					
Score rank	Country or region	IDV score	Score Rank	Country or region	IDV score
1	Japan	95	28	Singapore	48
2	Austria	79	29	Israel	47
3	Venezuela	73	30/31	Indonesia	46
4/5	Italy	70	30/31	West Africa	46
4/5	Switzerland	70	32/33	Turkey	45
6	Mexico	69	32/33	Taiwan	45
7/8	Ireland*	68	34	Panama	44
7/8	Jamaica	68	33/35	Iran	43
9/10	Great Britain	66	35/36	France	43
9/10	Germany FR	66	37/38	Spain	42
11/13	Philippines	64	37/38	Peru	42
11/12	Colombia	64	39	East Africa	41
13/14	South Africa	63	40	Salvador	40
13/14	Equador	63	41	South Korea	39
15	USA	62	42	Uruguay	38
16	Australia	61	43	Guatemala	37
17	New Zealand	58	44	Thailand	34
18/19	Greece	57	45	Portugal	31
18/19	Hong Kong	57	46	Chile	28
20/21	Argentina	56	47	Finland	26
20/21	India	56	48/49	Yugoslavia	21
22	Belgium	54	48/49	Costa Rica	21
23	Arab countries	53	50	Denmark	16
24	Canada	52	51	Netherlands	14
25/26	Malaysia	50	52	Norway	8
26/26	Pakistan	50	53	Sweden	6
27	Brazil	49			

* Republic of Ireland

Uncertainty avoidance index (UAI)					
Score rank	Country or region	IDV score	Score Rank	Country or region	IDV score
1	Greece	95	28	Ecuador	48
2	Portugal	79	29	Germany FR	47
3	Guatemala	73	30	Thailand	46
4	Uruguay	70	31/32	Iran	46
5/6	Belgium	70	31/32	Finland	45
5/6	Salvador	69	33	Switzerland	45
7	Japan	68	34	West Africa	44
8	Yugoslavia	68	35	Netherlands	43
9	Peru	66	36	East Africa	43
10/15	France	66	37	Australia	42
10/15	Chile	64	38	Norway	42
10/15	Spain	64	39/40	South Africa	41
10/15	Costa Rica	63	39/40	New Zealand	40
10/15	Panama	63	41/42	Indonesia	39
10/15	Argentina	62	41/42	Canada	38
16/17	Turkey	61	43	USA	37
16/17	South Korea	58	44	Philippines	34
18	Mexico	57	45	India	31
19	Israel	57	46	Malaysia	28
20	Colombia	56	47/48	Great Britain	26
21/22	Venezuela	56	47/48	Ireland*	21
21/22	Brazil	54	49/50	Hong Kong	21
23	Italy	53	49/50	Sweden	16
24/25	Pakistan	52	51	Denmark	14
24/25	Austria	50	52	Jamaica	8
26	Taiwan	50	53	Singapore	6
27	Arab Countries	49			

* Republic of Ireland

9.2 Appendix 2

Dagbók lokaverkefnis

23.janúar

Eftirmiðdeginum var varið í heimildaleit á proquest leitarvélinni. Fann þar 2 áhugaverðargreinar sem vert var að prenta út.

26.janúar

Settist niður eftir erfiða viku og setti saman hráa beinagrind miðað við þær hugmyndir sem upp hafa komið á síðustu vikum.

27.janúar

Náði tali af Hafdís og sýndi henni uppkastið af beinagrindinni. Fékk lánaða bók hjá henni sem eflaust á eftir að nýtast við verkefnið. Við ákváðum að hittast aftur á fimmtudaginn til að skrifa undir blaðið sem Bjarni Hjarðar þarf að fá sem fyrst. Verkefni mitt þangað til verður að fínþússa beinagrindina og finna heiti á ritgerðina. Fór því næst á bókasafnið til að finna frekari heimildir í Gegni.

28.janúar

Varði fyrri hluta dags heima hjá mér og las bækurnar sem ég hafði fengið lánaðar í gær. Fór því næst upp í skóla til að ljósrita úr bók sem var á stuttum lánstíma.

29.janúar

Sest niður við tölvuna til að fínþússa beinagrindina.

2.febrúar

Heimildaleit

3.febrúar

Settist niður eftir langa helgi til að vinna að beinagrindinni betur þar sem Hafdís var veik á fimmtudaginn þegar við áttum að hittast. Skrapp því upp í skóla í dag til að mæla mér mót við hana á morgun.

10 –13 febrúar

Hélt heimildaleit áfram.

15.febrúar

Byrjaði á fræðilegri umfjöllun.

16.febrúar

Umfjöllun um menningu.

23.mars

Undirbjó ferð á Þjóðarbókhöðuna. Ætla að skoða þar verkefni sem fjallar um áhrif menningar á markaðssetningu.

24.mars

Ferðin á þjóðarbókhöðuna skilaði sér ekki vel. Ritgerðin var hins vegar ágætis lesning.

25.mars

Byrjaði á víddum Hofstede. PDI og IDV.

21.mars

Fræðilegur kafli: alþjóðavæðing.

1.Apríl

Fræðilegur hluti: auglýsingar.

4.apríl

Ákvað að prenta út það sem komið var og lesa yfir það.

5.apríl

Lagaði það sem þurfti að laga. Má samt laga mun betur.

6.apríl

Ætla að senda Hafðísi og Rafni e-ð til að lesa yfir. Þarf samt mikið að laga.

7 – 8 apríl

Áfram unnið í víddum Hofstede.

9.apríl

Náði ekki að klára síðust víddina í gær. Vann í henni í dag og fann gagnrýni á rannsóknir Hofstede.

10.apríl

Unnið að gagnrýnis kaflanum og hóf mikla leit að tímaritum. Hélt að það væri nú leikur einn að fá ýmis blöð hvaðan sem er úr heiminum á Amtsbókasafninu. Það reyndist ekki vera og svo virðist sem blöð á bókasafninu séu bara frá Evrópu og bóksalar kaupa ekkert inn frá öðrum

heimsálfum en Evrópu og Ameríku. Flækir málið svolítið. Hringdi í Alþjóðahúsið og þar var maður að nafni Eduardo sem ætlar að senda mér nokkur blöð frá Asíu. Fæ þau í næstu viku.

11.apríl

Síðasti kennsludagur minn í HA. Vann að umbótum að sumum köflunum. Gengur frekar hægt að lesa yfir.

12.apríl

Tók daginn snemma en varð lítið úr verki fyrr en seinni part dags. Unnið að hugmyndum rannsóknarinnar.

13.apríl

Tímarit skoðuð og skrifaðir niður punktar um auglýsingar.

14.apríl

Las yfir fræðilega kaflann og vann að útfærslu könnunarinnar.

15-18.apríl

Vinna við könnunina.

19.apríl

Smá hugaflug varðandi niðurstöður. Allt of gott veður til að vera að læra.

20.apríl

Vangaveltum komið á blað sem og könnunin fínþússuð að hluta.

21.apríl

01:48 Sykurmagn páskaeggs að segja til sín. Farið að huga að niðurstöðum. Sendi Hafðísi og Rafni til að lesa yfir.

22-24.apríl

Unnið að breytingum í texta og stílbreytingum. Lagfæringar samkvæmt vel fengnum ábendingum frá Rafni og Sally Rudrud.

25.apríl

Unnið að niðurstöðu.

26.apríl

Hitti Hafðísi og fékk ábendingar um ritgerðina. Mjög góðar ábendingar. Varði svo kvöldinu í að skoða þær betur og breyta þar sem við átti.

27.apríl

Enn að vinna í breytingum. Ekki miklar breytingar eftir sem betur fer.
Stefni að því að klára allt á mánudag. Fara yfir á þriðjudag og prenta út á
miðvikudag þar sem frídagur er á fimmtudaginn.

28-29.apríl

Síðasta yfirferð fyrir útprentun.

30.apríl

Verkefni lokið