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International Advertising Practices of Multinational Companies in Europe and the Middle-East

Volume II

Suleiman I. Attour

Submitted for the Degree of Ph.D.
of the City University

City University Business School

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8.1 Analysis of the Elements

In the previous chapter, we presented an analysis of the *brands across markets*, i.e., the levels of advertising standardisation practised for all elements of every brand across markets. In this section, we will present an analysis of *elements across markets*, i.e., the extent of advertising standardisation exhibited by brands for all elements across markets.

This chapter capitalises on the accurate and highly descriptive data obtained by the content analysis model and it aims to provide further insights into the practices of the sampled MNCs with regards to advertising standardisation.

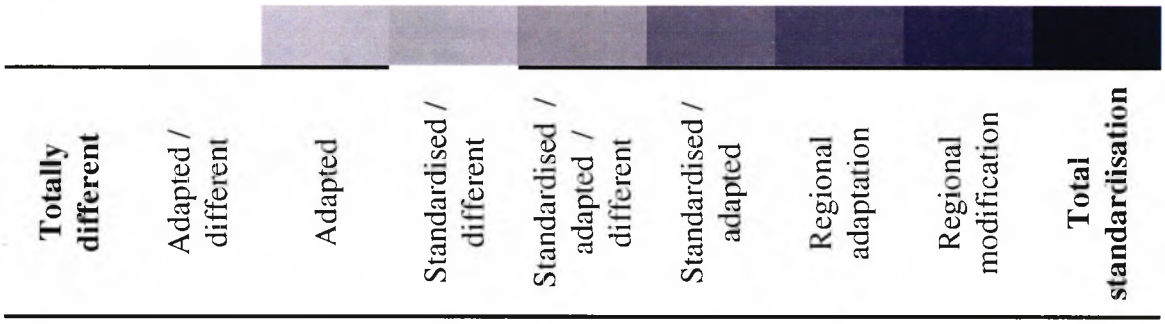
In this chapter, we investigate in depth, the extent of advertising standardisation practised by MNCs for each of the executional elements. The data, findings and details obtained for each of the executional elements are also hoped to serve as guidelines for the benefit of the prospective international marketing managers, who aim to employ some form of advertising standardisation for their advertising campaigns.

A detailed descriptive catalogue of all the elements of all the brands across all markets would be of limited value, and is also beyond the space limitations of this thesis. Instead, we have opted to group the brands according to the extent of standardisation employed for *each* element across the various markets.

In terms of the extent of advertising standardisation exhibited, the brands analysed in this study can be grouped into nine categories, according to the number of countries where the main executional elements are standardised. Some brands have specific elements -for example; the visual background- standardised in all the countries where they appear, while other elements, such as the Headline, are not.

The nine categories used here represent the extent of advertising standardisation practised along the advertising standardisation continuum (Figure 8.1).

Figure (8.1) The Extent of Advertising Standardisation Continuum.



The categories *Total standardisation* and *Totally different* lie on the extreme ends of the continuum. The category at the extreme right of the continuum is *Total standardisation* in all countries. As we move left across the continuum, the extent of advertising standardisation practised decreases. In other words, the number of countries where the specific element is standardised decreases.

The last category at the extreme left of the continuum is entitled *Totally different*. This category represents brands that have not standardised the specific elements in any of the countries, in other words, brands that used executional elements that are totally different for each country.

In Figure (8.1), the density of the colour used for each category indicates the extent of advertising standardisation practised. The higher the density, the higher the

number of countries where the specific executional elements are standardised. The definitions of these nine categories are shown in Box (8.1).

The percentage of brands that belong to each category is shown in Table (8.1). The first row of the table shows, for specific elements, the percentage of brands that were standardised in all countries. The elements will be discussed individually below. Four of the main executional elements are discussed in this section, while the rest of the executional elements are discussed in Appendix (5).

Box (8.1) Definitions of the Nine Categories across the Standardisation Continuum.

1) Total standardisation: refers to the percentage of brands that employed a totally standardised element in all countries.

2) Regional modification: the percentage of brands that employed two versions of an element for two groups of countries. The element that appears in the first group is a *translation or partial modification* of that of the other group.

3) Regional difference: the percentage of brands that employed two versions of an element for two groups of countries. The element that appears in the first group is completely *different* from that of the other group.

4) Standardised/Adapted: percentage of brands that employed a standardised element in all the 'appropriate' markets, and then partially modified it for the remaining markets.

5) Standardised/Different: percentage of brands that employed a standardised element in all the 'appropriate' markets, and then created elements that are completely different for the remaining markets.

6) Standardised/Adapted/different: percentage of brands that employed various levels of advertising standardisation for various markets.

7) Adapted: percentage of brands that employed a translated or partially standardised element in all the markets.

8) Adapted/different: percentage of brands that employed a translated or partially standardised element in all the "appropriate' markets, and then created elements that are completely different for the remaining markets.

9) Different: percentage of brands that employed elements that are completely different across all markets.

Table (8.1) Percentage of Brands that Belong to Each Category across the Standardisation Continuum.

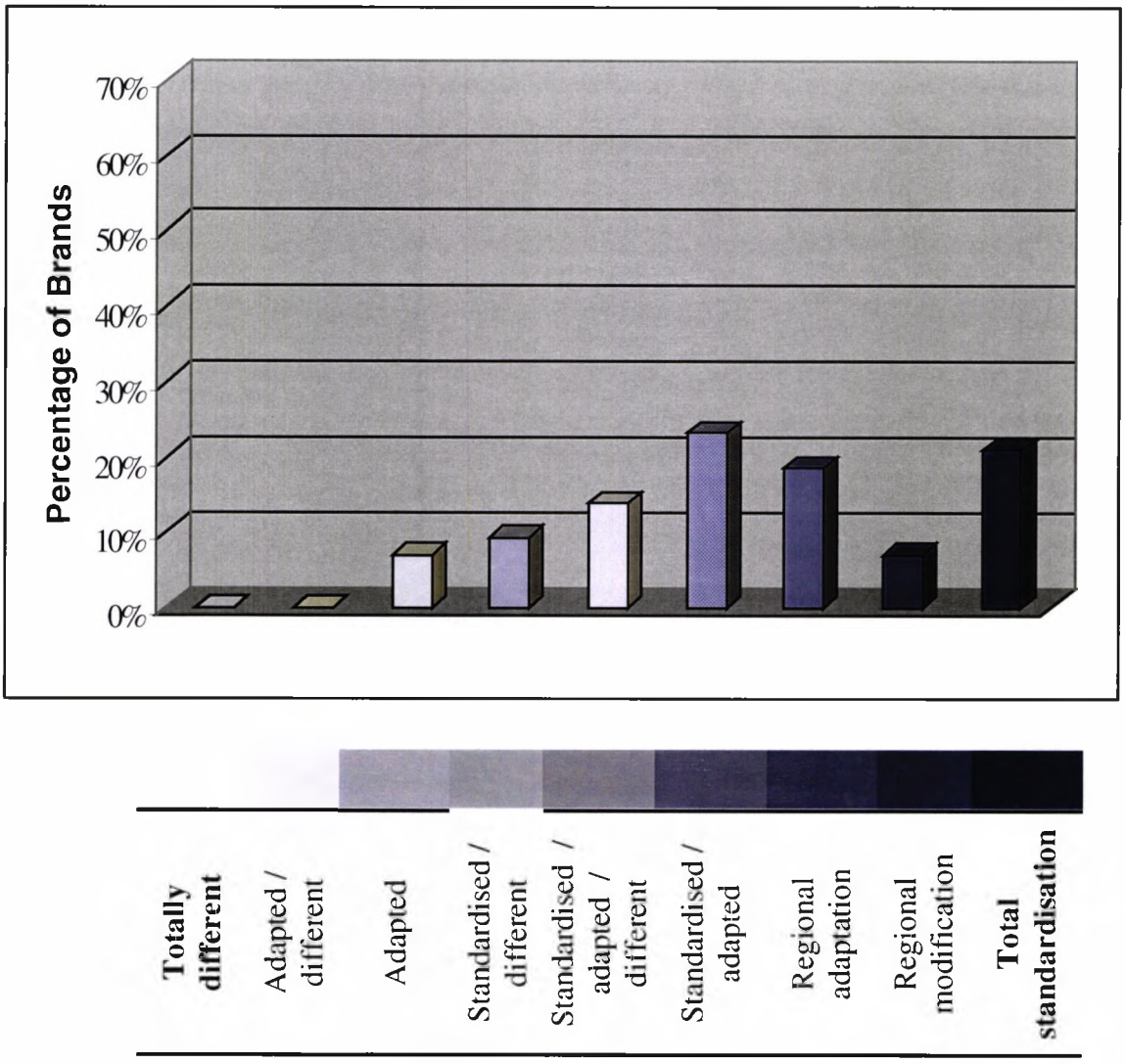
Degree of Standardisation	*Elements*									
	Headline	Subhead		Body Text			Slogan			
	Percentage %	Percentage %	Same as Head %	Percentage %	Same as Head %	Same as Subhead %	Percentage %	Same as Head %	Same as Subhead %	Same as Body Text %
Total Standardisation	20.9%	27.9%	75.0%	27.9%	66.7%	75.0%	30.2%	53.9%	53.9%	76.9%
Regional Modification	7.0%	4.7%	50.0%	0%	0%	0%	2.3%	0%	0%	0%
Regional Adaptation	18.6%	25.6%	72.7%	23.3%	70.0%	90.0%	30.2%	61.6%	84.6%	76.9%
Standardised/Adapted	23.3%	11.6%	100%	11.6%	80.0%	60.0%	16.3%	66.7%	66.7%	50.0%
Standardised/Different	13.9%	14.0%	100%	14.0%	66.7%	66.7%	9.3%	100%	100%	100%
Standardised/Adapted /Different	9.3%	9.3%	75.0%	11.6%	60.0%	75.0%	4.7%	100%	100%	50.0%
Adapted	7.0%	6.9%	66.7%	9.3%	75.0%	50.0%	4.7%	50.0%	50.0%	50.0%
Adapted/Different	0%	0%	0%	2.3%	0%	0%	2.3%	0%	0%	0%
Different	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Table (8.1) Continued

Degree of Standardisation Across-countries	*Elements*										
	Background	Model		Product			Package				
	Percentage %	Percentage %	Same as Background %	Percentage %	Same as Background %	Same as Model %	Percentage %	Same as Background %	Same as Model %	Same as Modification %	Same as Product %
Total Standardisation	60.5%	60.5%	96.2%	51.2%	95.5%	95.5%	62.8%	96.3%	92.6%	81.5%	81.5%
Regional Modification	0%	0%	-	2.3%	0%	0%	0%	-	-	-	-
Regional Adaptation	25.6%	23.3%	100%	27.9%	91.7%	83.3%	25.6%	100%	90.9%	100%	100%
Standardised/Adapted	2.3%	2.3%	100%	4.7%	50%	50%	2.3%	100%	100%	100%	100%
Standardised/Different	11.6%	13.9%	83.3%	11.6%	80%	100%	9.3%	100%	100%	100%	100%
Standardised/Adapted /Different	0%	0%	-	2.3%	0%	0%	0%	-	-	-	-
Adapted	0%	0%	-	0%	-	-	0%	-	-	-	-
Adapted/Different	0%	0%	-	0%	-	-	0%	-	-	-	-
Different	0%	0%	-	0%	-	-	0%	-	-	-	-

Headline

Figure (8.2) Distribution of Brands across the nine Categories on the continuum for the Element Headline.



The columns in Table (8.1) refer to the elements of the advertisement. The first column shows the percentage of brands that belong to each category. For example, from the first row we can see that 20.9% of the brands have used a standardised Headline in all the countries. This is demonstrated graphically in Figure (8.2).

Regional standardisation was also observed. To illustrate, the Headline for a specific brand may appear in two versions. The first version appears in six countries, while the other appears in the remaining three countries.

Two forms of regional standardisation were observed. The first form of regional standardisation is when an element in one region is a modification of the same element in the other region. For example, the Headline for brand (49) that appears in Saudi Arabia, U.A.E and Lebanon is a translation and partial modification of the Headline for the same brand that appears in the UK, France, Italy and Greece. This form of regional standardisation will be referred to hereafter as "**regional-modification**". Brands 31 and 45 are other examples of regional modification.

The second form of regional standardisation is when the element standardised in one region is completely different from the version used in the other region. For instance, the Headline for brand (6) that appears in Saudi Arabia, UAE and Lebanon is completely different from the Headline for the same brand that appears in the UK, France, Italy and Greece. This form of regional standardisation will be referred to hereafter as "**regional-adaptation**".

The second form of regional standardisation, regional-adaptation, is the prevailing form. From the second and third rows in Table (8.1), we see that for the element Headline only 7% of the brands have used regional-modification, while 18.6% have used regional-adaptation.

From the first three rows of Table (8.1), we see that a total of (46.5%) of the brands have employed either regional or total standardisation of the element Headline in *all* the markets analysed.

The fourth row entitled *Standardised/Adapted* shows the percentage of brands that have standardised their advertising in all the appropriate markets and then partially

modified it for the remaining ones, which were apparently thought of by MNCs as inappropriate for total standardisation, but not different enough to require total adaptation. From Table (8.1), we can see that the percentage of brands that belong to this category (23.3%) is higher than any other category for the element Headline.

The fifth row entitled *Standardised/Different* shows the percentage of brands that have standardised their advertising in all the appropriate markets, then created advertising with elements that are totally different for the remaining markets. From Table (8.1), we can see that 13.9% of the brands have followed this policy.

The sixth row entitled *Standardised/Adapted/Different* shows the percentage of brands that have followed various policies for various markets. For instance, for brand number (35), a standard Arabic Headline was used in Saudi Arabia, UAE and Lebanon, while the Headlines for the UK, France, Spain, Italy and Greece were translated to the national languages for these countries. The Headline in Germany was completely different from all the others. Only 9.3% of the brands have followed this policy.

The seventh row entitled *Adapted* shows the percentage of brands that have not standardised the specific element in any country, but have adapted that element in *each* national market. For example, the Headline for brand (34) is partially modified to each local market in the seven countries where it appears. No two markets have employed the same standardised Headline for that brand. Only 7.0% of the brands have followed this policy.

The eighth row entitled *Adapted/Different* shows the percentage of brands that have not standardised the specific element in any country, but have partially adapted that element in *some* national markets, and have also used completely different versions

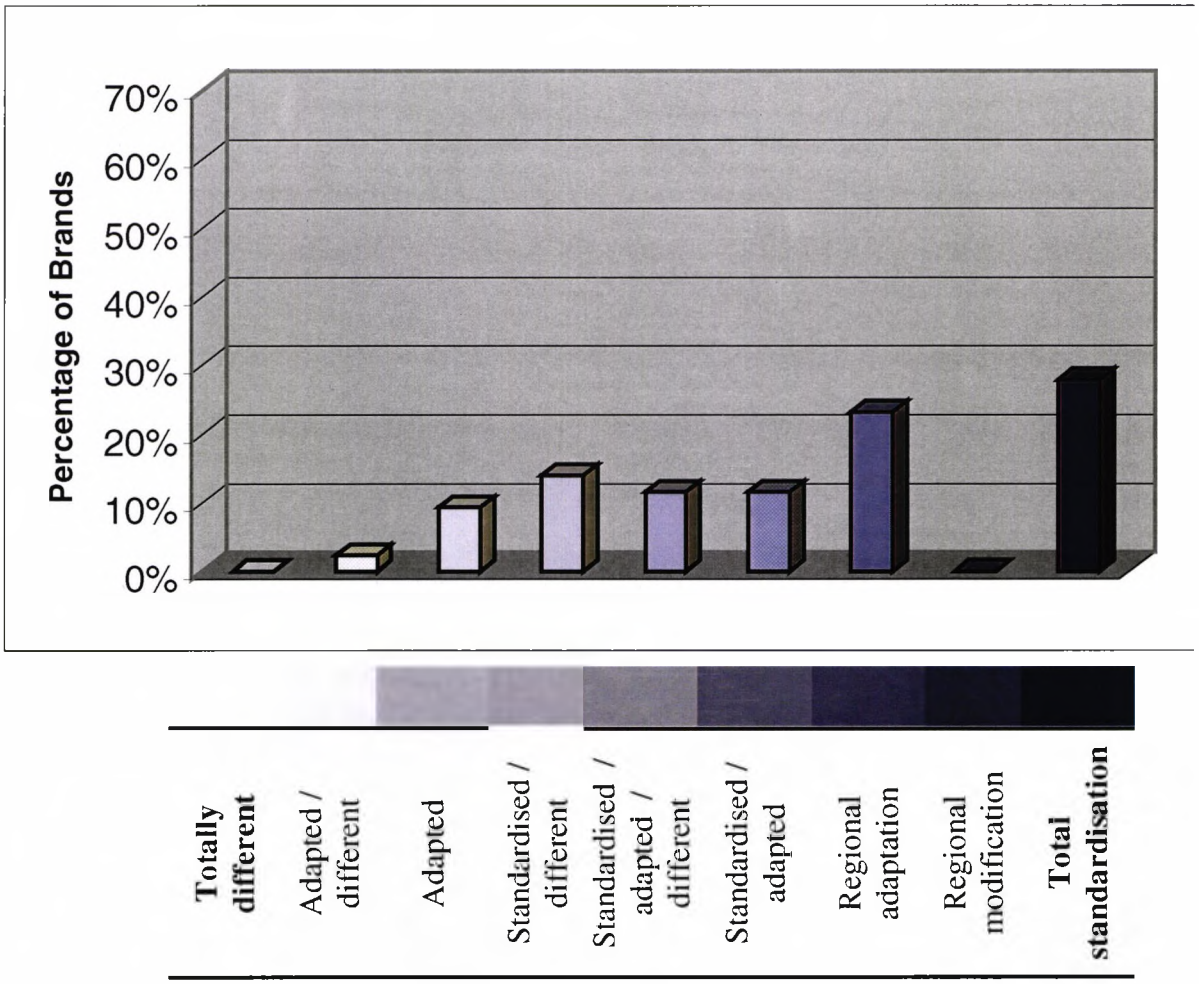
of that element in others. From Table (8.1), none of the brands have followed this policy for the element Headline.

The ninth row entitled *Different* shows the percentage of brands that have used elements that are completely different for all markets. None of the brands have followed this policy for the element Headline.

From the last three rows of Table (8.1) we can see that only 7.0% of the brands have *not* standardised the Headlines in their advertisements in *any* of the countries.

Body Text (copy)

Figure (8.3) Distribution of Brands across Categories for the Element Body Text.



More than one-quarter (27.9%) of the brands have standardised the Body text of their advertising in all the countries. Of these, 66.7% and 75.0% have also used the same policy for the elements Headline and Subhead (Table 8.1 and Figure 8.3).

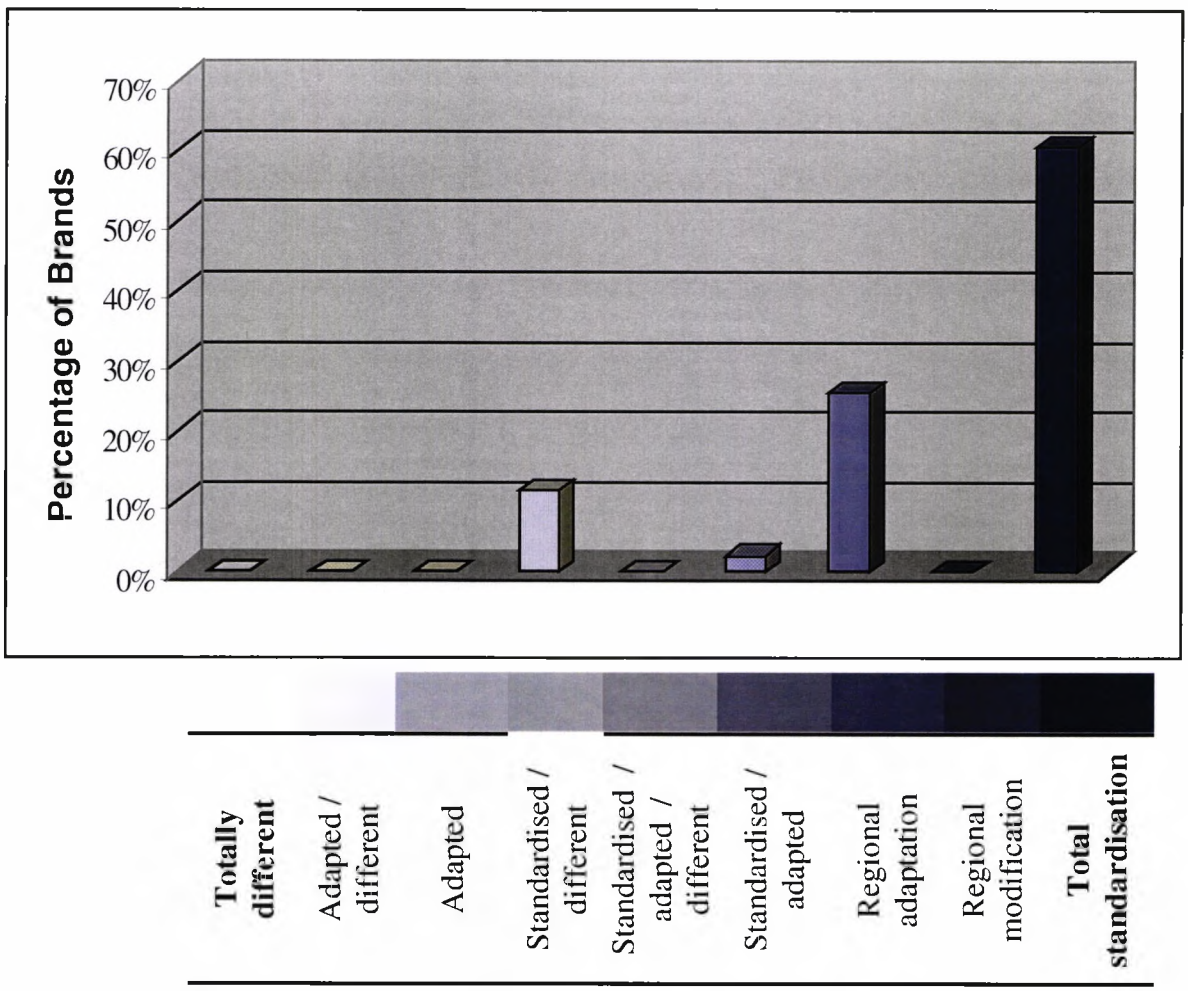
Almost another quarter (23.3%) of the brands has employed regional-adaptation. Of these, 70% and 90% have also used the same policy for the elements Headline and Subhead.

From the first three rows, we see that at least 51.2% of the brands have employed either regional or total standardisation of the element Body text in all the markets analysed.

From the last three rows, we see that only 11.6% of the brands have *not* attempted to standardise the Body Text in *any* of the countries analysed.

Background

Figure (8.4) Distribution of Brands across Categories for the Element Background.



The majority of the brands (60.5%) have employed standardised backgrounds in all countries. The element Background shares the second place with the element Model as the second most standardised element in *all* countries (Table 8.1 and Figure 8.4).

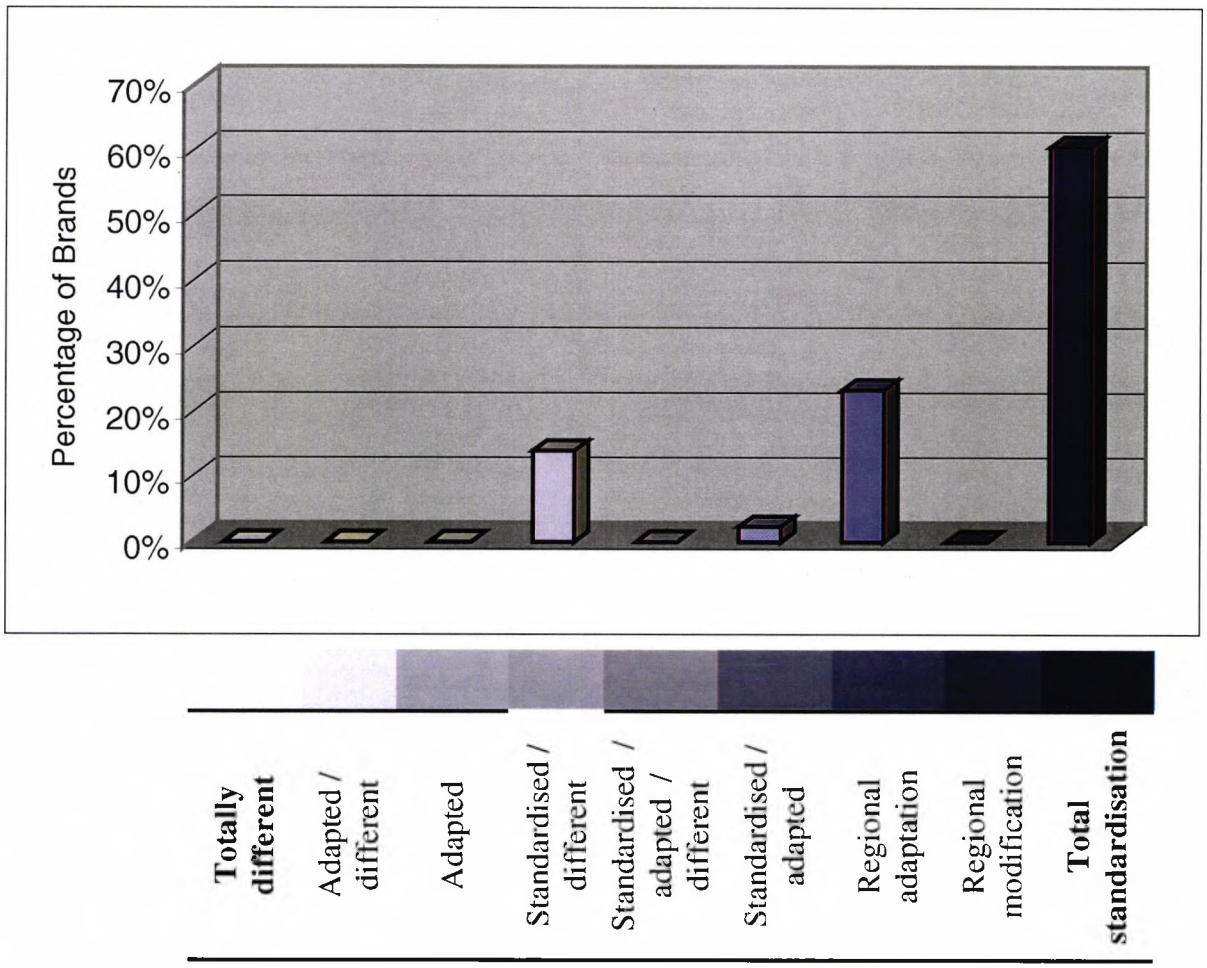
More than one-quarter (25.6%) of the brands have employed regional-adaptation for the element Background. None of the brands have used regional-modification for the element background.

From the first three rows, we see that at least 86.1% of the brands have employed either a regional or total standardisation of the element Background in all the markets analysed.

From the last three rows, we can see that all the brands have used standardised Background in their advertisements in at least two countries.

Model

Figure (8.5) Distribution of Brands across Categories for the Element Model.



Similar to the element Background, the majority of the brands (60.5%) have employed a standardised Model in all countries. Almost all of these, (96.2%), have also followed the same policy for the element Background. This suggests that, when the sampled companies decide to standardise the background of their advertising in all countries, in the majority of cases, they also standardise the element Model (Table 8.1 and Figure 8.5).

Almost one quarter of the brands (23.3%) has employed regional-adaptation for the element Model. All of these have also followed the same policy for the element Background. This confirms the observation above that the policies of standardising the elements Background and Model are highly correlated. Similar to the element Background, none of the brands have employed regional-modification for the element Model.

From the first three rows, we see that at least 83.8% of the brands have employed either a regional or a total standardisation of the element Background in all the markets analysed.

Similar to the element Background, all of the brands have attempted to standardise the element Background in their advertisements in at least two countries.

From the findings above, we see that the extent of advertising standardisation practised by the sampled brands vary considerably across elements and markets. The extent of advertising standardisation exhibited range from brands that totally standardise specific elements in all countries –as in category 1- to brands that employ elements that are distinctively different for each market –as in category 9. These two categories represent the extreme ends of the advertising continuum for the individual elements.

In terms of summarising the implications of these data for hypothesis 1, the findings of this chapter support our previous decision to reject hypothesis 1, and throw more light on the actual practices of MNCs, especially that the brands examined in this study were shown to exhibit different levels of advertising standardisation for various elements in various markets.

Hypothesis 1 specifies the whole advertisement as a unit of analysis, and hence the hypothesis was rejected. However, the model developed in this study permitted a more detailed analysis of the advertisements, by breaking them into the main executional elements.

Since the type of data obtained in this study allow a more detailed analysis than the hypothesis requires, it would be interesting to test this hypothesis for the main executional elements of advertising.

In order to convert the unit of analysis from the whole advertisement into the main executional elements, we need to modify the hypothesis to read:

Modified hypothesis 1:

'The *executional elements* of the international advertising of multinational brands will either be totally standardised or totally adapted.'

To briefly summarise the findings of this study in terms of the modified hypothesis 1 for the text elements, the findings in this study suggest that there is no support for the modified form of the hypothesis.

However, for the visual elements, between 50% – 62% of the brands were found to exhibit total standardisation of these elements in all countries. This percentage is high, and with regards to the visual elements, it lends some support to the modified hypothesis 1, that most of the samples international brands would employ totally standardised visual elements in their advertising in all countries.

From the above, we see that hypothesis 1 was rejected in all tests. The suggested modified hypothesis 1 was rejected for the text elements, but could not be rejected for the visual elements of advertising.

8.2 Regional Standardisation

As we mentioned before, two forms of regional standardisation were observed. The first form is when an element in one region is a partial modification of the same element in the other region. For example, the Headline for brand (49) that appears in Saudi Arabia, U.A.E and Lebanon is a translation of the Headline for the same brand that appears in the UK, France, Italy and Greece. Throughout the last section of this chapter, we referred to this form of regional standardisation as "regional-modification". Brands 31 and 45 are other examples of regional modification.

The second form of regional standardisation is when the element standardised in one region is completely different from the version used in the other region. For instance, the Headline for brand (6) that appears in Saudi Arabia, UAE and Lebanon is completely different from the Headline for the same brand that appears in the UK, France, Italy and Greece. This form of regional standardisation, we referred to as "regional-adaptation".

We also mentioned that for the element Headline, the second form of regional standardisation, regional-adaptation, is the prevailing form. From the analysis of the other elements of the model, we found that the same observation holds for all the other elements. In other words, in the majority of cases, whenever regional standardisation was employed, it took the form of regional-adaptation, and not regional-modification. This observation is true for all elements and for all countries.

To illustrate this point graphically, Figure (8.6) shows a breakdown of the brands that employed regional standardisation. This figure includes all the brands in the sample. In the figure, the elements of the model are represented on the X-axis. The columns represent the percentage of brands that employed regional standardisation for each

element. The top portion of the column, shown in red, represents the percentage of brands that employed regional adaptation for each element. The lower portion of the columns, shown in blue, represents the percentage of brands that employed regional modification for each element.

From Figure (8.6), it is apparent that regional modification is employed in only a small minority of the cases. In the majority of the cases, regional standardisation takes the form of regional adaptation. In other words, whenever MNCs choose to differentiate between two groups of countries, they treat them as if they were completely different from each other.

For illustration purposes, let us consider that one of the groups consists of six European countries, while the other group consists of three Arabic countries. When an MNC attempts to totally-standardise their advertisements in all countries, but finds that this standardised advertisement would not be appropriate for the Arabic countries, they would opt to create a new advertisement from scratch for the Arabic group, rather than modifying the elements of the original standardised advertisement. Thus creating two advertisements that are totally different, and very rarely creating two advertisements where some elements of one are modified from the other. This observation holds true for the all elements of the advertisement, as shown clearly in Figure (8.6).

We have used the example of two groups of countries, one is Arabic and the other is European, because in all the cases where regional standardisation is employed, one of the groups consisted of Arabic countries (two or three) and the other group consisted of European countries (three to six).

None of the MNCs have employed sub-regional standardisation in Europe, i.e., two separate standardised advertisements in Europe. This indicates that sub-regional standardisation is not a popular option for MNCs that operate only in Europe. In other words, European countries in the sample were treated as similar, slightly different or completely different from each other, but never as two groups of similar countries.

Due to the fact that one of the two groups for regional standardisation is always an Arabic group, we have decided to repeat briefly the analysis for only those brands that appeared in at least one Arabic country. The results are shown in Figure (8.7).

Similar to Figure (8.6), Figure (8.7) shows again that regional standardisation took the form of regional adaptation in the majority of cases, and for all the elements.

For the element Headline, 31.43% of the brands have opted to employ regional standardisation, where the sample of countries was divided into two groups, one Arabic and one European. Only one-quarter of these brands has employed regional modification, where the Headline in the Arabic group is a modification of the Headline of the European group. In the majority of the cases, three-quarters of these brands have employed regional adaptation, where the Headlines in the two groups are completely different.

Therefore, we see that one-third of the brands have decided to run the same Headline, in one single language for all the European countries, but not for the Arabic countries. The majority of these brands were Cosmetics brands.

Figure (8.6) Breakdown of the Regional Standardisation for All Brands.

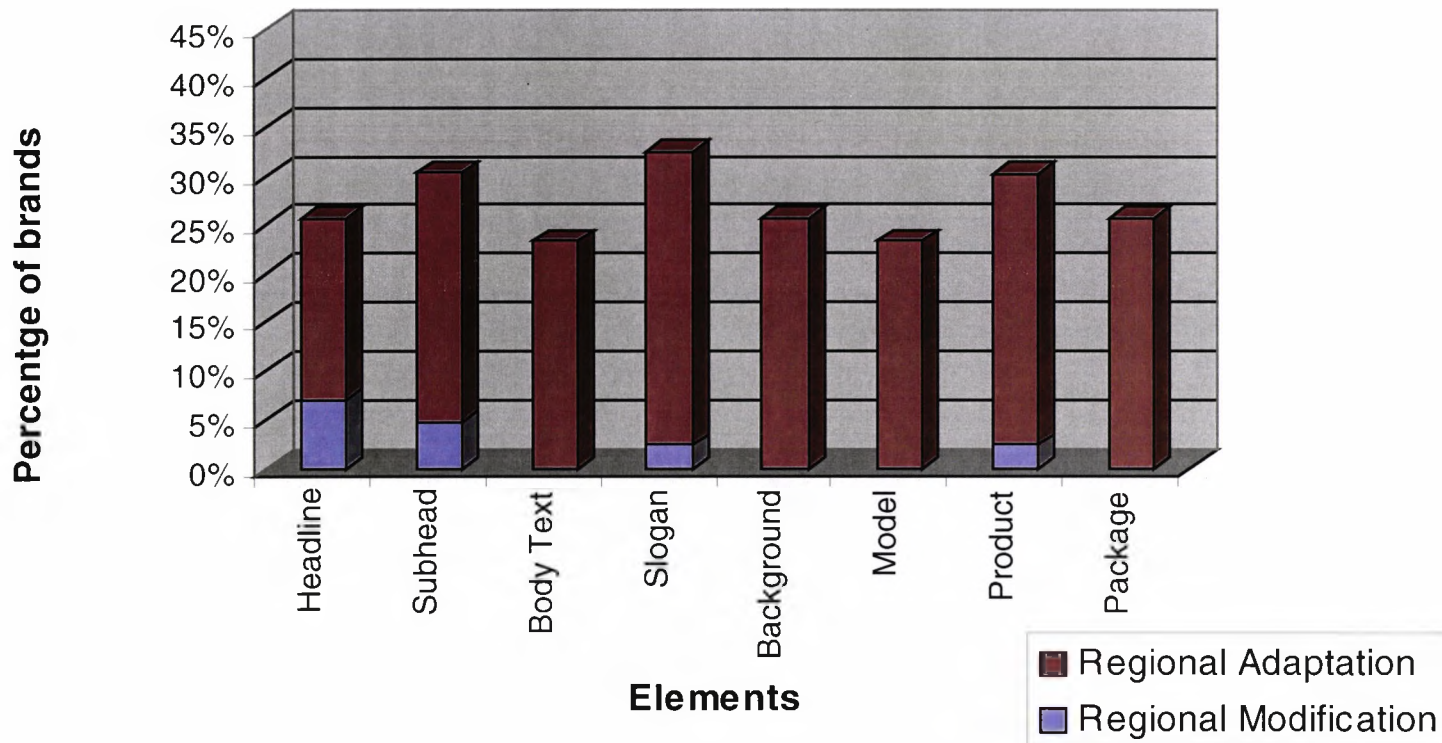
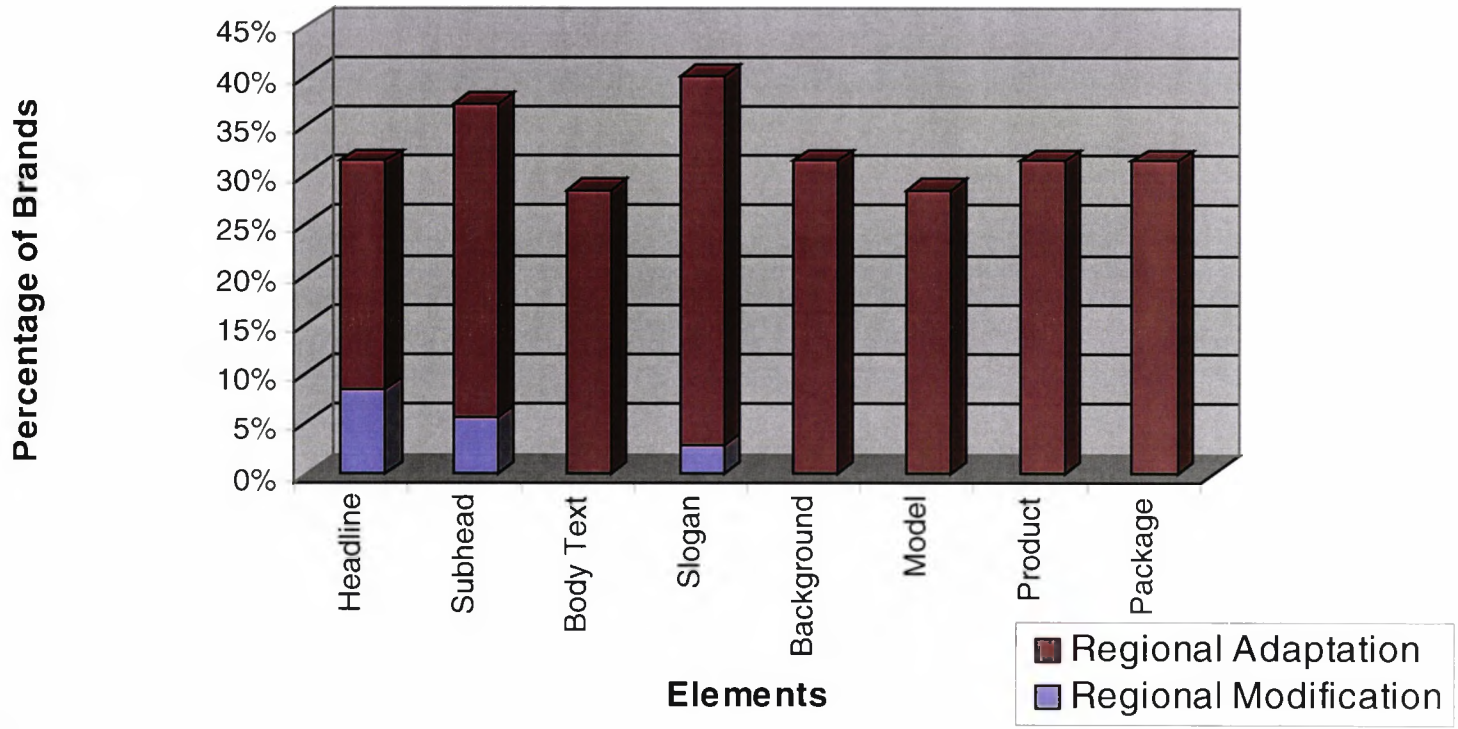


Figure (8.7) Breakdown of Regional Standardisation for Brands that Appeared in Arab Countries.



In other words, the 31.43% of the brands employing regional standardisation found it inappropriate to extend their use of the same headline-same language to the Arabic countries.

One quarter of these brands were content to translate the Headline to Arabic for the Arabic group. On the other hand, the remaining three-quarters of the regional standardisation brands found it necessary to change the Headline completely for the Arabic group. This indicate that although it was acceptable for three quarters of the brands to use the 'same Headline-same language' for the European group, it was considered that the Arabic group required major changes not only to the language, but also to the meaning of the Headline. Probably a different appeal, or headline type was required. These are changes to the advertising strategy, not only the execution.

For the Subhead, 37.14% of the brands have employed regional standardisation. Only 15.37% of these have employed regional modification, while, 84.63% have employed regional adaptation.

Therefore, slightly more brands find it appropriate to employ regional standardisation for the Subhead than for the Headline. In addition, more brands find it necessary to use completely different Subhead than Headline for the Arabic group. This can be seen from the 84.16% of the brands that used completely different Subheads for the Arabic group, as compared to the 75% who used different Headlines.

It was interesting to note that most of the Arabic advertisements contained a Subhead even when the European advertisement did not. One explanation maybe that MNCs view the Arabic market as one that is not very familiar with Western brands, and hence find it necessary to explain or introduce the product to the Arabic consumers.

A classic example of a Headline and a Subhead in the Arabic markets would be:

"Brand X

The New Product from Company Z".

This way, the brand is linked to the company, which is probably more familiar to the Arab consumers. Another reason would probably be as an attempt to explain what the product is. These tactics are not required in the Western markets that are apparently more familiar with these brands.

We are not trying to judge the efficacy or necessity of such tactics, we are only attempting to explain the reasons behind the use of more Subheads in the Arab markets than in the European counterparts.

For the Body Text, 28.57% of the brands have employed regional standardisation. None of these have found it sufficient just to translate the Body Text to Arabic. In all these cases, a completely different Text was used.

Similar to the Subhead, Arabic advertisements almost always carried Body Text, even when the European advertisements did not. Again, one would guess that MNCs find it necessary to explain about the product –what it is and what it does. The main difference is that brands that are classified as "Image products" did not carry any text in the European countries, while some of these did in the Arabic countries.

For the Slogan, 40% of the brands have employed regional standardisation. Of these, Only 7.15% have employed regional modification, while, the majority of the brands (92.85%) have employed regional adaptation.

Therefore, more brands find it appropriate to employ regional standardisation for the Slogan, than for the Headline, Subhead or Body Text. This is probably due to the

belief that, in many instances, the Slogan is not designed for one advertisement or campaign. A good Slogan is normally kept in service for a long period.

As expected, the majority of the brands have opted to either completely change the Slogan, or create new Slogans for the Arabic market, even if they are not using a Slogan in Europe. This result was anticipated because the Slogan is special in that it either has a rhyme, or a very well known 'saying' or proverb, or any other special characteristic that would lose its potency once translated.

From Figure (8.7), we see that for the remaining elements of the model, all regional standardisation took the form of regional adaptation in all cases.

For the element Background, almost one-third (31.43%) of the brands have employed regional standardisation. None of these have found it sufficient to partially modify the background. In all cases of regional standardisation, a completely different Background has been used for the Arabic countries.

One cannot say that these MNCs were attempting to create a Background that is familiar to the Arab consumers, because the Backgrounds still looked foreign, or Western. Again, we are not trying to judge the efficacy of such tactics, but trying to find the reasons behind it.

For the element Model, 28.57% of the brands have employed regional standardisation. None of these have found it sufficient to partially modify the way the Model is presented in the advertisement. In all cases of regional standardisation, completely different Models were used for the Arab markets.

The main reason for this is most probably the advertising regulations in the Arab countries. These regulations are believed to be strongly affected by religion, which is considered to be very strict regarding nudity and decency. According to the

advertising regulations of the UAE and Saudi Arabia, no material that is considered to be religiously offensive is allowed in advertisements. What is considered to be offensive, however, is very subjective.

The advertising regulations in Lebanon are far less strict than those of UAE and Saudi Arabia. This can be clearly seen from the editorial contents and photographs appearing in the Lebanese publication. Nevertheless, it appears that these differences do not stop the advertisers from treating all three countries with the same standards.

For the element Product, almost one third (31.43%) of the brands have employed regional standardisation. None of these found it sufficient to partially modify the way the Product is portrayed. In all the cases of regional standardisation, the product was different. It was either bigger, more in number or moved to the front of the picture rather than in the background.

This finding confirms previous findings that the way the Product is portrayed varies significantly across countries (Cutler and Javalgi, 1992; Javalgi, Cutler and White, 1994).

For the element Package, 31.43% of the brands have employed regional standardisation. None of these have found it sufficient to partially modify the way the package is portrayed in the Arab countries. In all the cases of regional standardisation, major modifications were applied to the Package.

In most of the cases of regional standardisation, the Package in the Arab advertisement was different. It was either bigger, or portrayed many times in the visual. These tactics are probably used in order to help the customer to recognise the Package when shopping.

8.3 What Are The Most Standardised Elements of Advertising

In this section, we look at the percentages of brands that employed either regional or total standardisation of advertising in the two regions.

More than half of the brands have either regionally-standardised or totally-standardised the various elements in all the markets (Table 8.2). The percentages presented in Table (8.2) are for the brands that used either regional or total standardisation for specific elements in all markets. The percentages for the brands that used *only total* standardisation in all markets are presented in Table (8.3). Below, we present the elements in order of standardisation.

First: Package

Package is the most standardised element of advertising with 62.8% of the MNCs totally standardising the way their Package is portrayed (Table 8.3). A further 25.6 % of the brands have regionally standardised the way their Package is portrayed (Table 8.2).

Table (8.3) also shows the ranking of the elements. The fact that the Package ranks as the most standardised element (Total/regional) suggests that it is considered to be amenable for standardisation.

In other words, more than six -out of every ten brands have chosen to *totally* standardise the way their package was portrayed in advertising across all markets. Another three out of the remaining four brands have chosen to *regionally* standardise the way the package is portrayed. Only one brand in every ten chose to modify the way the package is portrayed in some or all of the markets.

This finding and the ones to follow below are very important for advertising managers aiming to employ advertising standardisation across the markets where their brands are promoted. The percentages of brands that employed regional or total standardisation for their advertising across all markets serve as guidelines for best practice for the benefit of advertising managers aiming at employing advertising standardisation across markets.

As we have mentioned before in this thesis, the MNCs analysed in this study are of the largest MNCs in terms of resources, expertise and market share. These factors make us inclined to assume that the practices of these MNCs may serve as guidelines for best practice.

Second: Background

Background is the second most standardised (total/regional) element of advertising, with 60.5% of the MNCs have *totally* standardised the element Background in all countries (Table 8.3). A further 25.6% of the brands employed regional standardisation for that element (Table 8.2).

Third: Model

In the third place comes the element Model with 60.5% of the MNCs *totally* standardising the element Model in all countries (Table 8.3). A further 23.3% of the brands employed regional standardisation for that element (Table 8.2).

The above two findings conflict with the views and data presented in the literature. The main proponents of advertising adaptation have suggested that the backgrounds and models used in advertising are the main elements that need to be adapted to the

local tastes of the various markets (see debate chapter). Given these beliefs, one would expect these two elements, namely Background and Model, to be the least standardised across countries.

However, it was noticed throughout the process of content analysis of advertising that the Backgrounds and Models of advertisements were either:

1) Very typical of a specific national market, and hence used to reinforce the national identity of the product. For example, the use of the Champs-Elysee as a background and a very well known French actress as a model in the Guerlain advertisement to convey the Frenchness of the product.

2) Or, the Backgrounds and Models were kept neutral enough to be accepted in all markets for those campaigns employing a standardised strategy.

Therefore, it appears that provided that the selection of Backgrounds and Models was carefully achieved, cultural differences across markets could be overcome, and a standardised campaign could be successfully employed in most of the times.

Additionally, The fact that the element Model is the third element in terms of standardisation indicate that the effect of religion on advertising standardisation has not been as influential for the brands surveyed as has been previously speculated.

In the literature, religion is often cited as a major barrier to standardisation. Furthermore, it has been identified as a main reason for adaptation of advertising. The argument put through was that uncovered models, nudity and Western standards of decency used in the international advertisements would not be suitable for use in Middle-Eastern countries. The argument continued that since the main part of the visual is not considered suitable for Middle-Eastern markets, then advertising adaptation is considered to be obligatory (Field, 1986; Mueller, 1996).

However, as the results of this study show, the element Model is the third most standardised element. This clearly indicate that the models, codes of dress and decency portrayed in the international advertisements are judged by the MNCs to be of acceptable standards for use in all markets, including the Middle East. The issues regarding religion, culture and language are further discussed in the last section of this chapter.

Fourth: Product

Fourth is the Product. More than half (51.2%) of the MNCs have *totally* standardised the element Product in all countries (Table 8.3). A further 30.2% of the brands employed regional standardisation for that element (Table 8.2).

The standardisation of this element depends mainly on whether the product itself is standardised across countries. If the product in a specific country were modified, it would be inappropriate to use a standardised product portrayal for that country. In Europe, the majority of the products examined here were standardised. Some products are sometimes modified for use in the Middle-East markets, but these are the exception rather than the rule. In the sample of brands included in this study, standard products were used across all markets in almost all the time.

For the remaining cases where the product portrayal was not standardised, the main modification to the way the product was portrayed was to the number and size of the product. It was either shown many times in the visual, or the size of the product was bigger. These tactics are used, as discussed before, to enhance the recall, and attract

the attention of the consumers who are not familiar with the product, as is believed to be the case for Middle-Eastern countries.

These tactics have been reported previously by researchers who found that the size of the product as a percentage of the visual differs significantly across countries (Cutler and Javalgi, 1992; Javalgi, Cutler and White, 1994.

This variation in the size and number of the product is probably related to the soft-sell/hard-sell approach used in the specific country. In countries where the soft-sell approach is employed, the product does not feature prominently in the advertisement. Sometimes, the product does not appear in the advertisement at all.

A similar explanation was reported by Cutler and Javalgi (1992), who explained that:

> "*One dimension of hard sell seems to be that a greater emphasis is placed on tying the ad directly to the product. This greater emphasis on the product could mean that the product is displayed more often and/or in a larger size in hard sell ads.*"

As we showed above, slightly more than half of the brands have totally standardised the way the Product is portrayed in all markets. Another 30% have regionally standardised it.

It is interesting to note that the visual elements are the most standardised (total/regional) elements of advertising. This confirms the belief that visual elements are easier to standardise than verbal elements.

Since visual elements are shown to be easier to standardise, then the recommendations that emphasise the use of visual advertisements are not misplaced.

This is best illustrated by the remark of Beatson (1989), when discussing satellite broadcasting, claimed that:

> "*What satellite broadcasting is going to mean for us; apart from reach, is greater emphasis on non-verbal communication: the big visual idea, and the use of visual symbols...*"

Mayer (1991), who pointed out the possible linguistic problems in advertising standardisation, has also emphasised the role of the visual elements by noting that:

> "*Words will become very much less important, especially if the product is standardised, like Coca-Cola, Levi's or Marlboro.*"

Some researchers have suggested this emphasis on the visual elements of advertising as a solution to other problems, including illiteracy. For instance, Terpestra and Sarathy (1991) pointed out that:

> "*More and more European and Japanese ads are purely visual, showing something, evoking a mood and citing the company name. Emphasis on such simple illustrations also avoids part of the problem of illiteracy in poorer nations*".

However, we should point out here that this recommendation did not take into consideration that people in these poorer countries are the consumers who are least familiar with the international brands, and hence may require more information about the brand. This information could only be conveyed through the text elements only, in most of the cases.

Therefore, with regards to the visual elements of advertising, the results of this study show that these are the most amenable elements to standardise in all countries. The implication of this finding to advertising managers is that, in the views of the

practitioners, it is more advisable to rely on a campaign that employs a visual idea and symbols that transcends national boundaries, than trying to convey the idea through the text, which is seen as more difficult to standardise. This should be done keeping in mind the level of familiarity of the consumers with the brand, and the level of information required.

Fifth: Slogan

The most standardised *text* element (ranked fifth overall) is the slogan, almost one-third (30.2%) of the MNCs have *totally* standardised the element Slogan in all countries (Table 8.3). A further 32.5% of the brands employed regional standardisation for that element (Table 8.2). The Slogan appears to be the most amenable text element of advertising for standardisation.

When choosing a Slogan, advertisers usually select it to be acceptable and understood in many countries. Therefore, modification of a Slogan is less common than any other text element of advertising. Furthermore, some Slogans are used in their original language with no need for translation.

It appears that the belief held among academics, concerning the language being a barrier to standardisation, is indicated by the advertising standardisation practices of the sampled MNCs in this study.

This result is in line with Whitelock and Chung's (1989) remark, who claimed that:

> "*Language can also be a significant barrier when dealing with Middle-East countries. Differences between languages can go far beyond mere translation problems*".

We should point out here that Whitelock and Chung's (1989) study did not include any Arabic or Middle-Eastern country. They only analysed advertisements in The UK and France. Therefore, the quote above should be considered as a personal opinion, rather than a result of an empirical research.

The view that slogans are not easy to translate is not new. Two decades ago Mayer (1978), when discussing some of the problems in conducting international marketing research, pointed out that:

> "*...some Western concepts may not even be translatable into other languages such as Arabic. As a result, companies can be faced with serious difficulties in translating brand names and slogans.*"

As we have seen above, less than one third of the brands have employed total standardisation of the element Slogan in all countries.

Sixth: Subhead

In the sixth place is the Subhead. More than one-quarter (27.9%) of the MNCs have *totally* standardised the element Subhead in all countries (Table 8.3). A further 31.3% of the brands employed regional standardisation for that element (Table 8.2).

It is interesting to note that the Subhead is found to be easier to standardise than the Headline and Body Text. The reason for this is probably that the Subhead in many countries is a description of the product, and hence it could be retained unmodified, apart from translation, as we mentioned earlier in this chapter.

The Headline on the other hand, involves the choice among many types, e.g., question, humour or factual – methods that are suitable to some countries more than the others, and hence might require modification.

Seven: Body Text

In the seventh place is the Body Text. More than one-quarter (27.9%) of the MNCs have *totally* standardised the element Body Text in all countries (Table 8.3). A further 23.3% of the brands employed regional standardisation for that element (Table 8.2).

The fact that the Body Text is found to be more difficult to standardise than other elements of advertising is in line with expectations. The contents and length of the Body Text depends on many factors, including the level of familiarity of the consumers with the brand or product. These factors vary from one market to another, and hence different contents and lengths of Body Texts might be required for different markets.

The results obtained in this study for the Body Text reflect the recommendations of the academics. It has long been suggested that it is better to prepare new Body Text for each international market, than translate the original Body Text. This view is illustrated by Mueller's (1996) recommendation, which claimed that:

> "*The most effective approach in preparing copy for foreign markets is to begin from scratch and have all verbal communications entirely rewritten by a speaker of the foreign language who understands the complete marketing plan-including objectives, strategies, and tactics.*"

International advertising managers would do well to consider the characteristics of the market and the product before deciding on the Body Text, as no reliable generalisations could be drawn concerning the Body Text.

Eighth: Headline

In the eighth place, and ranked last, is the Headline. Around 20.9% of the MNCs have *totally* standardised the element Headline in all countries (Table 8.3). A further 25.6% of the brands employed regional standardisation for that element (Table 8.2).

The Headline is apparently the least amenable element of advertising to standardisation in all countries. The factors involved in the choice of a Headline are more complex than other text elements of advertising.

Table (8.2) Percentage of Brands that Employed either Regional or Total Standardisation for Specific Elements.

Element	*Headline*	*Subhead*	*Body Text*	*Slogan*	*Background*	*Model*	*Product*	*Package*
Percentage	*46.5%*	59.2%	51.2%	62.7%	86.1%	83.8%	81.4%	88.4%
Rank	*8*	6	7	5	2	3	4	1

Table (8.3) Percentage of Brands that Employed Total Standardisation for Specific Elements in All Markets.

Element	*Headline*	*Subhead*	*Body Text*	*Slogan*	*Background*	*Model*	*Product*	*Package*
Percentage	***20.9%***	27.9%	27.9%	30.2%	60.5%	60.5%	51.2%	62.8%
Rank	***6***	5	5	4	2	2	3	1

8.4 Elements That Are Standardised In At Least Two Markets

In the previous section, we looked at advertising standardisation in all countries. We have ranked the elements according to the percentage of brands that standardised these elements in all countries. In this section, we look at elements that are standardised in *at least two* markets. This may provide insights concerning the universality and ease of standardising specific elements of advertising in at least two markets.

In the majority of cases, elements of the advertisements were standardised in at least two of the markets. Table (8.4) shows the percentage of brands that have standardised their elements in at least two of the markets. From Table (8.4), we can see that *all* elements of the visual have been standardised in at least two markets. This further supports the belief that elements of the visual are more amenable for standardisation, than text elements.

Around 93% of the brands have used standardised Headlines, Subhead and Slogan in *at least two* of the markets. Body Text comes last in the ranking, with 88.4% of the brands using standardised Body Text in *at least two* markets.

Table (8.4) The Percentage of Brands That Standardised Specific Elements in *at Least Two* Markets.

Element	*Headline*	*Subhead*	*Body Text*	*Slogan*	*Background*	*Model*	*Product*	*Package*
Percentage	*93%*	93%	88.4%	93%	100%	100%	100%	100%

8.5 Interrelations among elements:

The aim of this section is to find out whether the extent of advertising standardisation practised on a specific element is related to other elements. If such relationships indeed exist, it would be useful to draw some guidelines that would help the international advertising managers in their decisions concerning the standardisation of advertising.

It would be useful to know, for instance, whether every time the Background of an advertisement was adapted, the Model was also adapted. If there are no relationships between these two elements, then one of them could be adapted without any modification to the other. For example, superimposing the image of a different Model on the same standardised Background.

These findings would clarify for us, the relationships among these elements, as perceived by the sampled MNCs. First, we will explore the relationships between elements when one of them is *totally* standardised in all countries. Next, we look into the relationships between elements when one of them is *regionally* standardised.

8.5.1 Relationships among Elements when one Of Them Is Totally Standardised

Subhead is 75% related to head

When the Headline of an advertisement was totally standardised in all countries, in 75% of the times, the Subhead was totally standardised in all countries too. This suggests a strong relationship between the standardisation of these two elements.

In the remaining 25%, the Headlines of the advertisements were standardised, while the Subheads were adapted in either some or all the counties. This is another example

of the way the Subhead is modified in the Arabic countries, where a Subhead is needed to explain what the product is or what it does, while the European markets are probably more familiar with the product, and hence no explanation is needed. Therefore, we see that the Headline of the advertisement for many brands was kept standard in all countries, while the Subhead was adapted to some or all countries.

Body Text is 75% related to Subhead

A relationship was also found between the Body Text and Headline, and the Body Text and Subhead. The later relationship with the Subhead was found to be stronger, where the Body Text was totally standardised in all countries, in 75% of the times where the Subhead was standardised in all countries.

This strong relationship between the Body Text and the Subhead suggests that, in most of the cases, whenever the Subhead required adaptation, the Body Text required adaptation too, and visa versa. This is especially true in case of the brands that are advertised in the Arab world. Since the Subhead is normally modified to provide more information about the product, the Body Text is usually modified too, since more information is required to be conveyed through the Body Text.

Slogan is 76.9% related to Body Text

The Slogan was found to be related to the Body Text, more than the Headline and the Subhead. In 76.9% instances where the Body Text was totally standardised in all countries, the Slogan was totally standardised in all countries too.

Model is 92.2% related to the Background

A very strong relationship was found between the Background and the Model. In 92.2% of the times where the Background of an advertisement was totally standardised in all countries, the Model was found to be totally standardised in all countries too.

This is a very interesting finding. Apparently, the sampled MNCs treat the Background of the advertisement and Model as two strongly connected elements. Whenever the Background of an advertisement is modified, the Model is also modified in the majority of cases. Very few (7.8%) brands have modified the Model in the advertisement, when the Background was kept standardised in all countries.

This finding suggests that the sampled advertisers were *not* in favour of performing partial modifications to the Background and Model in their advertisements, and that they would rather create a new Background and Model for their advertisements from scratch. This observation, again, is especially true in the case of brands that are advertised in the Middle East. Although this behaviour might be due to more than one reason, the author is inclined to believe that MNCs' lack of knowledge about the Middle-Eastern markets is a big contributing factor.

In a survey conducted by the author, but not included in this thesis, almost all the advertising agencies surveyed in the Middle-East agreed that the idiosyncrasies of these markets make it obligatory for advertisers to adapt their advertisements for the Arabic culture. All the agencies' executives believed that the differences between Middle-Eastern markets and the European markets are in such a magnitude, that advertising adaptation is almost obligatory.

This attitude of the advertising agencies, coupled with the lack of knowledge of the MNCs with regards to the Middle-Eastern markets resulted in the fact that advertisements were almost always modified or adapted.

We are not trying to judge the efficacy of such decisions, but merely trying to point out that partial modifications of the Background and Model is sometimes sufficient, as has been demonstrated successfully by three of the advertisers included in this study.

In the first case, in an advertisement for a fragrance brand, the visual of the advertisement was shot twice using the same Background and Model. In the second shot the model was wearing a coat on top of her dress, to cover more of her body, and was posing in a less provocative manner. This second shot was used in the Middle East. This specific example demonstrates the pro-active approach of taking in consideration the cultural differences among markets before the actual advertisement was prepared.

In the second case, according to the advertising agency, the Model used in a Fragrance advertisement was wearing a dress that would not be acceptable in the Middle-Eastern markets. The advertiser therefore chose to digitally modify the image, and alter the length of the dress of the Model by the use of the computer.

According to the author, this specific case demonstrates the influence that agencies have on MNCs when the later does not posses enough knowledge about a specific market. Many commentators believe that the original visual would have been acceptable and probably more successful in the Middle East, and no modification was required. However, only partial modification was employed in this example and there was no need for a totally new visual.

In the third case, another fragrance advertisement showed a naked Model covered in roses, apart from a part of her breasts. Although this is considered to be artistic in Europe, in the Middle East it is considered to be a case of unnecessary nudity. A modification to the Model is called for, and was achieved digitally by copying a part of the pattern of flowers and superimposing it on the nude part of the body. This is a very straightforward copy-and-paste technique, and the resulting image does not show any traces of modification. In doing so, the advertiser of that fragrance brand has avoided the preparation of another visual, and has also used a standardised strategy and appeal in all markets.

We gave the above examples to show that partial modification to the Background and Model is sometimes sufficient. Advertisers are advised to consider this option more seriously, and not to rely 'blindly' on the decisions of the agencies' staff, who might be inclined for advertising adaptation for reasons other than real country differences.

Product is 95.5% related to Background and Model

There is a very strong relationship between the Product and the Background, and also between the Product and the Model. Whenever either the Background or the Model is totally standardised in all markets, in 95% of the times, the Product is totally standardised in all markets too.

This is probably so, in order to maintain the proportions and the layout of the advertisement intact. If the Product is to be shown bigger or be shown many times, as is the case in the Middle-east, then the layout and the proportion of the advertisement would be affected, and this might negatively influence the balance of the advertisement.

Packaging is 96.3% related to Background

A relationship was also found between the Package and the Background and Model. Whenever a standard Background or Model is used, in 96.3% and 92.6% of the times, respectively, a standard Package is also used in all countries.

It is interesting to note that the relationship between the Package and both Background and Model is stronger than that between the Package and the product itself.

The relationship between the Package and both the Background and Model is probably due to the fact that if a modification was required to the Background or Model, which is normally used for Middle-Eastern markets, a modification to the Package is also required –shown in bigger size or many times.

8.5.2 Relationships among Elements when one of them in Regionally Adapted

Subhead is 72.7% related to Head

A similar relationship was found between the Headline and the Subhead when the Headline in regionally adapted. When the Headline is regionally adapted, in 72.7% of the times the Subhead was regionally adapted too.

The strong relationships between the Headline and Subhead, under total standardisation and regional adaptation, indicates that these two elements are highly related, and that if one of them is standardised in some or all the countries, the other element could be considered for standardisation too. The same conclusion holds true to all the other elements of the advertisements, especially the visual elements.

Body is 90% related to Sub

When the Subhead was regionally adapted, in 90% of the cases, the Body Text was found to be regionally adapted too.

Slogan is 84.6% related to Sub

When the Subhead is regionally adapted, in 84.6% of the cases, the Slogan was found to be regionally adapted too.

One explanation to the strong relationships between the Subhead and other text elements of the advertisement is that, the markets that usually require regional adaptation to the Subhead are the Middle-Eastern markets, which also requires regional adaptation to the other text elements of the advertisement.

Model is 100% related to Background

The relationship between the Background and model under regional adaptation was found to be even stronger than that under total standardisation. At all times when the Background was found to be regionally adapted, the Model was found to be regionally adapted in all countries too.

Product is 91.7% related to Background

When the Background is regionally adapted, in 91.7% of the cases, the Product was also found to be regionally adapted. Apparently regional adaptation of the Background allows changes in the layout and the size of the Product, without affecting the proportions and the balance of the advertisement.

The relationship between the Product and the Model at 83.3% was slightly less than that between the Product and the Background.

Package is 100% related to Background, Model, and Product

Whenever the Background, Model or Product was regionally adapted, the Package was found to be regionally adapted too.

Apparently, all the visual elements of the advertisement are highly related to the Background. Whenever the Background is regionally adapted, the other visual elements of the advertisement are also regionally adapted. This fact could serve as a guideline for international advertisers that are aiming to enter foreign markets and especially the Middle-Eastern markets for the first time.

Another influential element is the element Model, since the Model might require some modifications to suit the religious and cultural idiosyncrasies of the various markets. Considering that the element Model is also highly related to the element Background, it appears that it would be advisable to decide first on whether the Model is to be totally standardised, regionally adapted, or totally adapted, then apply the same policy for the Background. Other elements of the advertisement would then follow, based on the strength of their relationship to the element Background.

8.6 Are Religion, Culture or Language Real Barriers for Standardisation?

These three factors have been readily given by many researchers and commentators, as the main barriers to advertising standardisation, especially in the Middle-East area. There has been no research to measure the effect of any of these factors on advertising standardisation. The only evidence put forward regarding religion being a key factor influencing advertising standardisation was anecdotal, speculative, and based on personal opinions.

As we have mentioned before, only two studies have attempted to measure the level of advertising standardisation across countries. None of these studies have included an Arabic or Middle Eastern country.

Religion, culture and language may affect advertising standardisation in different ways. Religion, for instance, has a bearing on the element Model, and mainly with regards to sexuality and the objectification of women.

Religion has not been reported to affect any of the verbal elements of advertising. In order for the advertising text to be religiously offensive, it has to carry either a blasphemy or a strong sexual meaning. These cases are suitable for a very small number of publications, and are not even acceptable in the majority of the European publications. These cases of blasphemy and strong sexuality are by definition avoided in standardised international advertising.

Culture has a similar effect on the standardisation of the dress of the model, Background, furniture and props used in the advertisements

Indications are that the effect of the language is restricted to the verbal elements of advertising.

As we mentioned before, the claim that these factors are barriers to advertising standardisation has not been empirically tested before. The level of detail in the data

obtained in this study, present us with the opportunity to observe and make inferences for the first time regarding the alleged influence of these factors on advertising standardisation.

Given that these factors affect different elements of advertising, and that the sample includes diverse groups of countries, the extent of advertising standardisation exhibited by these elements would indicate for us the magnitude of the influence that these factors have on advertising standardisation. These factors are discussed individually below.

8.6.1 Religion

It is a known fact the religion influence many aspects of life in the Middle Eastern countries. Religious considerations are also reflected in advertising. This is clearly illustrated by the first article of the Ministry of information's Guidelines for television advertising in Saudi Arabia, which states that:

> "*The main principles governing the concept of commercial advertising on Saudi TV consist of the true observation of the Islamic faith, the teaching of Islam, and its fundamental beliefs which bear high values for man, life and the personal and social conduct of the individual.*"

However, the degree of influence of religion varies clearly from one country to another. Therefore, no generalisation can be drawn about the effect of religion on advertising in different countries. Some researchers have acknowledged this variation in effect, but still insisted that religion is a major barrier to advertising standardisation. For instance, Boddewyn (1991) concluded that:

> "*This analysis have established that problems and solutions related to sex and decency in advertising vary considerably around the world and that*

they are too heterogeneous and fluid to warrant simple generalisations about what to watch for in any particular country or region. Such heterogeneity and fluidity also militate against the 'globalisation' of advertisements where certain products and appeals are involved."

As we mentioned before, there has been no empirical research to show that religion is a major barrier to advertising standardisation. The Saudi Ministry of Information's Guidelines quoted above says that religion regulates advertising in Saudi Arabia. It does not say, however, that international advertising has to be adapted in Saudi Arabia. The difference is crucial.

Nobody denies that religion regulates advertising in the Middle East. But to extend this statement to claim that religion is a barrier to advertising standardisation is unjustified.

The argument put forward in the literature by the proponents of religion as a barrier to standardisation is that the portrayal of the Models in international advertisements is not suitable for the Middle Eastern markets. Some of the reasons for this include that the dresses, sexuality and nudity used in these international advertisements, are judged to be unacceptable by Middle Eastern standards.

Given the claim that religion is a major factor that necessitates the adaptation of the way the Model is portrayed in the Middle East, we would expect to find the portrayal of the Model in these countries to be significantly adapted or modified.

However, the findings in this study clearly show that the visual elements of advertising are highly standardised. In fact, the element Model is the third most standardised element of advertising in all countries.

It is surprising to find this high level of advertising standardisation for the element model, given the alleged strong influence of religion, and the diversity of the countries examined.

It is true that nudity and sexuality are unacceptable in the Middle East. But this no different from many other countries. The International Chamber of Commerce's (ICC) International Code of Advertising Practice specifies that:

> "*advertising should be decent ...[and] prepared with a due sense of social responsibility*".

This is the international code of practice that regulates advertising worldwide. This view is not very different from that held in the Middle East.

Furthermore, the influence of religion in other Western and Eastern countries is not that different from the Islamic countries. Boddewyn (1991) noted that:

> "*Moslem countries, for example, tend to frown upon all kinds of body displays as well as direct and even indirect sexual references. Similar Christian standards operate in such conservative countries as Ireland, Mexico and the Philippines.*"

The fact that some advertisements are considered in the Middle East to be offensive is no different from many other countries. In the United Kingdom, 8.3% of the 8,447 complaints received in 1989 by the self-regulatory Advertising Standards Authority related to print advertisements thought to be distasteful, indecent or in some way offensive. Many of these advertisements were later withdrawn (Boddewyn, 1991). A recent survey in the U.K. revealed growing public concern about treatment of women and nudity in advertising (ASA, 1990).

In Malaysia, the Ministry of Information's advertising Code states that:

"*Women should not be made the principal object of an advertisement, and they should not be used to attract sales of a product unless it has relevance to women.*" (Nevett, 1986).

In India, a law was introduced in 1986 that forbids the "indecent representation of women," that is:

"*the depiction in any manner of the figure of a woman, her form or body, or any part thereof, in such a way as to have the effect of being indecent or derogatory to or denigrating women, or is likely to deprave, corrupt or injure the public morality or morals.*"

A 1983 Portuguese Law-Decree prohibited the objectification of women in advertising.

The Norwegian Consumer Ombudsman Office, applying the marketing control act, objected to a print advertisement juxtaposing one man and three women modelling a bathrobe and Tee shirts:

"*The female bodies are shown in exaggerated and provocative postures. The bodies are exploited to attract attention. The portrayal of women has completely different emphases and can be clearly distinguished from the portrayal of the man in the same advertisement: he is merely displaying a product and not attempting to use his body to reinforce the message.*" (Boddewyn, 1991).

The French self-regulatory body (Bureau de verification de la Publicite) objected to an advertisement showing three young children with their pants down and their buttocks exposed. They commented:

"*We consider this ad as contrary to fundamental self-regulatory rules concerning respect of the human person in general and of children in*

particular. This poster could also be considered to be in violation of Article R38-9 of the Penal Code, concerning decency." (Freedman, 1989).

From the above examples, we see that the attitude to sexuality, decency and nudity in the Middle Eastern countries is not that different from that practised in other Eastern and Western countries.

Furthermore, international advertisers are aware of the limitations imposed by sexuality and nudity, as they are aware of the limitations imposed by other appeals, which are not universally appreciated, such as humour.

These appeals are not as successful abroad as they are at home. Hence, such appeals are normally avoided. International advertisers know better than to use material that is not suitable in their target markets.

From all the above, we see that the element Model, which has been claimed in the literature to be affected by religion, has been highly standardised. Hence, the link between religion and the visual elements of advertising has not been found in this study. In fact, given the religious differences among the sampled countries, the finding that the visual elements of advertising have not been affected is even more surprising, and it strengthens the case for advertising standardisation.

We have also seen that the attitude to sexuality, decency and nudity in the Middle Eastern countries is not that different from that practised in other Eastern and Western countries.

8.6.2 Culture

Culture is a very complex issue that merits whole theses for discussion. We do not intend to discuss the influence of culture on advertising standardisation in just one section, but wish to use the available data from our content analysis model to make observations and inferences, on the likelihood of the results obtained here being influenced by the cultures of the markets examined.

Culture is also claimed to be a barrier to advertising standardisation in the Middle East. It is claimed to have a similar effect on the standardisation of the dress of the model, Background, furniture and props used in the advertisements.

Many researchers have identified culture as a main barrier to advertising standardisation (Mueller, 1996). Some of the commentators go further and offer warnings to advertisers that:

> *"...there is a danger of 'cultural imperialism' when Westerners ridicule the strictures imposed in some Moslem countries against showing women in non-traditional roles or with their face, arms and legs uncovered."* (Boddewyn, 1991).

The argument put forward here is similar to that for religion. That culture is very influential on many aspects of life in the Middle East. This argument was somehow extended to advertising, and eventually concluded that culture is therefore a main barrier to standardisation.

There has been no research to ascertain the influence of culture on advertising standardisation. Again, the only available evidence is anecdotal, speculative and based on personal opinions.

If culture were really such an influencing factor, then this would be reflected on the corresponding element of advertising, namely, Background and Model.

However, the results of this study showed that the visual elements were found to be the most standardised in all countries. In fact, the elements Background and Model were ranked as the second and third most standardised elements in all countries.

Culture is important in the Middle East. But this is not different from many other regions in the world. There are many examples of strong cultural influence in many other countries in the world, e.g., Japan, the Far East, Latin American countries, and many others.

International advertisers are aware of the effect of culture on advertising. As a result, they use universal appeals that are accepted across cultures.

The main modifications to the advertisements of the sampled MNCs have occurred to the verbal elements of the advertisements. Therefore, from the results obtained for the sampled MNCs, the factors that are more likely to be classified as being major barriers to standardisation in the Middle East are factors that are related to the verbal elements, such as language.

8.6.3 Language

The results of this study show that text elements are the *least* standardised elements of advertising. Language is very influential in many countries around the world. A discussion of the capabilities and limitations of all the languages included in this study would be beyond the scope of this thesis.

However, one of the reasons we mentioned earlier that might affect the standardisation of advertising text, is the level of awareness and familiarity of the consumers with the brands. Another factor that is closely related is the stage of life

cycle of the brand in these markets. Obviously, brands that are in the introductory stage may require more information to be conveyed to the consumer, compared to brands that are already established in the market.

From the results of this thesis, and given the relatively high levels of adaptation to the text elements of advertising, it appears that language is more likely to be a barrier to standardisation than religion and culture.

If we were to rank religion, culture and language, based on their influence on the corresponding elements of advertising in this sample, it appears that language would be ranked first, followed by culture and religion.

8.7 Summary and Conclusions for Chapter Eight

In terms of the extent of advertising standardisation exhibited by the brands, the elements of advertising could be segmented into nine categories:

1) Total standardisation, 2) Regional modification, 3) Regional adaptation, 4) Standardised/Adapted, 5) Standardised/different, 6) Standardised/Adapted/different, 7) Adapted 8) Adapted/different, 9) Different.

In terms of summarising the implications of these data for hypothesis 1, the findings in this chapter confirmed our previous conclusion that there is no support for hypothesis 1, since these brands exhibited different levels of advertising standardisation for various elements and across various markets.

None of the brands have employed elements that are totally different for all markets. In other words, no brand has employed total adaptation of any element across all countries.

The data obtained confirmed that the visual elements of advertising are more amenable to standardisation in all countries than text elements.

Two forms of regional standardisation were observed in this study. The first form of regional standardisation is when an element in one region is a modification of the same element in the other region. This form of regional standardisation we referred to as "regional-modification".

The second form of regional standardisation is when the element standardised in one region is completely different from the version used in the other region. This form of regional standardisation we referred to as "regional-adaptation".

The second form of regional standardisation, regional-adaptation, is the prevailing form for all elements and all countries. For the Headline, Subhead and Slogan, respectively, 75%, 84.63% and 92.85% of the cases of regional standardisation took the form of regional adaptation. For the Body Text and all the visual elements of the model, all cases of regional standardisation took the form of regional adaptation.

In all the cases where regional standardisation is employed, one of the groups consisted of Arabic countries (two or three) and the other group consisted of European countries (three to six).

None of the sampled MNCs have employed sub-regional standardisation in Europe, i.e., two separate standardised advertisements within a region in Europe. This indicates that sub-regional standardisation is not a popular option for MNCs that operate only in Europe. European countries in the sample were treated as similar, slightly different or completely different from each other, but never as two groups of similar countries.

Most of the Arabic advertisements contained a Subhead, even when the advertisements for the same brand in Europe did not. Similar to the Subhead, Arabic advertisements almost always carried Body Text; even when the advertisements for the same brands in Europe did not.

The percentages of brands that employed total or regional standardisation for their advertising across all markets may serve as guidelines for best practice for the benefit of advertising managers aiming at employing advertising standardisation across markets.

In terms of which are the *most* standardised in all countries, the elements of advertising rank as follows:

1) Package: 62.8% of the MNCs have totally standardised the way their Package is portrayed in *all* markets (Table 8.3). A further 25.6 % of the brands have regionally standardised the way their Package is portrayed (Table 8.2).

2) Background: 60.5% of the MNCs have *totally* standardised the element Background in all countries (Table 8.3). A further 25.6% of the brands employed regional standardisation for that element (Table 8.2).

3) Model: 60.5% of the MNCs have *totally* standardised the element Model in all countries (Table 8.3). A further 23.3% of the brands employed regional standardisation for that element (Table 8.2).

   Findings 2 and 3 conflict with the previous beliefs presented in the literature that the backgrounds and models used in advertising are the main elements that should be adapted to the local tastes of the various markets.

4) Product: 51.2% of the MNCs have *totally* standardised the element Product in all countries (Table 8.3). A further 30.2% of the brands employed regional standardisation for that element (Table 8.2).

5) Slogan: 30.2% of the MNCs have *totally* standardised the element Slogan in all countries (Table 8.3). A further 32.5% of the brands employed regional standardisation for that element (Table 8.2). The Slogan appears to be the most amenable text element of advertising for standardisation.

6) Subhead: 27.9% of the MNCs have *totally* standardised the element Subhead in all countries (Table 8.3). A further 31.3% of the brands employed regional standardisation for that element (Table 8.2). It is interesting to note that the Subhead is found to be easier to standardise than the Head and Body Text.

7) Body Text: 27.9% of the MNCs have *totally* standardised the element Body Text in all countries (Table 8.3). A further 23.3% of the brands employed regional standardisation for that element (Table 8.2). The fact that the Body Text is found to be more difficult to standardise than other elements of advertising is in line with expectations.

8) Headline: 20.9% of the MNCs have *totally* standardised the element Headline in all countries (Table 8.3). A further 25.6% of the brands employed regional standardisation for that element (Table 8.2).

   In this study, the Headline was found to be the least standardised element of advertising in all countries. The factors involved in the choice of a Headline (e.g., positioning and headline types) are more complex than other text elements of advertising.

It is interesting to note that the visual elements are the most standardised (total/regional) elements of advertising. This confirms the belief that visual elements are easier to standardise than verbal elements.

The findings in this thesis show that almost all elements *were* standardised in at least two markets, as follows:

1) *All* elements of the visual have been standardised in at least two markets. This further confirms that elements of the visual are more amenable for standardisation, than text elements.

2) 93% of the brands have used standardised Headlines, Subhead and Slogan in *at least two* of the markets.

3) Body Text comes last in the ranking, with 88.4% of the brands using standardised Body Text in *at least two* markets.

The findings in this thesis also show that the level of advertising standardisation exhibited by some elements is related to the level exhibited by other elements. These relationships were discussed in this section, and were later used to draw some guidelines that would help the international advertising managers in their decisions concerning the standardisation of advertising.

The relationships among elements are summarised below:

1) Relationships among Elements when one of them is totally standardised:

- Subhead is 75% related to head
- Body is 75% related to Sub
- Slogan is 76.9% related to Body Text
- Model is 92.2% related to the Background
- Product is 95.5% related to Background and Model
- Packaging is 96.3% related Background.

The finding above relating to the Model and Background of advertising is very interesting. Apparently, MNCs treat the Background of the advertisement and Model as two strongly connected elements. Whenever the Background of an advertisement is modified, the Model is also modified in the majority of cases. This observation is definitely true in the case of brands that are advertised in the Middle East. Although this behaviour might be due to more than one reason, the

author is inclined to believe that MNCs lack of knowledge about the Middle-Eastern markets is a big contributing factor.

The discussions and illustrations in this study suggest that total adaptation to the elements Background and Model are not always necessary, and that partial modifications of the Background and Model is sometimes sufficient.

2) Relationships among Elements when one of them is Regionally Adapted:

- Subhead is 72.7% related to Head
- Body is 90% related Subhead
- Slogan is 84.6 %related to Subhead
- Model is 100% related to Background
- Product is 91.7% related to Background
- Package is 100% related to Background, Model and Product.

Apparently, all the visual elements of the advertisement were highly related to the Background and Model. This fact could serve as a guideline for international advertisers that are aiming to enter foreign markets and especially the Middle-Eastern markets for the first time.

The effect of religion, culture and language as major barriers to advertising standardisation were also discussed. These factors might affect different elements of advertising in different ways. From examining the results obtained for these elements, we sought to find out how influential have these three factors been on advertising standardisation.

As the results of this study clearly showed, the element Model was the third most standardised element of advertising. This clearly indicate that the models, codes of dress and decency portrayed in the international advertisements were judged by the MNCs to be of acceptable standards for use in all markets, including the Middle East. It appears that it is unlikely that religion was major barrier to advertising standardisation in this study.

The results of this study also showed that the visual elements were found to be the most standardised in all countries. In fact, the elements Background and Model were ranked as the second and third most standardised elements in all countries. Similar to religion, it appears that it is unlikely that culture was a major barrier to advertising standardisation in this study.

The main modifications for the elements of advertising were found to be for the verbal elements. Therefore, from the results of this section, it appears that Language is more likely to be a major barrier to advertising than religion and culture.

Chapter Nine: Results and Discussion III

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Chapter Nine
Results and Discussion III

9.1 Introduction

In this chapter, we will examine the effects of various contingency factors on the level of advertising standardisation practised by MNCs. We will start by testing Hypothesis 2, which examines the influence of the product category on the level of advertising standardisation practised by MNCs.

Hypothesis 3 examines the effect of the nationality of the MNC on the level of standardisation practised by them. Hypothesis 4 examines the influence of the host-market, or the market where the advertisements appear, on the level of standardisation practised by MNCs.

Hypothesis 5 examines whether there is a relationship between the key contingency factors discussed above. In other words, it examines whether the product category and host-market affect the level of standardisation individually or jointly.

Hypothesis six examines whether countries could be grouped into clusters of similar countries. The individual hypothesis and findings are discussed below.

9.2 Hypothesis 2: The Effect of the Product Category.

Hypothesis 2

The extent of international advertising standardisation practised by MNCs is not related to the product category.

Another important finding to emerge from the data in this study are the variations by product category (Table 9.1). The results shown in Table (9.1) indicate that the product category Fragrance is the most standardised (80.65%), followed by Watches/Jewellery (77.44%), Cosmetics (75.77%), and Apparel (75.51%).

Table (9.1) Breakdown of the average score of advertising standardisation per category.

Product Category	Average Score of Advertising Standardisation
Fragrances	80.65
Watches	77.44
Cosmetics	75.77
Apparel	75.51

Notice that the differences in the degree of advertising standardisation practised among the four product categories are relatively small. It is widely believed that the product

category is a key variable in terms of policy on standardisation. This effect of product category on the actual international advertising practices of MNCs, however, has not been empirically demonstrated previously.

One of the aims of this research is to examine whether the product category influences the advertising standardisation practices of MNCs. Therefore, it is important to find out whether these 'apparently small' differences among product categories are in fact statistically significant. To this end, an ANOVA statistical test will be employed.

9.1.1 Analysis of Variance

Figure (9.1) shows the results of the F-test. The first column of the figure shows the source of variation. The degrees of freedom associated are shown in the second column. By dividing the sum of squares (third column) by the degrees of freedom we obtain the mean squares shown in the fourth column. The *F* ratio is obtained by dividing the *Between Groups Mean Squares* by the *Within Groups Mean Square*.

From figure (9.1), we see that the probability of obtaining differences among product categories as high as those shown in Table (9.1) when the four product categories are not different is (0.0236). This value is lower than 0.05. Therefore, at the 95% confidence level, we reject the null hypothesis that there are *no differences* in the advertising standardisation score among the four product categories. In other words, product category *is* a key variable in terms of policy on advertising standardisation for the sampled companies.

However, if we were to use a more stringent 99% confidence level, we would not reject the null hypothesis that there are no differences in the degree of advertising standardisation among the four product categories, since the obtained probability is higher than 0.01. In other words, at the 99% level, the product category is not a key variable in terms of policy on standardisation.

The common practice in research is to accept the statistical significance at the 95% confidence level. In terms of summarising the implications of these data for hypothesis 2, the findings of this study shows no support for the hypothesis. Therefore, we reject the hypothesis that there are no differences among the four product categories, but will also point out that the evidence is not strong.

The results of the F-test shown in Figure (9.1) tell us that there are statistical differences among at least two of the four product categories. The number and identity of these categories cannot be found from this unilateral test (i.e., F-test). To find out which product categories are in fact statistically different, we have to apply a One-Way ANOVA method of Analysis.

The results of the One-Way ANOVA method are shown in Figures (9.2 and 9.3). The first two lines of Figure (9.2) show the variables that are examined. In this case it is to examine 'the advertising standardisation score' by 'product category'. The third line shows the method of analysis used. In Figure (9.2) the method used is the LSD (Least Significant Differences). This is the most popular method in advertising research, and it is included here to facilitate the comparison of the findings of this research with previous studies. However, as mentioned in Chapter Four, this method has been criticised on the basis that, when multiple comparisons are performed, it inflates the

Type-I error, and hence result in rejecting the null hypothesis when in fact it is true. Therefore, other more accurate methods are also presented in Figure (9.3).

To continue with Figure (9.2), lines 4-6 show the formula employed to calculate the differences among product categories. The lower part of the figure shows the result of the test. The (*) symbol indicates significant differences among the product categories at the 95% significance level. In this Figure (9.2), the LSD test shows that not all product categories are statistically different from each other. The category Fragrance is only statistically different from Fashion (Apparel) and Cosmetics. Therefore, even if we accept that there are statistical differences at the 95% level, these differences are confined only to one category, Fragrance.

To provide more accurate findings, a modified LSD method called (Bonferroni) will be employed. This method does not conduct pairwise comparisons; rather, it analyses all the data available simultaneously, and thus, does not inflate the Type-I error. The formula used and the results obtained by using this method are shown in Figure (9.3).

The results of the Modified LSD method (Figure 9.3) shows that there are even less statistical differences among categories. The only significant difference was between the categories Fragrance and Fashion. None of the other categories were found to be significantly different from each other.

Figure (9.1) Results of the F-test and One-Way ANOVA Test of Significant Differences among the Four Product Categories.

- - - - - O N E W A Y - - - - -

Variable: Advertising standardisation score
By Variable: product category

Analysis of Variance

Source	D.F.	Sum of Squares	Mean Squares	F Ratio	F Prob.
Between Groups	3	4145.5483	1381.8494	3.1950	.0236
Within Groups	352	152239.5307	432.4987		
Total	355	156385.0790			

Group	Mean	Standard Deviation	Standard Error	MINIMUM	MAXIMUM
Fashion	75.5131	26.6401	3.0359	12.5000	100.0000
Fragrance	80.6518	18.7101	1.6802	14.2900	100.0000
Cosmetics	75.7702	15.5995	1.8134	14.2900	89.3300
Watch/jewellery	77.4416	21.6450	2.4050	13.6700	100.0000

Figure (9.2) Results of the ONEWAY ANOVA: LSD (Least Significant Difference) to Detect Differences among the Four Product Categories.

```
- - - - -  O N E W A Y  - - - - -


     Variable:    Advertising standardisation score
  By Variable:    product category

Multiple Range Tests: LSD test with significance level .05

The difference between two means is significant if
  MEAN(J)-MEAN(I)  >= 14.7054 * RANGE * SQRT(1/N(I) + 1/N(J))
  with the following value(s) for RANGE: 2.78


   (*) Indicates significant differences which are shown in the
lower triangle


                          C W F
                        F o a r
                        a s t a
                        s m c g
                        h e h r
                        i t / a
                        o i j n
                        n c e c
    Mean       PRODCATN

   73.9731     Fashion
   75.4282     Cosmetic
   77.9946     Watch/je
   82.4118     Fragranc   * *
```

The fact that the product category was found to be a key variable in terms of policy on standardisation conflicts with the results obtained by Harris (1993), who found no evidence of a relationship between policy on standardisation and product category. It also contradicts the findings by Cutler and Javalgi (1992) who concluded that:

> "*successful standardisation of advertising will not be dependent upon product category*".

In the past, with the exception of one study (Tansey, Haymanard and Zinkhan, 1990), the majority of the previous studies on advertising standardisation have either ignored the effect of the product category as an important covariate, or followed Schmalense's (1983) recommendations and grouped the products into durable and non-durable product categories.

As the results of this study have shown, the levels of advertising standardisation practised by MNCs vary across the individual product categories, such as fragrance, fashion, jewellery and cosmetics.

This variation at the *individual* product category level would probably get lost once these individual categories are grouped into larger general categories, such as durable and non-durable products. In fact, this could be the reason that some of the previous studies did not find the product category to be a key factor for advertising standardisation.

Given differences in sampling and methodology, however, comparisons with the results obtained from these studies are problematic. The implication for future research is that individual product categories should be accounted for when analysing the results of future research.

The significance of these findings is hard to determine given the strength of the evidence, but the initial indications would appear to be that product category is a key

variable in terms of policy on standardisation. Whether this difference in policy is largely a result of an assumption by certain companies that culture does not effect their customers, or rather that it is based on substantive analysis, again of their customers, is not clear. Future research is required to investigate the motives of those companies practising standardisation and the rationales behind their policies.

Figure (9.3) Results of the ONEWAY ANOVA: Modified LSD (Bonferroni) Test to Detect Differences among the Four Product Categories.

```
                    - - - - -  O N E W A Y  - - - - -


      Variable:    Advertising standardisation score

   By Variable:    product category


Multiple Range Tests:  Modified LSD (Bonferroni) test with
significance
                       level .05

The difference between two means is significant if
  MEAN(J)-MEAN(I)  >= 14.7054 * RANGE * SQRT(1/N(I) + 1/N(J))
  with the following value(s) for RANGE: 3.75


  (*) Indicates significant differences which are shown in the lower
triangle
```

Mean	PRODCATN	Fashion	Cosmetic	Watch/jewe	Fragrance
73.9731	Fashion				
75.4282	Cosmetic				
77.9946	Watch/je				
82.4118	Fragranc	*			

9.1.2 Summery and conclusions for hypothesis 2

To summarise, the results of differences across product categories were as follows:

- According to the F-test, there are at least two groups (i.e., product categories) that are statistically different at the 95% level, but not at the 99% level.
- According to the LSD method, the level of advertising standardisation practised by MNCs for the category Fragrance is significantly higher than the levels exhibited by the categories Fashion and Cosmetics.
- According to the Modified LSD method, the only significant differences are between the categories Fragrance and Fashion.

This shows that if there is really evidence of significant differences across product categories, it is *not* strong. Hence, we reject Hypothesis 2 at the 95% level, but point out that the evidence is weak. The implications of this finding are that the product category is a key variable for standardisation, and that future research should account for the individual product categories for the analysis of the results.

9.3 Hypothesis 3: The Effect of Country of Origin of MNC

Hypothesis 3

The extent of advertising standardisation practised by MNCs is not related to their country of origin.

9.3.1 Analysis of Variance

In this section, we will examine the effect of the country-of-origin of MNCs on the level of advertising standardisation practised by them.

Figure (9.4) shows the results of the F-test. From Figure (9.4), the *F* ratio is 12.5929 and the associated probability is 0.0000. This probability is too low, resulting in the rejection of the hypothesis. In other words, the results of this test show that the extent of advertising standardisation practised by MNCs ***is affected*** by the country-of-origin of the MNC.

The countries of origin appear in the first column in the middle of Figure (9.4) under the heading *Group*. The number of brands examined in this study that have been produced by a company that originates from that country is shown in column two under the heading *Count*. The mean score of advertising standardisation for these brands is shown in column three.

From the figure, we can see that the mean score of advertising standardisation vary across the countries-of-origin. Japan obtained the highest score of 95.46%, indicating an extremely high level of advertising standardisation practised by Japanese companies. Looking across the same row for Japan we can see that the standard deviation for Japan is much lower than other countries, indicating that there is

relatively little variation in the level of advertising standardisation practised by Japanese companies across the various markets.

This suggests that Japanese companies are systematic and strict in their standardisation of the advertising. Reviewing the ads for Japanese brands, we found that when an element is adapted in one market, it is also adapted in all other markets. To illustrate, brands 21, 25 and 47 in Table (6.4) are Japanese brands. Brand 21 is a case of total standardisation in all markets, apart from Spain, where the brand is not advertised. Brand 25 is 94.70% standardised in all the European markets, and 96.00% standardised in all the Arabic markets. Brand 47 is 91.00% standardised in all the European markets, and 93.25% standardised in all the Arab markets.

This finding is consistent with the personal experience of the researcher, who conducted a survey of advertising agencies in various Arab markets. The interview conducted with one advertising agency in UAE (Dubai) responsible for launching the campaign of a well-known Japanese car manufacturer, coincided with a meeting with a client at the agency. It was interesting to note that high-ranking Japanese executives and directors attended the agency's meeting, and eventually they decided on which elements of the campaign are to be adapted for each market in the region.

We should point out that the number of Japanese brands was relatively low in this study, and the level of standardisation practised by these companies is very high, indicated by the 91.00% minimum score shown in the column before last, under the heading *Minimum*.

France comes second after Japan, with mean standardisation score of 83.79%. One might explain the high level of advertising standardisation practised by French companies by the fact that most of the French brands, when advertised internationally, retain a big part of their French text in order to convey the

'Frenchness' of the product, which is the main selling point for the majority of the French brands. Since the text elements are the most adapted elements of advertising (as shown in chapter seven), it is expected that any brand retaining its original text when advertised internationally would normally exhibit a high degree of advertising standardisation. In fact, reviewing the advertisements for the French brands examined in this study, we found that in many cases, French brands retained at least part of the original French text when they were advertised in other countries.

The level of variation in advertising standardisation indicated by the standard deviation for France was higher than Japan, but less than the other countries. This means that, on average, the level of advertising standardisation practised by French companies across various markets fluctuates about 15.6 points above and below the mean score.

Italy comes third with a mean standardisation score of 76.18%. The level of variation in advertising standardisation indicated by the standard deviation (25.16) for Italy was higher than both Japan and France, suggesting that on average, Italian companies are less consistent in their practice of advertising standardisation across the various markets than Japanese and French companies. One fact that might explain this high standard deviation is that the majority of the Italian brands were Fashion brands. As we will see later in this chapter, there are big differences in the mean scores of standardisation for the fashion category between European and Arab markets. These differences are most likely related to characteristics of the Arab markets, such as the perceived strict religious and cultural rules relating to decency and nudity that are associated with Fashion advertising, rather than the characteristics of the Italian companies themselves.

In fourth place come US MNCs with a mean standardisation score of 71.22%. It is interesting to note that US companies exhibit such relatively low levels of advertising standardisation, contrary to what has been suggested in the literature to date (Onkvisit and Shaw, 1987; Cutler and Javalgi, 1992).

Swiss companies come last with a low level of advertising standardisation of 69.46%. The level of variation in advertising standardisation indicated by the standard deviation for Swiss companies was the highest in the sample at 26.65. These results suggest that Swiss companies standardise the least compared to other nationalities, and that they do so to a varying degree in different markets. These findings are probably reflections of the high cultural variety that exists in that country.

Another observation from this study is the relationship between the extent of standardisation practised and the variation in the levels of standardisation across markets. These can be seen from the relationship observed between the mean score and the standard deviation, as shown in Figure (9.5). As the mean score decreases, the standard deviation tends to increase proportionally, with exception to Italy, which obtained an above average standard deviation due to the reasons mentioned above. Therefore, it seems that there is an inverse relationship between the mean score and the standard deviation. In other words, when a company standardises its advertising to a high degree, it does so in the *majority* of the markets. Conversely, when a company adapts its advertising to a high degree, it does so at different degrees for various markets.

So far, from the *F*-test we have rejected the hypothesis that the extent of advertising standardisation practised by MNCs is not related to their country-of-origin. This indicates that there are statistically significant differences in the extent of advertising

standardisation practised by MNCs of various nationalities. Furthermore, we have seen from Figure (9.5) that the mean score of advertising standardisation differ according to the nationality of the MNC. Consequently, we know that there are differences among countries, but we do not know which countries.

The most popular method to find out which countries are significantly different is the LSD test. However, as mentioned before, this method has been criticised on its inability to compensate for multiple comparisons, inflating the type-I error; and hence rejecting the null hypothesis when in fact it is true. Therefore, in addition to the LSD test, we will present the results of Bonferroni test, which is a modification of the LSD test that is capable of compensating for multiple comparisons.

Figure (9.6) shows the results of the LSD test. The (*) symbol indicates significant differences among countries at the 95% significance level. From the figure we can see that the level of advertising standardisation practised by the Japanese companies is significantly higher than the level of standardisation practised by companies of all other nationalities. In addition, the level of advertising standardisation practised by the French companies is significantly lower than the Japanese, but significantly higher than companies of all other nationalities.

Figure (9.7) shows the results of the Modified LSD (Bonferroni) test. Since this test compensates for multiple comparisons, it would not reject the hypothesis when it is in fact true. According to this test, the level of standardisation practised by the Japanese companies is significantly higher than the level practised by companies of all other nationalities, except France. Additionally, the level of standardisation practised by the French companies is found to be statistically different from that practised by US and Swiss companies, but *not* statistically different from the level practised by the Italian companies.

The results of both the LSD and the modified-LSD tests have shown that there are statistically significant differences in the extent of advertising standardisation practised by MNCs. Hence we *reject* hypothesis 3, that the extent of advertising standardisation practised by MNCs is not related to the nationality of the MNC.

The above finding contradicts with the finding by Harris (1993), who concluded that there is no evidence that a relationship exists between the level of advertising standardisation and the country of origin of the MNC.

The results of this study are in line with Hofstede (1985) who affirmed that:

"*...national culture will certainly influence the policies adopted by the multinational companies, since the employees of these companies will be influenced by their 'ethnocentric philosophy'.*"

Although it is not clear whether culture is in fact the cause of these variations among MNCs, the differences predicted by Hofstede were found in this study to be real.

The fact that the levels practised by French MNCs were found to be significantly lower than the Japanese in the LSD test, but not in the modified-LSD test, indicates that the significant differences found by the LSD test between the Japanese companies and the French companies were due to the inability of the test to deal with multiple comparisons, and not due to real country differences. This illustration of the inability of the LSD test to detect real country differences illustrates the danger of relying solely on the criticised LSD method, and confirms our recommendations in chapter four with regards to the use of multiple comparisons.

Figure (9.4) Results of the One-way ANOVA: The Effect of Country of Origin on the Extent of International Advertising Standardisation Practised.

- - - - - O N E W A Y - - - - -

Variable: Advertising standardisation score
By Variable: Country of Origin of MNC

Analysis of Variance

Source	D.F.	Sum of Squares	Mean Squares	F Ratio	F Prob.
Between Groups	4	19626.0608	4906.5152	**12.5929**	**.0000**
Within Groups	351	136759.0182	389.6268		
Total	355	156385.0790			

Group	Count	Mean	Standard Deviation	Standard Error	95 Pct Conf Int for Mean			MINIMUM	MAXIMUM
US	16	71.2238	20.0365	1.9370	67.3835	TO	75.0641	14.2900	100.0000
France	16	83.7994	15.6274	1.4034	81.0215	TO	86.5773	14.2900	100.0000
Italy	10	76.1798	25.1552	3.0964	69.9959	TO	82.3638	12.5000	100.0000
Swiss	6	69.4648	26.6525	4.6396	60.0143	TO	78.9154	13.6700	91.0000
Japan	3	95.4596	3.4827	.6830	94.0529	TO	96.8663	91.0000	100.0000
Total	51	78.1299	20.9886	1.1124	75.9422	TO	80.3176	12.5000	100.0000

Levene Test for Homogeneity of Variances

Statistic	df1	df2	2-tail Sig.
17.7231	4	351	.000

Figure (9.5) The Relationship observed between the Mean Advertising Standardisation Score and the Standard Deviation.

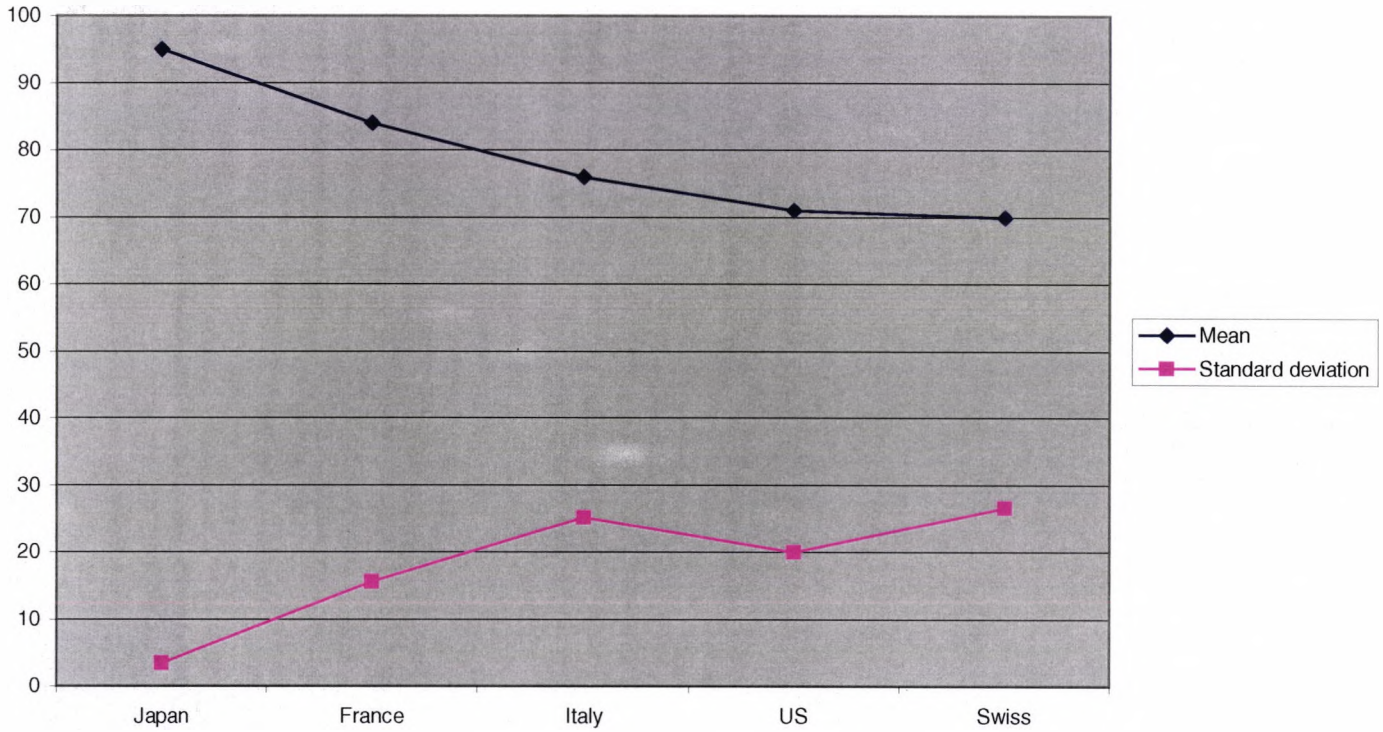


Figure (9.6) Results of the LSD Test to Examin the Effect Of the Country of origin of MNC.

```
                    - - - - -  O N E W A Y  - - - - -


      Variable:    Advertising standardisation score
   By Variable:    Country of Origin of MNC

Multiple Range Tests: LSD test with significance level .05

The difference between two means is significant if
  MEAN(J)-MEAN(I)  >= 13.9576 * RANGE * SQRT(1/N(I) + 1/N(J))
  with the following value(s) for RANGE: 2.78



(*) Indicates significant differences which are shown in the lower
triangle



                          F
                S   I r J
                w   t a a
                i   a n p
                s U l c a
                s S y e n
     Mean       ORIGIN

    69.4648     Swiss
    71.2238     US
    76.1798     Italy
    83.7994     France     * * *
    95.4596     Japan      * * * *
```

Figure (9.7) Results of the Modified LSD (Bonferroni) Test.

```
                    - - - - - O N E W A Y  - - - - -


      Variable:   Advertising standardisation score
   By Variable:   Country of Origin of MNC

Multiple Range Tests: Modified LSD(Bonferroni)test with significance
level= .05

The difference between two means is significant if
  MEAN(J)-MEAN(I)  >= 13.9576 * RANGE * SQRT(1/N(I) + 1/N(J))
  with the following value(s) for RANGE: 3.99



 (*) Indicates significant differences which are shown in the lower
triangle

                                F
                        S   I r J
                        w   t a a
                        i   a n p
                        s U l c a
                        s S y e n
    Mean       ORIGIN

   69.4648     Swiss
   71.2238     US
   76.1798     Italy
   83.7994     France     * *
   95.4596     Japan      * * *
```

9.3.2 Summary and Conclusions for Hypothesis 3

1. The level of advertising standardisation practised by MNCs was found to vary according to the nationality of the MNC.
2. From the ANOVA test, we found that the level of advertising standardisation practised by Japanese MNCs is significantly higher than those practised by Swiss, US and Italian MNCs.
3. The level of advertising standardisation practised by French MNCs is significantly higher than that practised by Swiss and US.
4. MNCs from the US were found to practice significantly low levels of advertising standardisation compared to MNCs of other nationalities

We therefore reject the hypothesis that the extent of advertising standardisation practised by MNCs *is not* related to their country of origin. According to the results of this study, the extent of advertising standardisation practised by MNCs *is* related to their country of origin. Hence, on basis of the sampled companies, the nationality of the MNC is a key variable in terms of policy on advertising standardisation.

9.4 Hypothesis 4: The effect of the Host-Market on the standardisation score.

Hypothesis 4

The extent of international advertising standardisation practised is not related to the host-market where the advertisement appears.

As we mentioned before, if a brand in a specific host-market receives a high score for the degree of advertising standardisation, this means that the advertisement for this brand, in that market, has many elements in common with the advertisements of the same brand in other markets.

Therefore, if a high number of highly standardised brands appear in a specific host-market, we would expect a high average standardisation score for that market. In the same way, if many advertisements were adapted in a specific market, we would expect a lower average standardisation score for that market.

Tables (9.2, 9.3, 9.4 and 9.5) show a breakdown of the advertising standardisation scores by product category. In Table (9.2), the last row 'All Fragrance' shows the average score obtained by the Fragrance advertisements that appeared in each country.

Greece obtained the highest score (88.48%). Follows are France, Spain and Germany with scores of (85.09%), (84.95%) and (84.51%) respectively.

All the European countries obtained average advertising standardisation scores that are higher than the average score of the category (i.e., Fragrance 80.65%) as a whole. Although the average scores obtained by the Arabic markets (Saudi, Lebanon and UAE) are in general higher than anticipated, they were lower than the European markets, and lower than the average of the category, at (78.99%), (75.38%) and

80.6%), respectively. The range (maximum - Minimum) of the average scores for the Fragrance category is (88.48 - 75.38 = 13.1%).

Table (9.3) shows the scores for the category Watches/Jewellery. Greece is again the country with the highest average score of advertising standardisation (91.71%). Second and third were Spain (84.13%) and Italy (82.09%). All the European countries obtained averages higher than the average of the category. The Arab countries, Saudi (71.72%), Lebanon (77.10%) and UAE (71.56%) have all obtained average scores lower than the average of the category. The range of the average scores for the Watches/Jewellery category is (91.71 - 71.56 = 20.15%).

Table (9.4) shows the scores for the category Cosmetics. Lebanon obtained the highest score of advertising standardisation (85.21%). In the second place were Saudi and UAE at (79.75%) each. The UK and Germany obtained very low average scores at 68.16% and 68.37%, respectively. The range of average scores is (85.21 - 68.16 = 17.05%).

It is interesting to note that, for Cosmetics brands, the majority of the European countries in the sample obtained average scores that are *lower* than the average for the category. On the other hand, the three Arabic countries obtained scores that are *higher* than the average for the category. This situation is the exact opposite to the previous two categories, and it indicates that advertisers of cosmetic products found it more appropriate to employ a higher degree of advertising standardisation for their brands in the Arab world, than in Europe.

This result is expected since, unlike Fragrance brands, Cosmetics brands often require more information to be conveyed through the text elements. Since all the Arab countries spoke the same language, text elements for the Cosmetic brands were

identical in the Arab markets, while they were translated and partially modified to suit the linguistic requirements of the European countries.

Table (6.5) shows the average standardisation scores for the category Fashion. Germany obtained the highest score of advertising standardisation (83.02%), followed by Spain (82.74%). Lebanon and UAE obtained the lowest scores at 37.93% and 26.84%, respectively. These low scores are cases of high, almost total adaptation. The range of the average advertising scores for the Fashion category is (83.02 - 26.84 = 56.18%).

This is the product category with the lowest average degree of advertising standardisation, which indicates that Fashion brands are more prone to differences across countries, than other product categories. In addition, the cross-country variation in this product category is high. The difference between the European group of countries and the Arab countries is large, and the variation among the European countries is also large (Germany 83.02% and Greece 65.99%).

Table (9.2) Average advertising Standardisation Index for the Fragrance category

	UK	France	Germany	Spain	Italy	Greece	Saudi	Lebanon	UAE	Average
Brand 13	57.14	57.14	57.14		57.14		42.86	14.29	42.86	46.94
Brand 14	71.50	69.50				71.00	73.00	73.00	73.00	71.83
Brand 15	81.33	81.33	81.33	81.33	81.33		92.50			83.19
Brand 16	50.00			50.00	50.00		50.00	50.00	50.00	50.00
Brand 17	54.67		62.67		62.67	62.67	33.33	33.33		51.56
Brand 18	91.88	92.63	91.13	91.13	91.13	92.63	90.25	90.25		91.38
Brand 19	94.00	93.14	93.14			94.00	94.29	94.29	94.29	93.88
Brand 20	69.75	69.75	69.75			69.75	83.75	83.75	83.75	75.75
Brand 21	100.00	100.00	100.00		100.00	100.00	100.00	100.00	100.00	100.00
Brand 22	92.50	61.37	61.62	60.62	61.37	93.75	50.12	38.00	50.12	63.27
Brand 23	93.90	93.90	93.90	93.90	93.90	93.90	90.00	90.00	90.00	92.60
Brand 24	90.00	90.00	90.00	90.00	90.00	90.00	80.00	80.00	80.00	86.67
Brand 25	94.70	94.70	94.70	94.70	94.70	94.70	96.00	96.00	96.00	95.13
Brand 26	94.44	91.11	91.11	91.11	91.11	91.11	94.44	94.44	94.44	92.59
Brand 27	96.70	96.70	96.70	96.70	96.70	96.70	93.33	93.33	93.33	95.58
Brand 28	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
All Fragrance	**83.28**	**85.09**	**84.51**	**84.95**	**82.31**	**88.48**	**78.99**	**75.38**	**80.60**	**80.65**

Table (9.3) Average advertising Standardisation Index for the Watch/Jewellery category

	UK	France	Germany	Spain	Italy	Greece	Saudi	Lebanon	UAE	Average
Brand 40	85.00	85.00	85.00		91.00		88.00		88.00	87.00
Brand 41	85.00	85.00	85.00		85.00		88.00		88.00	86.00
Brand 42	95.00	95.00	95.00	95.00		95.00			70.00	90.83
Brand 43	60.67	60.67	60.67		60.67		33.33		33.33	51.56
Brand 44	16.67	13.67	30.33				33.33	16.67	33.33	24.00
Brand 45	89.00	89.00	89.00	89.00			100.00	100.00	100.00	93.71
Brand 46	93.00	97.00	95.00	97.00	94.00	97.00				95.50
Brand 47	91.00	91.00	91.00	91.00	91.00	91.00	93.25	93.25	93.25	91.75
Brand 48	88.00	88.00	88.00	88.00	88.00	88.00	91.00	91.00	91.00	89.00
Brand 49	87.57	87.57			87.57	87.57	83.43	83.43	83.43	85.80
Brand 50 Jewellery	70.57	67.14	67.14	67.14	68.00		28.57		28.57	56.73
Brand 51 Jewellery	74.63	74.63	74.63	74.63	85.50		78.25	78.25	78.25	77.34
All Watch Only	78.15	78.26	79.89	90.75	83.13	92.75	75.27	75.23	74.61	79.52
All Watch / Jewellery	**78.01**	**77.81**	**78.25**	**85.97**	**83.42**	**91.71**	**71.72**	**77.10**	**71.56**	**77.44**

Table (9.4) Average advertising Standardisation Index for the Cosmetics category

	UK	France	Germany	Spain	Italy	Greece	Saudi	Lebanon	UAE	Average
Brand 29	81.75	85.00	82.75	82.75		82.75	84.50	84.25	84.50	83.53
Brand 30	85.00			85.00	85.00	85.00	88.00		88.00	86.00
Brand 31	46.67	46.67				66.67	80.67	80.67	80.67	67.00
Brand 32	71.67	84.33		84.33			89.33	89.33	89.33	84.72
Brand 33	14.29		52.14	52.14	65.14	14.29	56.00		56.00	44.29
Brand 34	85.00	85.00			85.00	85.00	85.00		85.00	85.00
Brand 35	82.78	82.78	74.22	82.78	82.78	82.78	86.78	86.78	86.78	83.16
Brand 36	71.13	72.25	67.13	71.88	74.00	63.75	60.25		60.25	67.58
Brand 37	69.50	74.00		69.50		76.00	82.00		82.00	75.50
Brand 38	55.00		47.00		56.00	83.00	85.00	85.00	85.00	70.86
Brand 39	87.00	85.00	87.00	87.00	84.00	84.00				85.67
All Cosmetics	**68.16**	**76.88**	**68.37**	**76.92**	**75.99**	**72.32**	**79.75**	**85.21**	**79.75**	**75.75**

Table (9.5) Average advertising Standardisation Index for the Fashion category.

	UK	France	Germany	Spain	Italy	Greece	Saudi	Lebanon	UAE	Average
Brand 1	62.50	62.50	62.50	62.50	62.50	12.50	25.00		25.00	46.88
Brand 2	83.33	83.33	83.33	83.33	83.33	16.67				72.22
Brand 3	100.00	100.00	100.00	100.00	100.00	100.00	100.00			100.00
Brand 4	80.00	80.00	80.00	80.00	80.00				16.67	69.44
Brand 5	100.00	100.00	100.00	100.00	100.00	100.00				100.00
Brand 6	50.00	50.00			50.00	35.71	42.86	42.86	42.86	44.90
Brand 7	83.33	83.33	83.33	83.33	83.33				16.67	72.22
Brand 8	90.00	90.00	90.00	90.00	90.00	90.00				90.00
Brand 9	100.00	100.00	100.00	100.00	100.00	100.00				100.00
Brand 10	100.00	100.00	100.00	100.00	100.00	100.00				100.00
Brand 11	74.00	81.00	75.00	72.00	65.00	74.00				73.50
Brand 12	39.00	39.00	39.00	39.00	39.00	39.00	33.00	33.00	33.00	37.00
All Fashion	**80.18**	**80.76**	**83.02**	**82.74**	**79.43**	**66.79**	**50.21**	**37.93**	**26.84**	**75.51**

In order to test whether the advertising standardisation score is affected by the variable 'host-market', we will carry out a one-way ANOVA test to find out whether there are significant differences among the countries studied.

9.4.1 Analysis of variance (ANOVA)

Figure (9.8) shows a one-way ANOVA table. As shown in the figure, the *F* ratio is very low at 0.9519 and the associated probability is very high at 0.4737. Therefore, on the basis of the results of the one-way ANOVA test, we *accept* the hypothesis that there are no significant differences among the countries studied. Furthermore, according to the Modified LSD (Bonferroni) test with significance level of 0.05, no two groups (i.e., countries) are significantly different.

The finding that there are no significant differences in the average advertising scores among the countries in this study conflicts with the current beliefs, and with the literature discussed in chapter four. One would expect that it is more difficult to use standardised advertising in some countries, such as Saudi Arabia –a country with distinctly different culture and language, low literacy rates, relatively strict religious rules and advertising regulation- than in a country like the U.K.

When using statistical analysis, some key variables do not have a direct measurable effect on the concept under study. Rather, they interact with other variables, and jointly affect the dependent variable being measured.

Although the results of the one-way ANOVA indicate that there are no significant differences across countries, we need to establish whether there are any interactions between the variable host-market and other key variables, prior to deciding whether the 'host-market' is a key factor influencing the advertising standardisation score.

In the next section, we will examine the presence of interactions between the variables product category and host-market, using a simple factorial analysis of variance test.

Figure (9.8) Results of the One-Way ANOVA: The Effect of Host-Market on the Extent of Advertising Standardisation Practised.

Analysis of Variance

Source	D.F.	Sum of Squares	Mean Squares	F Ratio	F Prob.
Between Groups	8	3358.4636	419.8079	**.9519**	**.4737**
Within Groups	347	153026.6154	440.9989		
Total	355	156385.0790			

Group	Mean	Standard Deviation
UK	78.0504	20.3353
France	80.5364	18.3812
Germany	80.1752	17.7590
Italy	80.2968	16.4714
Spain	82.2800	15.3871
Greece	79.0784	24.8567
Saudi	74.4855	23.9103
Lebanon	74.8275	26.3960
UAE	72.3687	24.6988
Total	78.1299	20.9886

9.4.2 Summary and Conclusions for hypothesis 4

The average advertising Standardisation Index for each product category was found to vary across countries. However, according to both, the LSD and Modified LSD methods, these differences were *not* statistically significant.

Therefore we accept the Hypothesis that the extent of international advertising standardisation practised is not related to the host-market where the advertisement appears.

Although the results of the one-way ANOVA indicate that there are no significant differences across countries, we need to establish whether there are any interactions between the variables product category and host-market, prior to deciding whether the 'host-market' is a key factor influencing the advertising standardisation score. This will be presented in the next section.

9.5 Hypothesis 5: Effect of Interaction of Variables on the Standardisation Score

Hypothesis 5

There is no interaction between the effects of the two variables *product category* and *country-examined* on the level of advertising standardisation practised by MNCs.

Three questions are of interest in this section:

1. Does the product category relate to the composite standardisation scores?
2. Does the host-market relate to the scores?
3. Is there an interaction between the effects of product category and the host-market?

The total observed variation in the scores is subdivided into four components: the **Sums of Squares (SS)** due to product category, host-market, their interaction, and the residual. This can be expressed as:

Total SS = Product Category SS + Host-Market SS + Interaction SS + Residual SS.

9.5.1 Simple Factorial Analysis of Variance

Figure (9.9) is a 9x4 simple factorial analysis-of-variance table. The first column lists the sources of variation. The sums of squares attributable to each of the components are given in the second column. The **main effect** sums of squares is basically the

sums of squares for each independent variable alone. The **explained** sum of squares is the total sums of squares for the main effect and interaction terms in the model.

The degrees of freedom for Product Category and country examined, shown in the third column, are one less than the number of categories. For example, since there are nine countries, there are eight degrees of freedom. Similarly, there are four product categories, and hence, three degrees of freedom. Twenty-four degrees of freedom are associated with the interaction term (the product of the degrees of freedom of each of the individual variables). The degrees of freedom for the residual are $N - 1 - k$, where k equals the degrees of freedom for the explained sum of squares.

The mean squares shown in the fourth column in Figure (9.9) are obtained by dividing each sum of squares by its degrees of freedom.

The F value associated with the Product Category and host-market interaction is 1.808, as shown in Figure (9.9). The observed significance level is approximately 0.013. Therefore, it appears that there *is* an interaction between the two variables.

Figure (9.9) Simple Factorial Analysis of Variance.

Source of Variation	Sum of Squares	DF	Mean Square	F	Sig of F
Main Effects	16005.119	11	1455.011	3.580	.000
CONTNUM	8607.421	8	1075.928	2.648	.008
PRODCATN	11133.419	3	3711.140	9.132	.000
2-Way Interactions	17629.518	24	734.563	1.808	**.013**
CONTNUM PRODCATN	17629.518	24	734.563	1.808	**.013**
Explained	26341.116	35	752.603	1.852	.003
Residual	130043.963	320	406.387		
Total	156385.079	355	440.521		

Figure (9.10) is a line chart of the group means. Notice how the mean scores relate not only to the product category and to the host-market, but also to the particular combination of the values of the variables. Some countries (e.g., UK, France, Germany, Spain and Italy) have obtained higher scores on some categories (e.g., Fashion), and relatively low scores on the category Cosmetics. In contrast, other countries (e.g., Saudi, Lebanon and UAE) have scored very low on the category Fashion and relatively high on the category Cosmetics. If there were no interaction between the two variables, a plot similar to the one shown in Figure (9.11) might result, in which the difference between the countries is the same for the four Product Categories.

If there were no significant interactions, the grouping variables could be tested individually, as shown for hypothesis 3 and 4. The *F* value associated with product category would provide a test of the hypothesis that product category does not affect the standardisation score. Similarly, the F value associated with the host market would test the hypothesis that the host market has no main effect on the score. However, since the presence of interaction has been established, it is not particularly useful to continue individual hypothesis testing, since the two variables *jointly* affect the standardisation score.

Chart (9.10)Two Way Interaction of Variables.

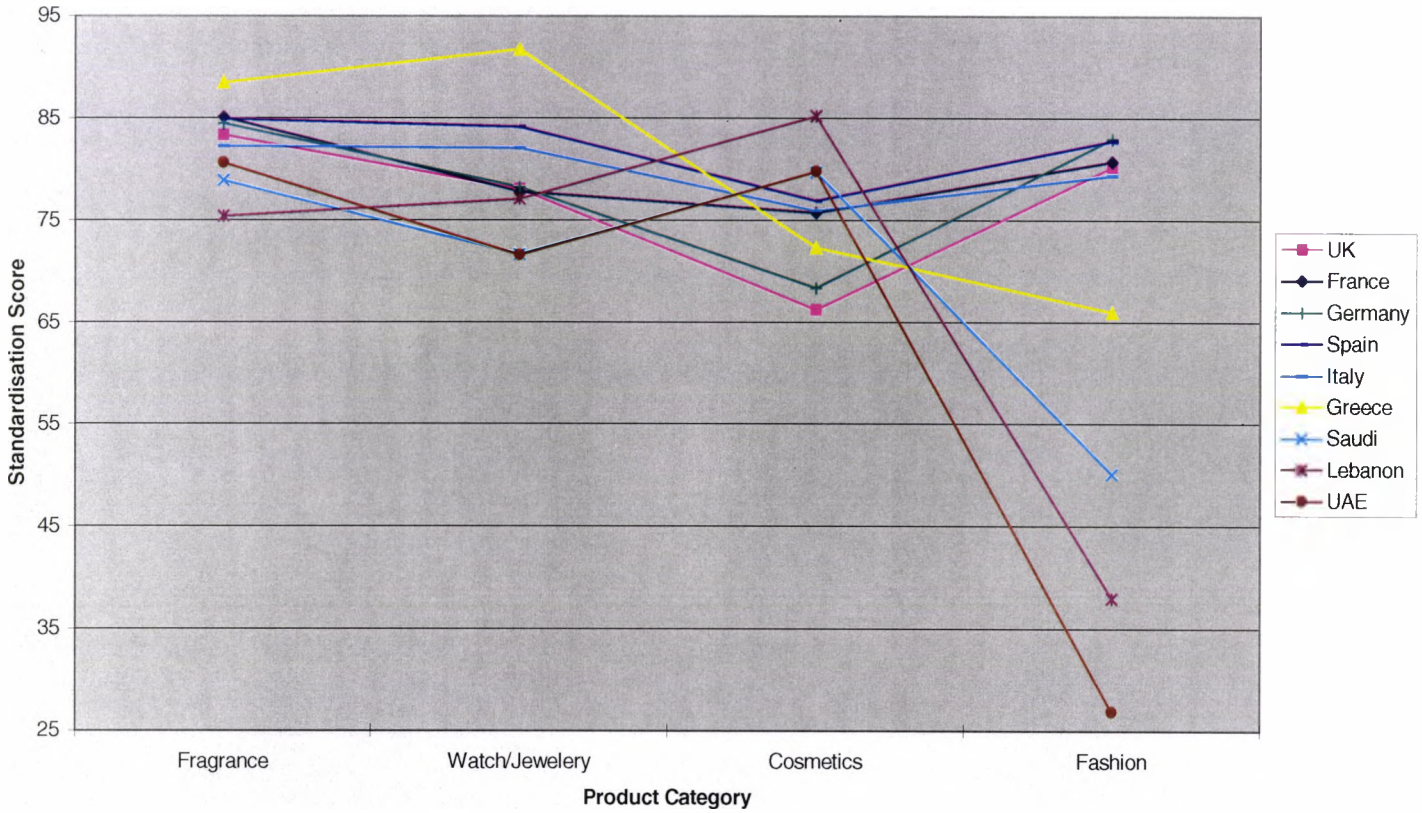
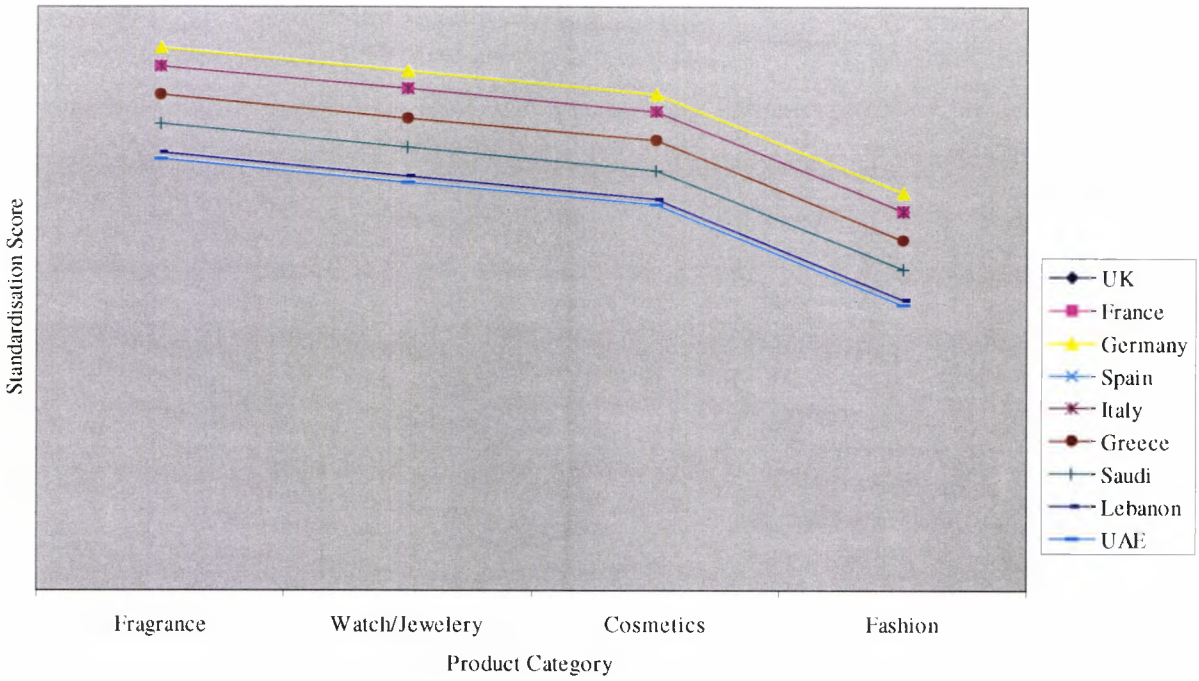


Figure (9.11) Theoretical Example when there is no Interaction between the Variables.



Therefore, it is apparent now that the low F value associated with the host market in the ANOVA test in Figure (9.8) does *not* mean that the standardisation score is not affected by the host-market. Rather, it shows **that when the score is averaged over the four product categories, the host market means are not significantly different**.

The implications of the above finding for future research is that, from a statistical point of view, it is not useful to conduct individual hypothesis testing for individual variables, since the variables were shown in this study to have a joint effect on the level of advertising standardisation practised.

To achieve this, it is no longer useful to employ simple statistical procedures for analysis. Rather, specialised methods that are capable of detecting any interactions among the variables such as the factorial analysis of variance should be employed.

Prior studies that did not detect the effects of specific key variables on the levels of advertising standardisation would probably have obtained different results if specialised statistical methods were employed. The results of the individual hypothesis testing are also shown here to facilitate comparisons with the previous studies.

9.5.2 Summary and Conclusions for Hypothesis 5

From the graphical presentation of the data, and the factorial Analysis of Variance tests we found that there is an interaction between the two variables, *product category* and h*ost-market.*

Therefore, we reject the hypothesis that there is no interaction between the effects of the two variables p*roduct category* and *host-market* on the extent of advertising standardisation.

The results of our investigation in this study show the key variables *product category* and *Host-Market* ***jointly*** affect the levels of advertising standardisation practised by MNCs. In other words, the levels of advertising standardisation practised by MNCs vary according to the kind of product and the market where it is advertised, jointly.

9.6 Hypothesis 6: Grouping of countries into similar clusters.

Hypothesis 6

The extent of international advertising standardisation practised in a specific country is not related to the extent it is practised in other countries.

In this section we will examine whether the level of advertising standardisation practised by MNCs in a specific market is related to the level it is practised in other markets. In other words, this section aims to answer the question: can the countries be grouped into similar clusters?

9.6.1 Distance and Proximity Measures

Unlike similarity measures, which calculate the level of closeness between two objects or variables, dissimilarity measures calculate the distance or unlikeness of two objects or variables. A large dissimilarity value indicates that two objects are far apart, or that two variables are very different. The larger the measure, the more distant or unlike the two objects are.

Dissimilarity measures can be calculated using many methods. These and the way they are calculated are shown in Box (9.1). As can be seen from Box (9.1), in the City-block measure, the distance between two items is the sum of absolute differences between the values for the items. Since the differences are not squared, large differences are not weighted as heavily as in the Squared Euclidean distances. Therefore, for purposes of

this study, it was decided to use the City-block measure to calculate the differences among the countries examined.

Since the number of points awarded to each element of the model reflects the importance of that element, it was decided to use unstandardised values in calculating the dissimilarity measures. To use standardised values would give the same weight to each element of the model, and hence would mask the relative importance or weight given to the elements by the model.

Box (9.1) Methods of Calculating Dissimilarity measures

Source: SPSS Professional Statistics 6.1 Guide.

Dissimilarity measures can be calculated using one of the following methods. The choice of method depends on the data used:

Block: City-block, or Manhattan, distance. The distance between two items is the sum of the absolute differences between the values for the items:

Distance (X, Y) = $\Sigma| X_i - Y_i|$

Euclidean Distance: The distance between two items, X and Y, is the square root of the sum of the squared differences between the values of the items:

Distance (X, Y) = $\Sigma \sqrt{(X_i - Y_i)^2}$

Squared Euclidean distance: The distance between two items is the sum of the squared differences between the values for the items:

Distance (X, Y) = $\Sigma i\ (X_i - Y_i)^2$

Chebychev: Chebychev distance metric. The distance between two items is the maximum absolute difference between the values for the items:

Distance (X, Y) = $MAX_i\ |X_i - Y_i|$

As mentioned before, the content analysis model awards specific number of points for every adaptation to the elements of the advertisement. Therefore, if the text of the advertisement for one brand in France were translated, it would be awarded six points. If the advertisement for the same brand in Italy were also translated it would also be awarded six points. The way these two advertisements have been adapted is the same in the two countries. Hence, the scores for these advertisements would be the same, i.e., six points, leading to a degree of standardisation of 94%, for both advertisements. So, we understand that each of these advertisements is 94% similar to other advertisements. What the score of 94% for each advertisement also tells us is that these two advertisements have varied, or been adapted, in the same way. Consequently, if we obtain a dissimilarity coefficient matrix for all the scores obtained for all the brands in all the countries, we get a measure of how similar/dissimilar is the variation of these advertisements. In other words, given that the advertisements for these brands have been adapted, have they been adapted in the same way in all countries?

The Dissimilarity Coefficient Matrix measures how the scores for each brand in each country vary in relation to one another. For instance, if the advertisement for a specific brand in France was translated to the national language, and the advertisement for the same brand in Italy was also translated to the national language, then the dissimilarity between these two advertisements would be 0.000. This means that the advertisements in the two countries varied in the same manner, namely translation.

The Dissimilarity Coefficient Matrix is shown in Figure (9.12). The Dissimilarity Coefficient for France and Spain was low (0.750), indicating that very little differences were observed in the way the advertisements of these two countries were adapted. The

dissimilarity Coefficients for France and the Arab countries were very high, with Lebanon, Saudi and UAE obtaining (60.00, 48.40 and 48.40), respectively.

The Arab countries obtained very high Dissimilarity Coefficients with almost all the European countries. Furthermore, the advertisements used in Saudi Arabia and UAE were almost always identical, i.e.; same advertisements were used for both markets. Consequently, the way the advertisements were adapted in both markets was also identical, resulting in a Dissimilarity Coefficient of 0.000, indicating ultimate similarity in the way advertisements were adapted in both countries. The advertisements for Lebanon were identical to those in Saudi and UAE in most of the times, but not always. Hence, a low Dissimilarity Coefficient was obtained for Lebanon (12.12) vs. Saudi or UAE.

Figure (9.12) City Block Dissimilarity Coefficient Matrix

City Block Dissimilarity Coefficient Matrix

Variable	FRANCE	GERMANY	GREECE	ITALY	LEBANON	SAUDI	SPAIN	UAE
GERMANY	8.8100							
GREECE	32.3800	40.6900						
ITALY	.6500	8.8100	32.3800					
LEBANON	60.5200	69.3300	92.9000	60.5200				
SAUDI	48.4000	57.2100	80.7800	48.4000	12.1200			
SPAIN	.7500	9.5600	33.1300	.7500	59.7700	47.6500		
UAE	48.4000	57.2100	80.7800	48.4000	12.1200	.0000	47.6500	
UK	34.4600	42.7700	4.5800	34.4600	88.3200	76.2000	35.2100	76.2000

9.6.2 Cluster Analysis

Cluster analysis is a statistical procedure that classifies objects, or cases, into categories. Prior to the analysis, group membership for all cases, and the number of groups is often unknown. The aim of cluster analysis is to identify homogeneous groups or clusters.

Just as there are many methods for calculating distances between countries, there are many methods for combining countries into clusters. A commonly used method for forming clusters is **Agglomerative hierarchical cluster analysis**. In this method, clusters are formed by grouping countries into bigger and bigger clusters, until all countries are members of a single cluster.

The steps involved in the Agglomerative hierarchical clustering analysis are explained below. Before analysis begins, all countries are considered separate clusters; there are as many clusters as there are countries. At the first step, two of the countries are combined into single a cluster. At the second step, either a third country is added to the cluster already containing two countries, or two other countries are merged into a new cluster. At every step, either individual countries are added into existing clusters, or two existing clusters are combined.

Many methods can be used to decide which cases or clusters should be combined at each step. The most popular methods are shown in Box (9.2). The methods differ in how they estimate distances between clusters at successive steps.

The average linkage methods, both between groups and within groups, differ from the other linkage methods in that they use information about all pairs of distances, not just the nearest or the furthest. For this reason, they are usually preferred to the single and complete linkage methods for cluster analysis.

As explained in Box (9.2), the average linkage *between* groups method considers only distances between pairs of countries in different clusters, while the average linkage *within* groups method combines clusters so that the average distance between all cases in the resulting cluster is as small as possible. Therefore, the average linkage *within* groups method was chosen to be the method used to combine clusters in this study.

Once the distance matrix has been calculated, the actual formation of clusters can commence. Figure (9.13) is a **vertical icicle plot** that shows the cluster analysis using the average linkage within-groups method.

The columns in Figure (9.13) correspond to the countries being clustered. They are identified by a sequential number corresponding to their location in the SPSS file and by their labels. Thus, the first column in the figure represents country number eight in the SPSS file, the UAE, and the last column represent the first country in the SPSS file, France.

Rows represent steps in the cluster analysis. The figure is read from bottom to top. Row number 8 represents step one in the analysis, and row 1 represents the last step, where all countries form a single cluster. In step zero of the analyses, not shown in the figure, each country is a separate cluster.

Box (9.2) Methods for joining clusters

(Source: SPSS Professional Statistics 6.1 Guide. Chapter 3, p 83-109).

Single linkage: This is one of the simplest methods for joining clusters. It is sometimes called the nearest neighbour technique. The first two cases combined are those with the smallest distance, or greatest similarity, between them. The distance between the new cluster and individual cases is then computed as the minimum distance between an individual case and a case in the cluster. At every step, the distance between two clusters is taken to be the distance between their two closest points.

Complete linkage: Sometimes called furthest neighbour technique. In this method, the distance between two clusters is calculated as the distance between their two furthest points.

Average linkage between groups: Often called UPGMA (unweighted pair-group method using arithmetic averages), defines the distance between two clusters as the average of the distances between all pairs of cases in which one member of the pair is from each of the clusters. For example, If countries 1 and 2 form cluster A, and countries 3, 4 and 5 form cluster B, the distance between clusters A and B is taken to be the average of the distances between the following pairs of countries: (1,3) (1,4) (1,5) (2,3) (2,4) (2,5).

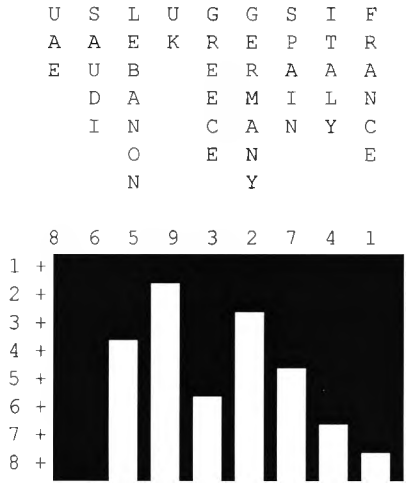
Average linkage within groups: A variant of the average linkage between groups method. The between groups method considers only distances between pairs of cases in different clusters. The within groups method, however, combines clusters so that the average distance between all cases in the resulting cluster is as small as possible. Thus, the distance between two clusters is taken to be the average of the distances between all possible pairs of cases in the resulting cluster.

Figure (9.13) Hierarchical Cluster Analysis: Vertical Icicle Plot using Average Linkage (Within Group).

* * * * * * H I E R A R C H I C A L C L U S T E R A N A L Y S I S * * * * * *

Vertical Icicle Plot using Average Linkage (Within Group)

(Down) Number of Clusters (Across) Case Label and number



As previously mentioned, initially each country is considered an individual cluster. Since there are nine countries in this study, there are nine clusters. At the first step of the analysis (row 8 in Figure 9.13), the two closest countries are combined into a single cluster, resulting in eight clusters. The step number corresponds to the number of clusters in the solution.

Each country is represented by a solid dark bar, and countries are separated by a blank (white) space. The two cases that have been merged into a single cluster, UAE and Saudi do not have a space separating them and are represented by consecutive solid bars. Row 7 in Figure (6.26) corresponds to the solution at the next step, when seven clusters are present. At this step, France and Italy are merged into a single cluster. At this point, there are seven clusters, five consisting of individual countries and two consisting of pairs of countries. At each subsequent step, an additional cluster is formed either by joining a country to an existing multi-country cluster, by joining two separate countries into a single cluster, or by joining two multi-country clusters.

Row 6 in Figure (9.13) corresponds to a solution that has six clusters. At this stage, Spain has merged with the cluster that consists of France and Italy. At row 5, UK and Greece are merged into a single new cluster. At row 4, Germany joins the cluster that consists of France, Italy and Spain. At row 3, Lebanon joins the cluster that consists of UAE and Saudi. At row 2, the cluster containing UK and Greece joins the cluster containing France, Italy, Spain and Germany. Cluster formation continues until all countries are merged into a single cluster, as in the last step, row 1, where the two large clusters are joined to form a solution with one large cluster that contains all the countries included in this study.

9.6.3 The Agglomeration Schedule

The results of the cluster analysis are summarised in the **agglomeration schedule** in Figure (9.14), which identify the countries being combined at each stage. The first row of the schedule represents stage one, the eight-cluster solution. At this stage, countries 8 (UAE) and 6 (Saudi) are combined, as indicated in the *cluster 1* and *cluster 2* columns under the heading *Clusters Combined.* The distance between these two countries is displayed in the column labelled *Coefficient.*

The column labelled *Stage Cluster 1st Appears* indicates at which stage a multi-country cluster is first formed. For example, looking at the row for stage six, the zero in the *Cluster 1* column indicates that country 5 (Lebanon), has appeared as a cluster (single country cluster) at stage zero, when all countries where considered as individual clusters. The 1 in the *Cluster 2* column indicates that country 6 (UAE) was first involved in a merge at stage 1. Looking across the row for stage 1, we can see that country 6 (UAE) was involved in a merge with country 8 (Saudi).

The last column, labelled *Next Stage*, indicates the next stage at which another country or cluster is combined with this one. Looking at stage number 6, we see that the new cluster (Countries 5, 6 and 8), numbered cluster 5, is next involved in a merge at stage 8, where it combines with cluster 1.

The information in Figure (9.14) that is not available in the icicle plot is the value of the distance between the two most dissimilar points of the clusters being combined at each stage, or the coefficient. From these values we can get an idea of how dissimilar the clusters being combined are. Small coefficients indicate that fairly homogenous clusters

are being merged. Large coefficients indicate that clusters containing quite dissimilar members are being combined.

These coefficients are also used as guidelines in deciding how many clusters are needed to represent the data. Normally, we should stop agglomeration as soon as the increase between two adjacent steps becomes large. In Figure (9.14), we can see that there is a large increase in the value of the coefficients (from 21 to 41) between stages 7 and 8. There is also a smaller, but fairly large increase in the value of the coefficient between the stages 6 and 7.

Therefore, if the agglomeration were to be stopped at stage 6, we would end up with three clusters. The first cluster consists of countries number 6 (UAE), 8 (Saudi) and 5 (Lebanon). The second cluster consists of countries number 1 (France), 4 (Italy), 7 (Spain), and 2 (Germany). Finally, the third cluster consists of 3 (Greece) and 9 (UK).

Figure (9.14)Agglomeration Schedule using Average Linkage (Within Group).

* * * * * * H I E R A R C H I C A L C L U S T E R A N A L Y S I S * * * * * *

Agglomeration Schedule using Average Linkage (Within Group)

Stage	Clusters Combined Cluster 1	Cluster 2	Coefficient	Stage Cluster 1st Appears Cluster 1	Cluster 2	Next Stage
1	6	8	.000000	0	0	6
2	1	4	.000000	0	0	3
3	1	7	.500000	2	0	5
4	3	9	4.580000	0	0	7
5	1	2	4.780000	3	0	7
6	5	6	8.080000	0	1	8
7	1	3	21.249332	5	4	8
8	1	5	41.433887	7	6	0

9.6.4 The Dendrogram

The **dendrogram** is another way of visually representing the steps in a hierarchical clustering solution. It identifies the clusters being combined and the values of the coefficients at each step. The dendrogram produced by SPSS re-scales the distances to numbers between 0 and 25. Thus the ratio of the distances between steps is preserved, but the scale displayed at the top of the figure does not correspond to actual distance values.

The dendrogram is shown in Figure (9.15), which is read from left to right. Vertical lines denote joined clusters. The position of the line on the scale indicates the distance at which clusters were joined. Since the distances are re-scaled to fall in the range of 1 to 25, the largest distance, 41.434 (from Figure 9.14), corresponds to the value of 25. The smallest distance, 0.000 (from Figure 9.14) corresponds to the value 1. The distance 8.08 (from Figure 9.14) corresponds to a value of about 5.

From the dendrogram (Figure 6.28), the first two clusters that are joined are UAE and Saudi. They connected by a line that is one unit from the origin, since this is the re-scaled distance between these points. At the same level, France and Italy are also joined. After a small distance, that is not distinguishable in the printed figure, Spain joins the cluster that consists of France and Italy, creating a group of European countries, that have been referred to in the literature as, the Latin group. These three countries are believed to share many characteristics.

Figure (9.15) Dendrogram using Average Linkage (Within Group).

```
* * * * * * H I E R A R C H I C A L   C L U S T E R   A N A L Y S I S * * * * * *


Dendrogram using Average Linkage (Within Group)


                        Rescaled Distance Cluster Combine

  C A S E        0         5        10        15        20        25
 Label     Num   +---------+---------+---------+---------+---------+

 SAUDI       6
 UAE         8
 LEBANON     5
 GREECE      3
 UK          9
 FRANCE      1
 ITALY       4
 SPAIN       7
 GERMANY     2
```

Afterwards, at around scale 3, The UK and Greece merge into one cluster. It is interesting to note that during the analysis of advertising standardisation, it was apparent that the advertisements that appeared in Greece where surprisingly similar to those that appeared in the UK. Given that previous research that attempted to cluster countries based on their cultural differences have classified Greece and the UK as very different countries in terms of cultural differences, one would expect this dissimilarity to be reflected in the advertising that appears in these countries. Our results, however, show that this is not the case. This study is the first to analyse actual advertising standardisation practices in Greece.

Since many of the distances at the beginning stages are similar in magnitude, it is not easy to tell the sequence in which some of the early clusters are formed. However, at the last three stages the distances at which clusters are being combined are fairly large. Looking at the dendrogram, it appears that the three-cluster solution (Arab, European-Latin, and UK-Greece) may be more appropriate, since it is easily interpretable and occurs before the distances at which clusters are combined become too large.

9.6.5 Summary and Conclusions for Hypothesis 6

The findings presented in this section show that there is no proof to support the hypothesis. On the contrary, it is clear from the findings of this study that the extent of international advertising standardisation practised in some countries is strongly related to the extent it is practised in other countries. In fact, countries with similar advertising standardisation scores could be clearly grouped into clusters that contain countries that are similar.

Since there is no proof to support it, we *reject* the hypothesis that the extent of international advertising standardisation practised in a specific country is not related to the extent it is practised in other countries.

Chapter Ten: Summary and Conclusions

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Chapter Ten
Summary and Conclusions

10.1 Introduction

One of the objectives of this research was to develop a better and more descriptive form of content analysis of advertising. The resulting findings will help focus the debate on the actual international advertising practices of MNCs, and will also have implications for the new comers, who are seeking to employ an element of advertising standardisation for their cross-boarder campaigns.

In this chapter, we first summarise the findings obtained in this study relating to the six hypotheses. The conclusions to be drawn from the findings, and their implications are then summarised.

Hypothesis 1

The international advertising of multinational brands will either be totally standardised or totally adapted.

The majority of the brands in this study were found to be "partially standardised", rather than totally standardised. Only 11.76% of the brands were found to be totally standardised in all markets. These findings confirmed that total standardisation was the exception rather than the rule.

More than 50.98% of the brands have obtained standardisation scores in excess of 75%. This finding conflicts with prior studies, which indicated that standardisation was practised by minority of the companies studied.

Findings Related to Hypothesis 1

In terms of the extent of advertising standardisation exhibited by the brands, the elements of advertising could be segmented into nine categories:

1) Total standardisation,
2) Regional modification,
3) Regional adaptation,
4) Standardised/Adapted,
5) Standardised/different,
6) Standardised/Adapted/different,
7) Adapted
8) Adapted/different,
9) Different.

In terms of summarising the implications of these data for hypothesis 1, the findings of this analysis confirmed our previous conclusion that there is no support for hypothesis 1, since these brands exhibited different levels of advertising standardisation for various elements and across various markets.

Hypothesis 2

The extent of international advertising standardisation practised by MNCs is not related to the product category.

To summarise, the results of differences in the level of advertising standardisation across product categories were as follows:

- According to the F-test, we accepted the hypothesis that there are at least two groups (i.e., product categories) that are statistically different at the 95% level.
- According to the traditional LSD method, the level of advertising standardisation practised by MNCs for the category Fragrance is significantly higher than the levels exhibited by the categories Fashion and Cosmetics.
- According to the Modified LSD method, the only significant differences are between the categories Fragrance and Fashion.

This shows that if there is really evidence of significant differences across product categories, it is *not* strong. Hence, we reject Hypothesis 2 at the 95% level, but point out that the evidence is weak. Based on the sampled brands, product category is apparently a key variable for standardisation, and that future research should account for the individual product categories for the analysis of the results.

Hypothesis 3

The extent of advertising standardisation practised by MNCs is not related to their country of origin.

1. The level of advertising standardisation practised by MNCs was found to vary according to the nationality of the MNC.

2. From the ANOVA test, we found that the level of advertising standardisation practised by Japanese MNCs is significantly higher than those practised by Swiss, US and Italian MNCs.

3. The level of advertising standardisation practised by French MNCs is significantly higher than that practised by Swiss and US MNCs.

4. MNCs from the US were found to practice significantly low levels of advertising standardisation compared to MNCs of other nationalities

We therefore reject the hypothesis that the extent of advertising standardisation practised by MNCs *is not* related to their country of origin. According to the results of this study, the extent of advertising standardisation practised by MNCs *is* related to their country of origin. Hence, The nationality of the MNC is a key variable in terms of policy on advertising standardisation.

Hypothesis 4

The extent of international advertising standardisation practised is not related to the host-market where the advertisement appears.

The average advertising Standardisation Index for each product category was found to vary across host-markets. However, according to both, the LSD and Modified LSD methods, these differences are not statistically significant.

Therefore we accept the Hypothesis that the extent of international advertising standardisation practised is not related to the host-market where the advertisement appears.

Although the results of the one-way ANOVA indicate that there are no significant differences across host-markets, we need to establish whether there are any interactions between the variables Product Category and Host-Market, prior to deciding whether the 'Host-Market' is a key factor influencing the advertising standardisation score.

Hypothesis 5

There is no interaction between the effects of the two variables *product category* and *host-market* on the extent of advertising standardisation.

From the graphical presentation of the data, and the factorial Analysis of Variance tests we found that there is a significant interaction between the two variables, *product category* and *host-market.*

Therefore, we reject the hypothesis that there is no interaction between the effects of the two variables *Product Category* and *Host-Market* on the extent of advertising standardisation.

The results of our investigation in this study show that the key variables *Product Category* and *Host-Market* jointly affect the levels of advertising standardisation practised by MNCs. In other words, the levels of advertising standardisation practised by MNCs vary according to both the kind of product and the market where it is advertised.

Hypothesis 6

The extent of international advertising standardisation practised in a specific country is not related to the extent it is practised in other countries.

The findings presented in this section show that there is no proof to support the hypothesis. On the contrary, it is clear from the findings of this study that the extent of international advertising standardisation practised in some markets is strongly related to the extent it is practised in other markets. In fact, markets with similar advertising standardisation scores could be clearly grouped into clusters that contain markets that are similar.

Since there is no proof to support it, we *reject* the hypothesis that the extent of international advertising standardisation practised in a specific market is not related to the extent it is practised in other markets.

10.2 Conclusions and Implications

As a result of employing the highly objective and accurate content analysis model that was developed for this study, we now have detailed and in depth knowledge concerning the international advertising practices of the sampled MNCs. It should be noted here, however, that there are limitations to the sampling strategy due to the nature of the methods used.

The results obtained from this study demonstrated that the practice of modified or partial forms of advertising standardisation is widespread and that the practice of total standardisation is rare. It also showed that international advertising standardisation can take many forms in terms of what executional elements are standardised, the extent to which each of these elements are standardised and how this can vary across markets.

These MNCs were very flexible in the way they employed standardisation. Standardisation practices ranged from just standardising one executional element in the some national executions, to totally standardising executions in all markets.

This demonstrates how flexible an option standardisation is and how it can be customised to a wide range of situations. It is apparent, therefore, that less emphasis should be placed on analysing whether standardisation as a principle is right or wrong, since the efficacy of standardisation would depends on the form it takes.

It also suggests that it is inappropriate to regard standardisation as a niche policy that is only viable in particular circumstances and markets.

Further support for these findings was provided by the brand profile analysis. The advertising profiles demonstrated that many variations could exist in terms of which

elements were standardised, the extent to which they were standardised and the variations by market.

Furthermore, the extensive use of pattern standardisation, where the practices of the MNCs vary by market, provide further evidence that the concept of advertising standardisation was seen by the sampled MNCs as a very adaptable and flexible policy that can take many forms in response to various external and internal influences.

The findings in this thesis regarding the use of pattern advertising by MNCs confirms the suggestion by Peebles, Ryan and Vernon (1977) that there is a need to start to think in terms of the form or extent of standardisation practised by MNCs.

It also confirms the suggestion by Sandler and Shani (1992) that *"the standardisation question has seemingly moved from an all-or-nothing issue to one of the degree of standardisation of the various advertising elements*".

The above findings and conclusions are very important to the discussion concerning the efficacy of advertising standardisation. They support Peebles et al's (1977) contention that a considerable number of MNCs do practice modified forms of advertising standardisation, and they also confirm that to address the efficacy of advertising standardisation by focusing on either total standardisation or total adaptation is misplaced, since the answer to this question would then depends on the form and extent of standardisation being practised.

More than half of the sampled brands (52%) have exhibited high levels of standardisation, where the majority of the main executional elements were totally standardised in the majority of the countries, earning the brand an advertising standardisation score in the range of 76–99%.

The implications of these findings are important, and it is clear that to classify all those companies that neither totally adapt nor totally standardise their advertising executions as being "modified" is of limited descriptive value. Since the practices of these companies can vary significantly, they should not be classified as a homogeneous group.

We should point out here that, while the findings of this study indicate that only 11.76% of the brands were classified as totally standardised, and hence placed at the extreme end of the standardisation continuum, the advertising standardisation profiles presented in this chapter indicate that other brands were positioned close to the extreme end of the advertising continuum.

These brands were not classified here as totally standardised. If they were, then the number of totally standardised brands would have increased. Clearly, this depends on the operationalisation and the definitional criteria used for standardisation. Indeed, it raises questions concerning when companies should be classified as practising standardisation at all.

In this study, we have chosen to avoid the confusion by using the literal meaning of the terms employed for classification. Semantically, a *totally* standardised brand should be, as the name indicates, *totally* standardised. To use the term totally standardised for advertisements that are translated or partially modified would only add to the confusion. Hence, using the model developed in this study, a totally standardised brand would obtain an advertising standardisation score of 100%.

This clarification of the terms and definitions used is an innovation that would give a more accurate, reliable and objective evaluation of the level of standardisation practised

by MNCs. This constitute a significant step towards answering the call for more accuracy by Harris (1994) who concluded that:

> *"... categorical classifications become problematic and there is clearly an element of judgement involved in deciding whether the practices of such companies should be classified as being totally standardised or modified. Such judgements are unavoidable and illustrate the need for clarity regarding the definitions employed and ensuring that the measurements obtained are as meaningful as possible."* (ibid.).

The reliability, accuracy and objectiveness of the methods used in this study ensure that objective evaluation of the conclusions drawn from the data was possible, and that these findings can be meaningfully compared with the findings obtained from both prior and future studies.

So far, it is not clear whether *all* the benefits of advertising standardisation would apply to *all* the modified forms of standardisation, or they are only exclusive to the practice of total standardisation, which has been demonstrated to be rare.

It is not possible to ascertain what form of standardisation is being referred to in the literature when discussing the benefits of standardisation, and no study so far has explicitly discussed the benefits of practising modified forms of standardisation. Currently there is a need for this kind of studies, especially that some of the benefits of total standardisation, such as the economy of scale, would not apply equally to all forms and extents of modified standardisation, and in some cases it would not apply at all.

The existence of such a wide range of forms and extents of advertising standardisation would also suggest that the emphasis should not be placed on whether standardisation in

principle is right or wrong. Instead, the focus should be on more managerial issues, such as what constitute good practice (Harris, 1994). This thesis was intended as a step in that direction, by analysing the practices of the sampled MNCs, and thus gaining insight into what constitute good practice, at least as perceived by the sampled MNCs.

Given the adaptive nature of the standardisation construct, factors that were thought of so far as barriers to standardisation should not be considered as barriers to standardisation of advertising as a whole. Instead, they should probably be considered only as barriers to specific executional elements of advertising.

In addition, given the flexible and adaptive nature of standardisation, one would expect standardisation to account for the cross-border differences, such as religious differences, and allow the adaptation of the corresponding executional elements that are influenced by these factors, such as the Model, while keeping all other executional elements standardised.

Consequently, we should stop thinking in terms of factors being barriers to standardisation of advertising as a *whole*, and start to consider these factors as merely barriers to some *specific* executional elements of advertising. Therefore, applying the required degree of advertising adaptation to the specific executional element(s), while keeping all other elements totally standardised, without affecting the theme of the advertising campaign. The result is the practice of a modified form of advertising standardisation similar to that practised by the majority of the sampled MNCs.

In some cases, the markets under consideration may differ in more than one factor, such as language and religion. Thus requiring the adaptation of more than one executional element, such as the Headline and Model. The result in this case would be a lower level of advertising standardisation.

Given the above arguments, the level of advertising adaptation required would then be equal to the total sum of adaptation(s) required to the individual elements of advertising. In some extreme cases, high or total adaptation of advertising might be required. Though for the sampled companies in this study, it has rarely been the case.

A key finding of this thesis is that the percentage of MNCs that practised total standardisation in Europe is higher than those who practised it for all countries in the sample, indicating that the sampled MNCs probably found it more appropriate to practice total standardisation among European countries than among European and Middle-Eastern countries. This finding confirms the finding by Mueller (1991), that standardised messages were more likely to be transferred among Western markets, than Western and Eastern markets.

It appears that the advertisers of the *regionally standardised* brands found it appropriate to totally standardise the advertising for all European countries and for all Arab countries, but not for all countries together.

With exception to two brands, all the executional elements were totally standardised among all the three Arabic countries where the advertisements have appeared. Apparently, advertisers for these brands in the Arab world consider that these markets are so similar, that a standardised campaign would be justified. Given the importance and size of these markets, it is hard to argue that the reason for this high level of standardisation is because these markets are of minor importance.

What Are the Most Standardised Elements of Advertising

As we have mentioned before in this thesis, the MNCs analysed in this study are amongst the largest MNCs in terms of resources, expertise and market share. These indicate that the practices of these MNCs may serve as guidelines for best practice.

The percentages of brands that employed regional or total standardisation for their advertising across all markets may, based on the sampled MNCs serve as guidelines for best practice, for the benefit of advertising managers aiming at employing advertising standardisation across markets.

The visual elements were shown to be the most standardised (total/regional) elements of advertising. This confirms the belief that visual elements are easier to standardise than verbal elements. The visual executional elements Package, Background, Model and Product were ranked first-to-fourth, in respective order, as the most standardised elements of advertising. The verbal elements Slogan, Subhead, Body Copy, and Headline were ranked fifth-to-last, in respective order, in terms of the extent of advertising standardisation.

Since the visual elements were shown to be easier to standardise, then the recommendations that emphasise the use of visual advertisements are not misplaced. This is best illustrated by the remark of Beatson (1989), when discussing satellite broadcasting that:

"*What satellite broadcasting is going to mean for us; apart from reach, is greater emphasis on non-verbal communication: the big visual idea, and the use of visual symbols...*"

Mayer (1991), who pointed out the possible linguistic problems in advertising standardisation, has also emphasised the role of the visual elements by noting that:

"*Words will become very much less important, especially if the product is standardised, like Coca-Cola, Levi's or Marlboro.*"

This emphasis on the visual elements of advertising was possibly used as a solution to other problems, including illiteracy. For instance, Terpestra and Sarathy (1991) pointed out that:

"*More and more European and Japanese ads are purely visual, showing something, evoking a mood and citing the company name. Emphasis on such simple illustrations also avoids part of the problem of illiteracy in poorer nations*".

However, we should point out here that this recommendation did not take into consideration that people in these poorer countries are the consumers who are least familiar with the international brands, and hence may require more information about the brand. This information could only be conveyed through the text elements only, in most of the cases.

Therefore, with regards to the visual elements of advertising, the findings of this study indicate that these are the most amenable elements to standardise in all countries. The implication of this finding to advertising managers is that it is more advisable to rely on

a campaign that employs a visual idea and symbols that transcends national boundaries, than trying to convey the idea through the text, which is seen as more difficult to standardise. This should be done keeping in mind the level of familiarity of the consumers with the brand, and the level of information required.

The findings above with regards to the level of advertising standardisation of the elements Model and Background come as a surprise and conflict with the previous beliefs presented in the literature. The main proponents of advertising adaptation have suggested that the backgrounds and models used in advertising are the main elements that need to be adapted to the local tastes of the various markets. Given these beliefs, one would expect these two elements, namely Background and Model, to be the least standardised across countries.

However, it was noticed throughout the process of content analysis of advertising that the Backgrounds and Models of advertisements were either kept neutral enough to be accepted in all markets, or, they were very typical of a specific national market, and hence used to reinforce the national identity of the product.

Therefore, it appears that provided that the selection of Backgrounds and Models was carefully achieved, cultural differences across markets could be overcome, and a standardised campaign could be successfully employed in most of the times. Additionally, The fact that the element Model is the third element in terms of amenability to standardisation indicate that, in this sample, the effect of religion on advertising standardisation was not as influential as has been hypothesised before.

In the literature, religion is often cited as a major barrier to standardisation, and it has been identified as one of the main reasons for adaptation of advertising. The argument

put through was that uncovered models, nudity and Western standards of decency used in the international advertisements would not be suitable for use in Middle-Eastern countries. The argument continued that since the main part of the visual is not considered suitable for Middle-Eastern markets, then advertising adaptation is considered to be obligatory.

However, as the results of this study clearly show, the element Model is the third most standardised element of advertising. This clearly indicate that, contrary to the arguments in the literature, the models, codes of dress and decency portrayed in the international advertisements in this study were judged by the sampled MNCs to be of acceptable standards for use in all markets, including the Middle East.

The standardisation of the product portrayal in advertisements depends mainly on whether the product itself is standardised across countries. If the product in a specific country were modified, it would be inappropriate to use a standardised product portrayal for that country. In Europe, the majority of the products examined here were standardised. Some products are sometimes modified for use in the Middle-East markets, but these are the exception rather than the rule. In the sample of brands included in this study, standard products were used across all markets almost all the time.

For the remaining cases where the product portrayal was not standardised, the main modification to the way the product was portrayed was to the size of the product and the number of times it was portrayed in the visual. It was either shown many times in the visual, or the size of the product was bigger. These tactics are probably adapted to enhance recall, and attract the attention of the consumers who are not familiar with the product, as is believed to be the case for Middle-Eastern countries. These tactics have

been reported previously by researchers who found that the size of the product as a percentage of the visual differs significantly across countries (Cutler and Javalgi, 1992; Javalgi, Cutler and White, 1994.

This variation in the size and number of the product is probably related to the soft-sell/hard-sell approach used in the specific country. In countries where the soft-sell approach is employed, the product does not feature prominently in the advertisement. Sometimes, the product does not appear in the advertisement at all.

A similar explanation was reported by Cutler and Javalgi (1992), who explained that:

> "*One dimension of hard sell seems to be that a greater emphasis is placed on tying the ad directly to the product. This greater emphasis on the product could mean that the product is displayed more often and/or in a larger size in hard sell ads.*"

As we showed above, slightly more than half of the brands have totally standardised the way the Product is portrayed in all markets. Another 30% have regionally standardised it, while the remaining 20% have employed various levels of advertising standardisation for this element.

The Slogan appears to be the most amenable text element of advertising for standardisation. This is probably due to the fact that the Slogan is not, in many instances, campaign-specific, but a result of considerable research, and is designed to remain with the brand even after a campaign has been replaced.

When choosing a Slogan, advertisers usually select it to be acceptable and understood in many countries. Therefore, modification of a Slogan is less common than any other text

element of advertising. Furthermore, some Slogans are used in their original language with no need for translation.

It appears that the belief held among academics, concerning the language being a barrier to standardisation, is supported by the advertising standardisation practices of MNCs. This result is in line with Whitelock and Chung's (1989) remark, who claimed that:

> "*Language can also be a significant barrier when dealing with Middle-East countries. Differences between languages can go far beyond mere translation problems*".

The view that slogans are not easy to translate is not new. Two decades ago Mayer (1978), when discussing some of the problems in conducting international marketing research, pointed out that:

> "*...some Western concepts may not even be translatable into other languages such as Arabic. As a result, companies can be faced with serious difficulties in translating brand names and slogans.*"

The fact that the Body Text is found to be more difficult to standardise than other elements of advertising is in line with expectations. The contents and length of the Body Text depends on many factors, including the level of familiarity of the consumers with the brand or product. These factors vary from one market to another, and hence different contents and lengths of Body Texts might be required for different markets.

The results obtained in this study for the Body Text reflect the recommendations of the academics. It has long been suggested that it is better to prepare new Body Text for each international market, than translate the original Body Text (Mueller 1996).

The Headline is apparently the least amenable element of advertising to standardisation in all countries. The factors involved in the choice of a Headline are more complex than other text elements of advertising. No generalised rules could be inferred from the sample of brands used in this study.

None of the brands have employed elements that are totally different for each market. In other words, no brand has employed total adaptation of any element across all countries. This suggests that the adaptation of advertising by MNCs was not the result of a fixed policy of adaptation but probably a response to external influences. The results obtained in this study confirmed that the visual elements of advertising are more amenable to standardisation in all countries than text elements.

Regional Standardisation

A key finding of this study is that regional standardisation may take one of two different and distinctive forms. The first form of regional standardisation is when an element in one region is a modification of the same element in the other region. This form of regional standardisation we referred to as 'regional-modification'.

The second form of regional standardisation is when the element standardised in one region is completely different from the version used in the other region. This form of regional standardisation we referred to as 'regional-adaptation'.

The second form of regional standardisation, regional-adaptation, is the prevailing form for all elements and all countries. For the Headline, Subhead and Slogan, respectively, 75%, 84.63% and 92.85% of the cases of regional standardisation took the form of

regional adaptation. For the Body Text and all the visual elements of the model, all cases of regional standardisation took the form of regional adaptation.

Some of the cross-national differences among the sampled markets (e.g., the level of awareness about the product) that were thought of as barriers to advertising standardisation were dealt with by the sampled MNCs by adapting the corresponding executional elements of advertising. For instance, most of the Arabic advertisements contained a Subhead, even when the advertisements for the same brand in Europe did not. One explanation for this would be that MNCs view the Arabic market as one that is not very familiar with Western brands, and hence find it necessary to explain or introduce the product to the Arabic consumers.

Similar to the Subhead, Arabic advertisements almost always carried Body Text, even when the advertisements for the same brands in Europe did not. Again, one would guess that MNCs find it necessary to explain about the product –what it is and what it does. The main difference is that brands that are classified as "Image products" did not carry any text in the European countries, while some of these did in the Arabic countries.

This observation provides further support to the suggestion in this thesis that; factors that were thought of so far as barriers to the standardisation of advertising as a *whole*, should be considered to be merely barriers to the standardisation of some specific elements of advertising.

Regional modification was employed in only a small minority of the cases. In the majority of the cases, regional standardisation took the form of regional adaptation. In other words, whenever MNCs chose to differentiate between two groups of countries, they treated them as if they were completely different from each other.

We used for illustration purposes, the case of two groups of countries; one of the groups consists of six European countries, while the other group consists of three Arabic countries. When an MNC attempted to totally-standardise their advertisements in all countries, but found that this standardised advertisement would not be appropriate for the Arabic countries, they opted to create a new advertisement from scratch for the Arabic group, rather than modifying the elements of the original standardised advertisement.

Thus creating two advertisements that are totally different, and very rarely creating two advertisements where some elements of one are modified from the other. This observation holds true for the all elements of the advertisement.

One quarter of these brands were content to translate the Headline to Arabic for the Arabic group. On the other hand, the remaining three-quarters of the regional standardisation brands found it necessary to change the Headline completely for the Arabic group. This indicate that although it was acceptable for three quarters of the brands to use the same Headline-same language for the European group, the Arabic group required major changes not only to the language, but also to the meaning of the Headline. Probably a different appeal, or headline type was required. These are changes to the advertising strategy, not only the execution.

Interrelations Among Elements

The findings in this thesis also showed that the level of advertising standardisation exhibited by some elements is related to the level exhibited by other elements. These relationships were used throughout the discussion to draw some guidelines that would help the international advertising managers in their decisions concerning the standardisation of advertising. For instance, it was found that the element Model was 92.2% related to the Background, and that the element Product was 95.5% related to Background and Model. In other words, whenever the element Background was standardised in all countries, in 92.2% of the times the element Model was also standardised. Furthermore, whenever either the element Model or Background was standardised in all countries, in 95.5% of the times the Product portrayal was standardised too.

The findings above are very interesting. Apparently, the MNCs have treated the Background of the advertisement and Model as two strongly connected elements. Whenever the Background of an advertisement is modified, in the majority of cases the Model is also modified. This observation is especially true in the case of brands that are advertised in the Middle East. This may be to the MNCs lack of knowledge about the Middle-Eastern markets.

Through the discussions and illustrations in this study we suggested that total adaptation to the elements Background and Model are not always necessary, and that partial modifications of the Background and Model is sometimes sufficient.

Apparently, all the visual elements of the advertisement were highly related to the Background and Model. This fact could serve as a guideline for international advertisers that are aiming to enter foreign markets and especially the Middle-Eastern markets for the first time.

It would be advisable to decide first on the extent of advertising standardisation of the element Model (based on the cultural and religious requirements of the host markets), then apply the same policy for the Background. Other elements of the advertisement would then follow, based on the strength of their relationship to the element Background.

The Effect of the Product Category on Advertising Standardisation

The product category was found in this study to be a key variable in terms of policy on standardisation.

Furthermore, as the results of this study have shown, the levels of advertising standardisation practised by MNCs vary across the *individual* product categories, such as fragrance, fashion, jewellery and cosmetics.

This variation at the individual product category level would probably get lost, when these individual categories are grouped into larger general categories, such as durable and non-durable products. In fact, this could be the reason that some of the previous studies did not find the product category to be a key factor for advertising standardisation.

Whether this difference in policy is largely a result of an assumption by certain companies that culture does not effect their customers, or rather that it is based on substantive analysis, again of their customers, is not clear. Future research is required to investigate the motives of those companies practising standardisation and the rationales behind their policies. The implication for future research is that individual product categories should be accounted for when analysing the results of future research.

The Effect of the Country of Origin of the MNC on Advertising Standardisation

The country of origin of the MNC was also found to be a key variable influencing the level of advertising standardisation practised by the sampled MNCs.

Another observation from this study is the relationship between the extent of standardisation practised and the variation in the levels of standardisation across markets. These can be seen from the relationship observed between the mean score and the standard deviation. As the mean score decreases, with exception to Italy, the standard deviation tends to increase proportionally.

Therefore, it seems that there is an inverse relationship between the mean score and the standard deviation. In other words, when a company standardises its advertising to a high degree, it does so in the *majority* of the markets. Conversely, when a company adapts its advertising to a high degree, it does so to differing degrees for various markets.

Japan obtained the highest score of 95.46%, indicating an extremely high level of advertising standardisation practised by Japanese companies. The standard deviation for Japan is much lower than other countries, indicating that there is relatively little variation in the level of advertising standardisation practised by Japanese companies across the various markets. This suggests that Japanese companies are systematic and strict in their standardisation of the advertising.

France comes second after Japan, with mean standardisation score of 83.79%. One might explain this high level of advertising standardisation practised by the French companies by the fact that most of the French brands, when advertised internationally, retain a big part of their French text in order to convey the 'Frenchness' of the product, which is the main selling point for the majority of the French brands. Since the text elements are the most adapted elements of advertising (as shown in chapter seven), it is expected that any brand retaining its original text when advertised internationally would normally exhibit a high degree of advertising standardisation. In fact, reviewing the advertisements for the French brands examined in this study, we found that in many cases, French brands retained at least part of the original French text when they are advertised in other countries.

Italy comes third with a mean standardisation score of 76.18%. The level of variation in advertising standardisation indicated by the standard deviation (25.16) for Italy was higher than both Japan and France, suggesting that on average, Italian companies are less consistent in their practice of advertising standardisation across the various markets, than Japanese and French companies.

In fourth place come US MNCs with a mean standardisation score of 71.22%. It is interesting to note that US companies exhibit relatively low levels of advertising standardisation, contrary to what has been suggested in the literature to date (Onkvisit and Shaw, 1987; Cutler and Javalgi, 1992).

Swiss companies come last with a low level of advertising standardisation of 69.46%. The level of variation in advertising standardisation indicated by the standard deviation for Swiss companies was the highest in the sample at 26.65. These results suggest that Swiss companies standardise the least compared to other nationalities, and that they do so to a varying degree in different markets. These findings are probably reflections of the high cultural variety that exists in that country.

The results of this study are in line with Hofstede (1985) who affirmed that: "*...national culture will certainly influence the policies adopted by the multinational companies, since the employees of these companies will be influenced by their 'ethnocentric philosophy'.*"

Although it is not clear whether culture is in fact the cause of these variations among MNCs, the differences predicted by Hofstede were found in this study to be real.

In this thesis we have suggested that the practices of the large MNCs serve as guidelines for 'best practice', for the benefit of the prospective international advertising manager. However, given the finding above that the level of advertising standardisation is strongly related to the nationality of the MNC, the prospective international manager should bear that finding in mind when analysing the practices of other MNCs. In other words, the level of advertising standardisation practised by a specific MNC might be more a reflection of what is considered to be the norm by MNCs of that nationality (e.g.,

Japanese MNCs), rather than a reflection of the efficacy of using high levels of advertising standardisation in the specific markets.

The Effect of Interaction of the Variables 'product category' and 'host market'

Another crucial and novel finding of this thesis is the demonstration, for the first time, that there exists a relationship between the key variables 'product category' and 'host-market'. It was shown that these two variables jointly influence the level of advertising standardisation practised by MNCs. Since a relationship was found between these two variables, it is no longer useful to examine the individual influence of the two variables on the level of advertising standardisation practised by MNCs. Current knowledge about the influence of these variables individually on the level of advertising standardisation has to be adjusted in the light of the new finding.

One of the implications of the new finding is that some product categories would exhibit high levels of advertising standardisation in some countries while they would exhibit a reverse pattern in others.

Another important implication of the above finding is that some of the cross-border differences that were considered to be barriers to the standardisation of advertising as a whole (e.g., religious and cultural differences), should now, in the light of the new finding, be considered as merely barriers to *specific executional elements* of the advertising of *specific product categories* (such as the element Model in fashion advertisements), and not to other product categories, such as cosmetics.

For example, in this study, fashion brands in the Middle-East have exhibited relatively high levels of adaptation to the visual elements, while in the same markets, cosmetics brands and brands of other product categories have exhibited high levels of advertising standardisation to all the executional elements.

Grouping of Countries Into Clusters

The Arab countries obtained very high Dissimilarity Coefficients with almost all the European countries. Furthermore, the advertisements used in Saudi Arabia and UAE were almost always identical, i.e., the same advertisements were used for both markets. Consequently, the way the advertisements were adapted in both markets was also identical, resulting in a Dissimilarity Coefficient of 0.000, indicating ultimate similarity in the way advertisements were adapted in both countries. The advertisements for Lebanon were identical to those in Saudi and UAE in most of the times, but not always. Hence, a low Dissimilarity Coefficient was obtained for Lebanon (12.12) vs. Saudi or UAE.

Therefore, if the agglomeration were to be stopped at stage 6, we would end up with three clusters. The first cluster consists of countries number 6 (UAE), 8 (Saudi) and 5 (Lebanon). The second cluster consists of countries number 1 (France), 4 (Italy), 7 (Spain), and 2 (Germany). Finally, the third cluster consists of 3 (Greece) and 9 (UK).

Afterwards, at around scale 3, The UK and Greece merge into one cluster. It is interesting to note that during the analysis of advertising standardisation, it was apparent that the advertisements that appeared in Greece where surprisingly similar to those that

appeared in the UK. Given that previous research that attempted to cluster countries based on their cultural differences have classified Greece and the UK as very different countries in terms of cultural differences, one would expect this dissimilarity to be reflected in the advertising that appears in these countries. Our results, however, show that this is not the case. This study is the first to analyse actual advertising standardisation practices in Greece.

Since many of the distances at the beginning stages are similar in magnitude, it is not easy to tell the sequence in which some of the early clusters are formed. However, at the last three stages the distances at which clusters are being combined are fairly large. Looking at the dendrogram, it appears that the three-cluster solution (Arab, European-Latin, and UK-Greece) may be more appropriate, since it is easily interpretable and occurs before the distances at which clusters are combined become too large.

10.3 Recommendations for future research

10.3.1 Recommendations For Content Analysis Research

The investigation of the requirements for designing valid and reliable content analysis methods in chapter Four has resulted in the following recommendations:

1) It is recommended that cultures (preferably more than two) be selected on a theoretical basis, and the underlying reasons be clearly presented.
2) Units of analysis should be clearly specified (e.g., culture/country, etc.).
3) Samples should be equivalent across cultures.
4) The following should be stated clearly:

a) Method(s) of measurement used for inter/intra-coder tests.

b)
- Sample size used for reliability tests,
- time elapsed for test-retest,
- number of coders, and
- country of origin of the coders.

c)
- The country where the research is conducted,
- number and kind of publication categories,
- number of individual product categories.

It is advisable that future research should incorporate these recommendations to enhance the validity of their findings. Studies that do not comply with these recommendations should mention that in the limitations of the research.

10.3.2 Interaction Among Variables

While the variable host-market was not found *initially* to be a key factor influencing the level of advertising standardisation practised by MNCs, it was demonstrated later in this research that this variable is in fact a key factor acting jointly with the variable product category. Therefore, it became apparent that the low F value associated with the host-market in the ANOVA test in Figure (9.8) does not mean that the standardisation score is not affected by the host-market. Rather, it shows that ***when* the score is *averaged* over the four product categories, the country means were not significantly different**.

The implications of the above finding for future research is that, from a statistical point of view, it is not useful to conduct individual hypothesis testing for individual variables, since the variables were shown in this study to have a joint effect on the level of advertising standardisation practised.

To achieve this, it is no longer useful to employ simple statistical procedures for analysis. Rather, specialised methods that are capable of detecting any interactions among the variables such as the factorial analysis of variance should be employed.

Prior studies that did not detect the effects of specific key variables on the levels of advertising standardisation would probably have obtained different results if specialised statistical methods were employed.

10.3.3 The Use of Individual Product Categories

In addition, the influence of the product category on the level of advertising standardisation practised by MNCs was evident at the individual product-class level (i.e., fragrance, cosmetics...etc.). Therefore, future research should account for the effects of the individual product categories in their results. Larger general groupings

of product categories –such as durable/non-durable products- were shown to mask the effects of the individual product categories.

Appendices

Appendix (1)

Linguistic & Managerial Guidelines

Roth (1982) and Miracle (1988) suggested some linguistic and managerial guidelines to produce a translatable advertising copy:

Linguistic guidelines:

1) Think multilingual from the start, keeping in mind that the copy will be translated.

2) The following are hard to translate, and therefore should be avoided:

- . figures of speech
- metaphors
- slang
- idioms
- puns
- rhymes

3) Avoid dictionary translations. Languages are alive and changing, and hence, dictionary translations may be outdated, or not accurate.

4) Recognise that translated words have different shades of meaning. Furthermore, some words cannot be translated, or can only be translated in a lengthy manner.

5) Use simple language. Avoid technical terms and jargon.

6) Keep copy for translation short, because sometimes a translated copy may occupy larger space than an English copy.

7) Keep in mind that some languages use honorific expressions depending on the relationship among the speakers (e.g., Japanese), while others may use formal or familiar forms. These differences make translation very difficult.

Managerial guidelines (for choosing and dealing with translators):

1) Choose translators carefully. Select only professional translators, preferably those with experience in advertising translation. Some translators may be specialised in a specific field (e.g., medical or legal).

2) Use only native speakers, who currently live in the country where the advertising is to appear.

3) Ensure that the translator does not use a different dialect than that which is used in the target market.

4) Supply translators with full information and background on marketing and advertising objectives.

5) Ensure that the translator has adequate understanding of the required technical terms, and provide him with access to all necessary reference materials.

6) Decide on the style issues before translation commences.

7) Allow sufficient time for translators.

8) Do not be tempted to save money on translation. Always hire the best translators available.

9) Use the back-translation technique, where the initial translation is translated back to the original language. If the back-translated copy differs from the original copy, a translation error has occurred.

Appendix (2)

Products Suitable For Standardisation:

1) Products for which audiences are similar:

For instance, young people across many countries are believed to be sharing similar characteristics, such as level of education, disposable income, and exposure to international media. These similarities may be sufficient to make the youth market one for which standardised messages might be appropriate.

2) Luxury products:

Luxury products are believed to be particularly suitable for advertising standardisation. This belief is based on the premise that these highly priced products are usually sold on the basis of their ability to enhance social status.

3) Products that are promoted by the use of image advertising (Belch and Belch, 1993)

4) High-tech products:

It has been suggested that standardised advertising may be appropriate for products coming to the world market for the first time, because such goods generally are not steeped in the cultural heritage of a particular country.

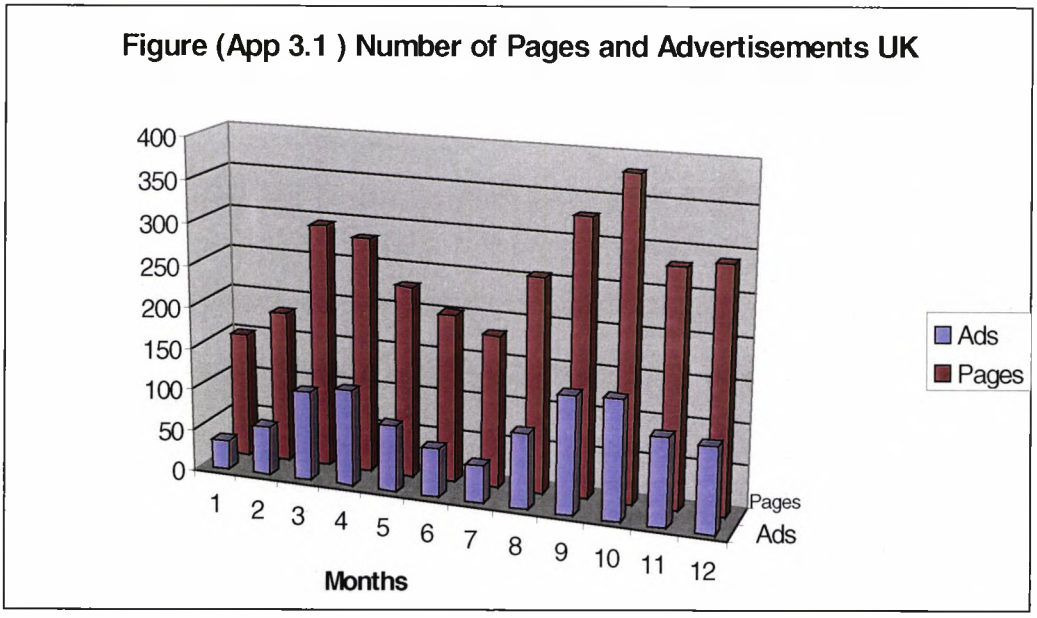
Nelson (1994) explains that "High-tech products are purchased in the same manner everywhere, are most often standardised and utilitarian, share a common technical language and use information appeals."

5) Products with nationalistic flavour:

If a country has a reputation for producing high-quality goods of a certain type, those goods may well be sold via global advertising messages. Those goods are sold on the basis of their country of origin, such as American Coca-Cola and French wine (Mueller, 1996).

Appendix (3)

Number of Pages and Advertisements for the Sampled Countries



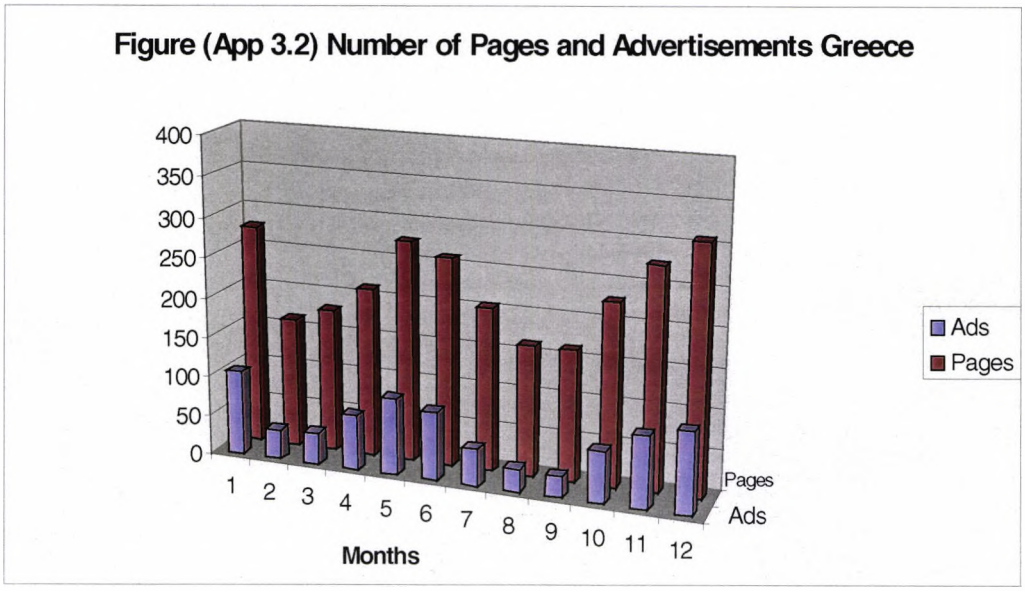


Figure (App 3.3) Number of Pages and Advertisements France

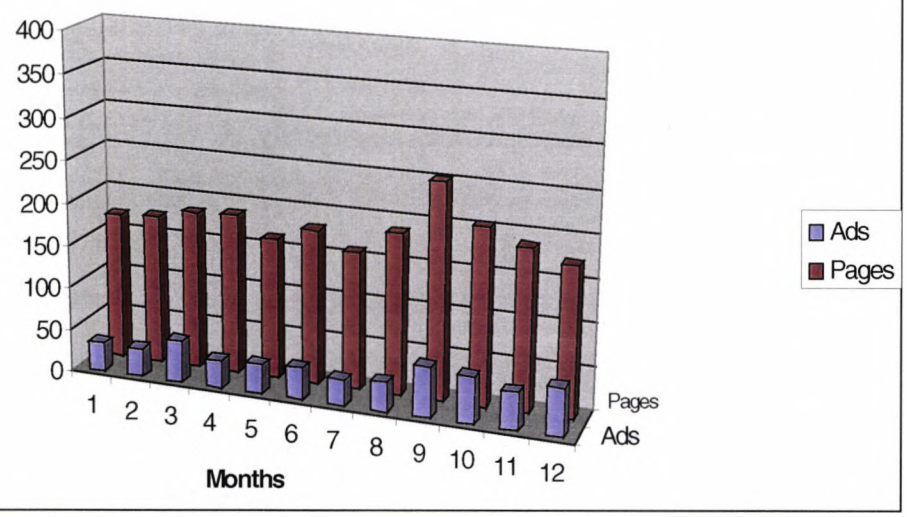
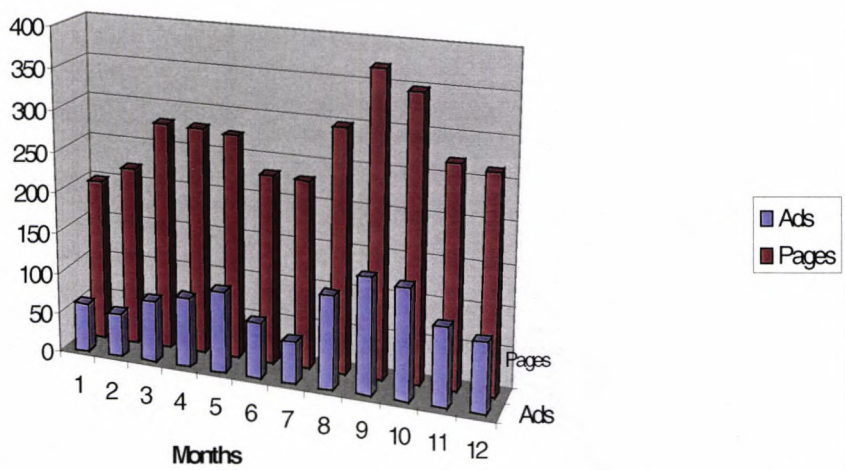


Figure (App 3.4) Number of Pages and Advertisements Germany



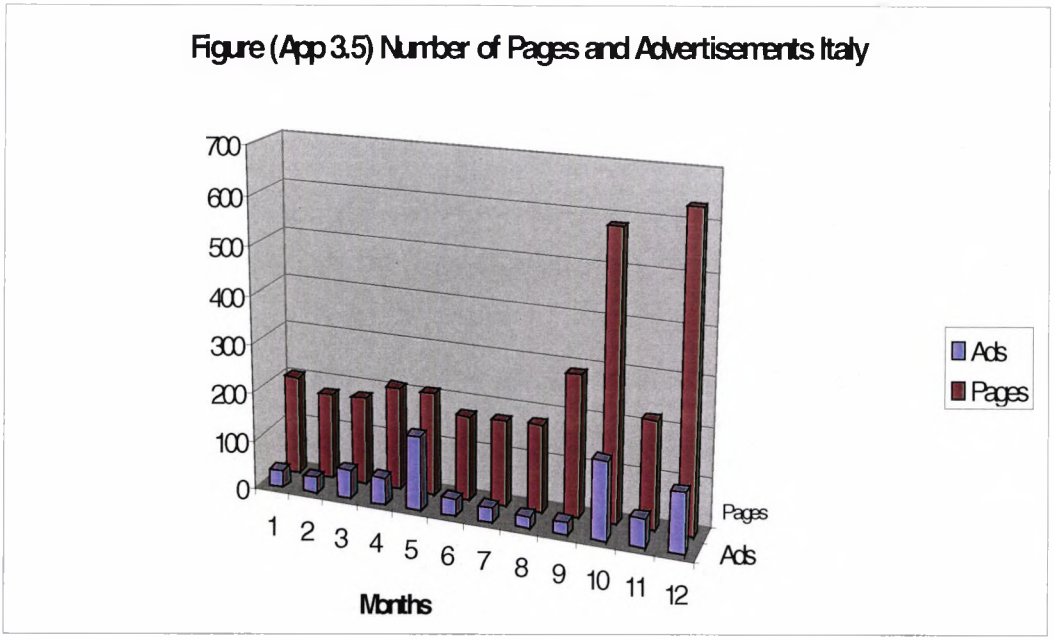


Figure (App 3.5) Number of Pages and Advertisements Italy
700
600
500
400
300
200
100
0
1 2 3 4 5 6 7 8 9 10 11 12
Months
Pages
Ads
Ads
Pages

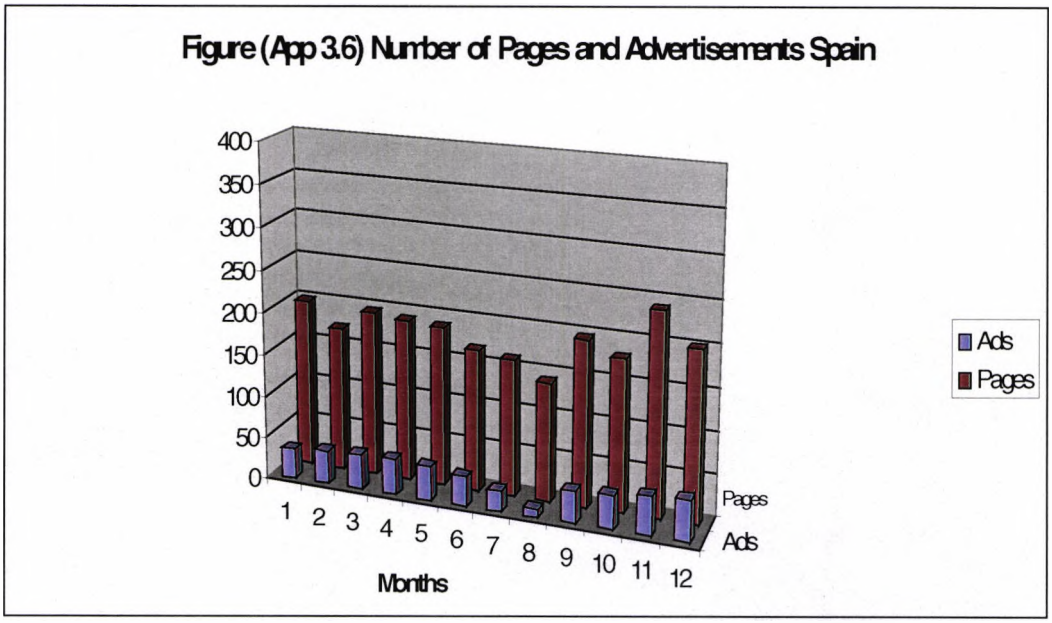


Figure (App 3.6) Number of Pages and Advertisements Spain
400
350
300
250
200
150
100
50
0
1 2 3 4 5 6 7 8 9 10 11 12
Months
Pages
Ads
Ads
Pages

Figure (App 3.7) Number of Pages and Advertisements Saudi Arabia

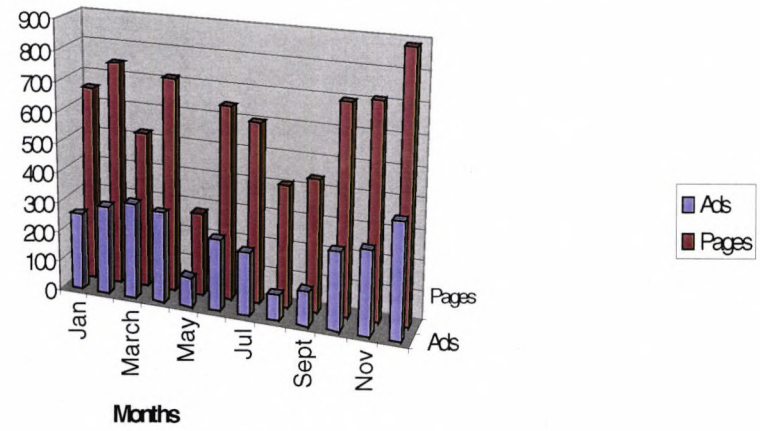
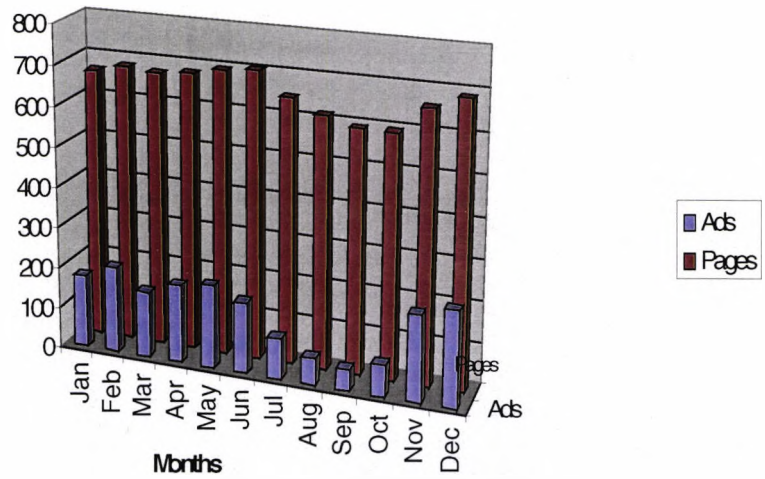


Figure (App 3.8) Total Number of Pages and Advertisements UAE



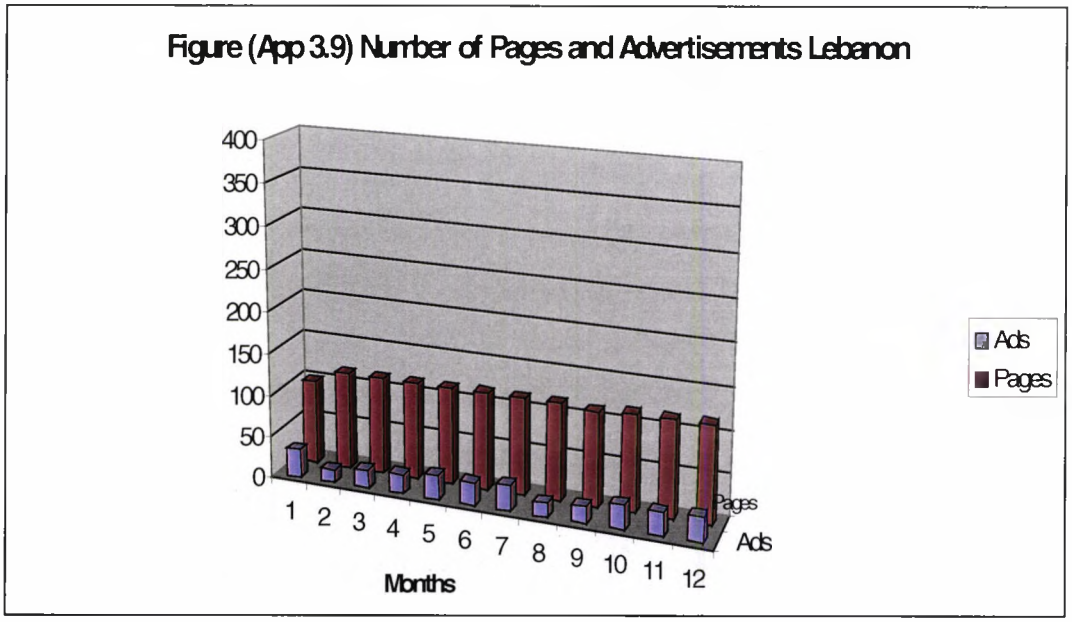


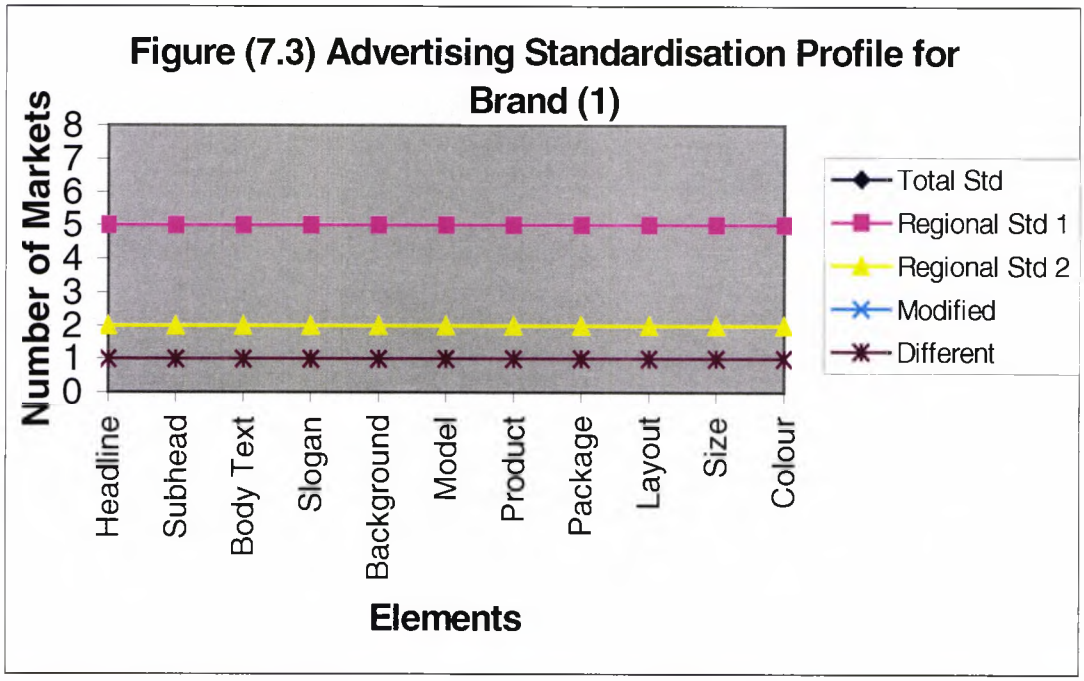
Figure (App 3.9) Number of Pages and Advertisements Lebanon
400
350
300
250
200
150
100
50
0
1 2 3 4 5 6 7 8 9 10 11 12
Months
Pages
Ads
Ads
Pages

Appendix (4)

Analysis of the Elements

In Chapter Seven, we have shown advertising standardisation profiles for a number of selected brands. This Appendix contains the profiles of the brands that were not described in the chapter.

Brand 1



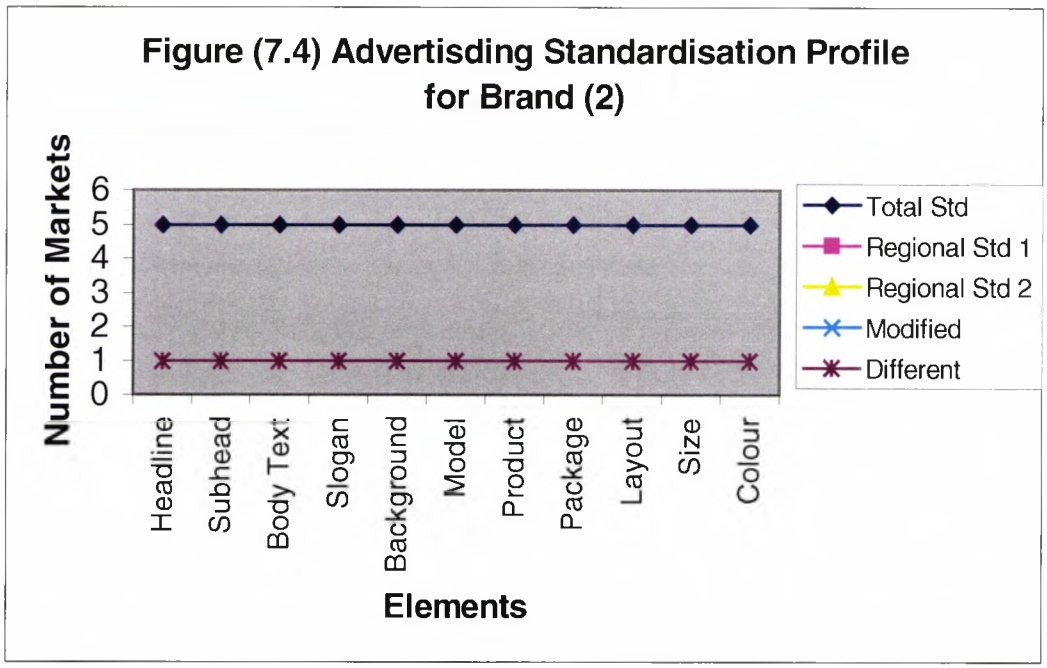
Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Apparel	8	2	Italy

For this brand, the advertising executions were regionally standardised for two groups of countries. The first group consists of five European countries: UK, France, Germany, Spain, and Italy. Advertising executions within this group were totally standardised.

The second group consists of two Arab countries: Saudi Arabia and UAE. Advertising executions within this group were totally standardised. The advertising executions of the two groups of countries were completely different from each other.

The advertising executions for the eighth country, Greece, were completely different from those of all the other countries. This brand was not advertised in Lebanon.

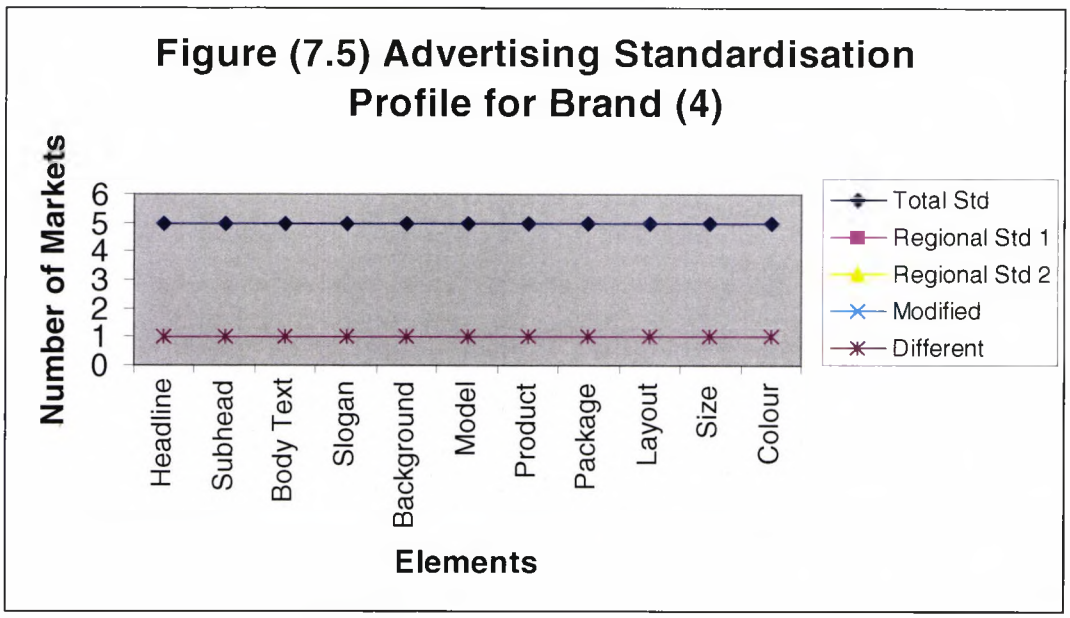
Brand 2



Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Apparel	6	0	US

The advertising executions for this brand were totally standardised in five countries: UK, France, Germany, Spain and Italy. The executions in the sixth country, Greece, were completely different from those of all the other countries.

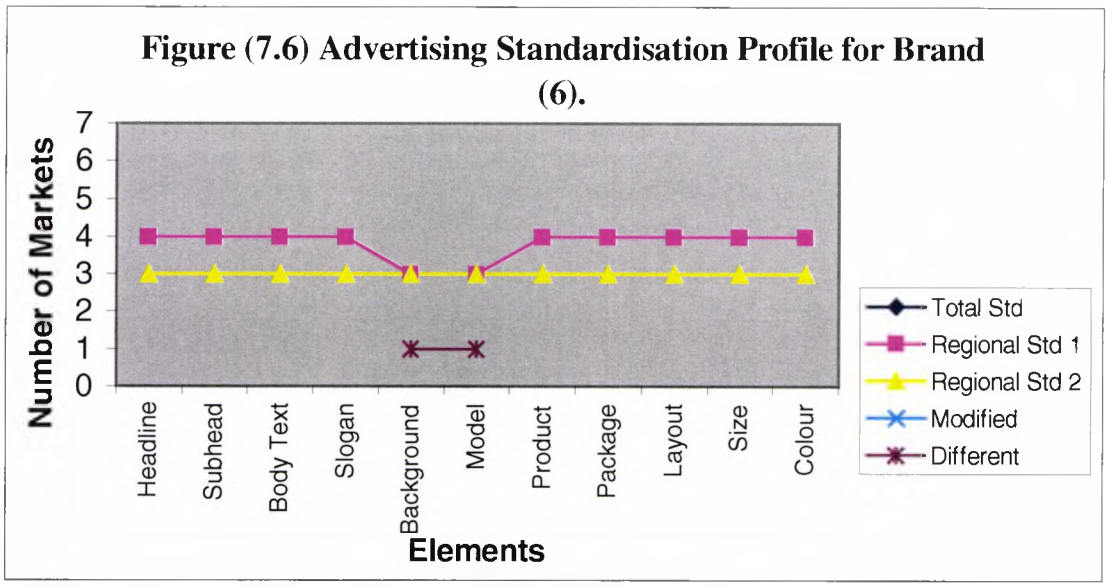
This brand was not advertised in any of the Arabic countries.



Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Apparel	6	1	Italy

This Apparel brand appeared in six countries, including one Arabic country, UAE. The advertising executions of this brand were totally standardised in the five European countries. The advertising executions for that brand in the UAE were completely different from those of all the other countries.

Brand 6

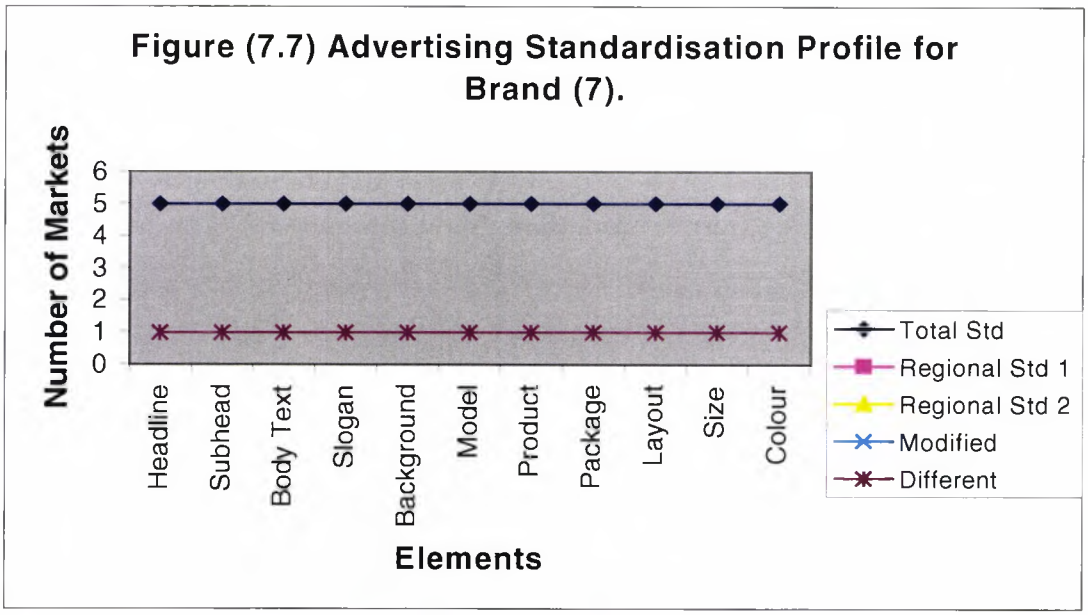


Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Apparel	7	3	US

Brand number 6 appeared in seven countries, Three of these were Arab countries. The advertising executions for this brand were regionally standardised for two groups of countries. The first group consists of four European countries: UK, France, Italy and Greece. The advertising executions were totally standardised within this group, with the exception of the Model and Background, that where totally different in Greece from those of all the other countries.

The advertising executions for the second group: Saudi, UAE and Lebanon were totally standardised within this group. The advertising executions for the European group were totally different from those of the Arabic group.

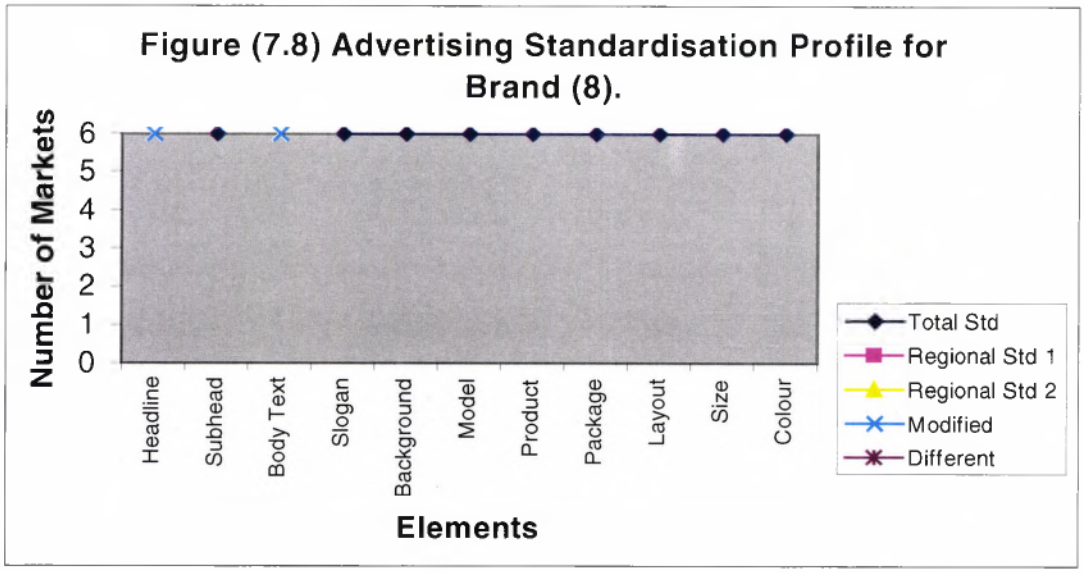
Brand 7



Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Apparel	6	1	Italy

Brand number 7 appeared in six countries, one of which is an Arab, the UAE. The advertising executions for this brand were totally standardised for the five European countries: UK, France, Germany, Spain and Italy. The executions for the advertisements that appeared in UAE were completely different from those of all the other countries.

Thos brand was not advertised in Greece, Lebanon and Saudi Arabia.

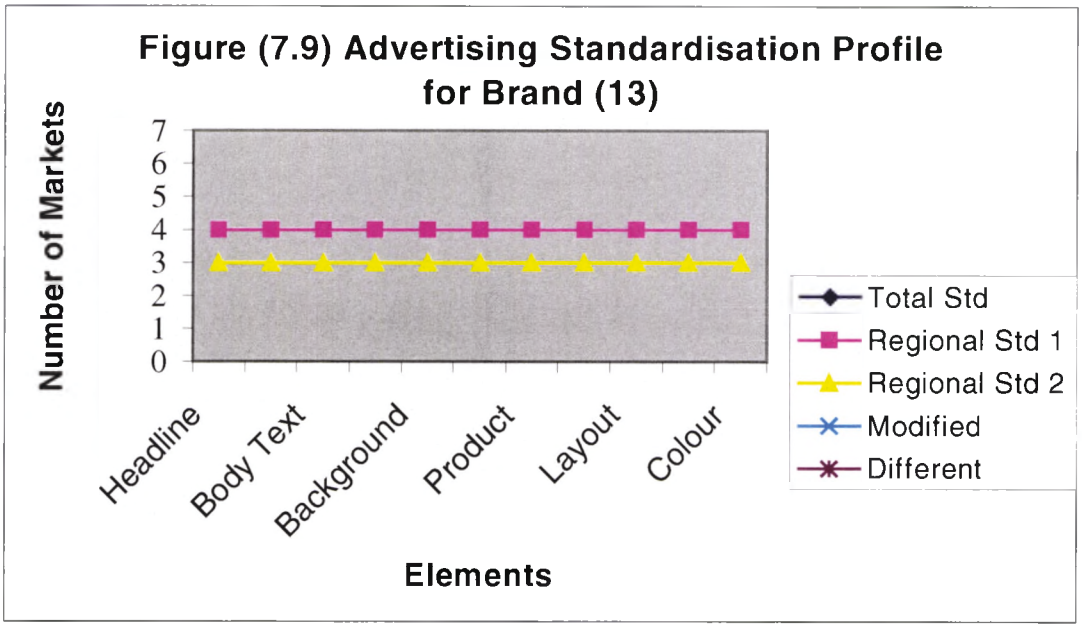


Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Apparel	6	0	France

Brand number 8 was advertised in six European countries: UK, France, Germany, Spain, Italy and Greece. The visual elements of the advertisements were totally standardised in all countries.

Two Text elements, the Subhead and the Slogan were also totally standardised in all countries. The Headline and the Body Text of each advertisement were translated to the national language of each country. The meaning of the Headline and the Body Text was kept the same for all countries

Brand 13

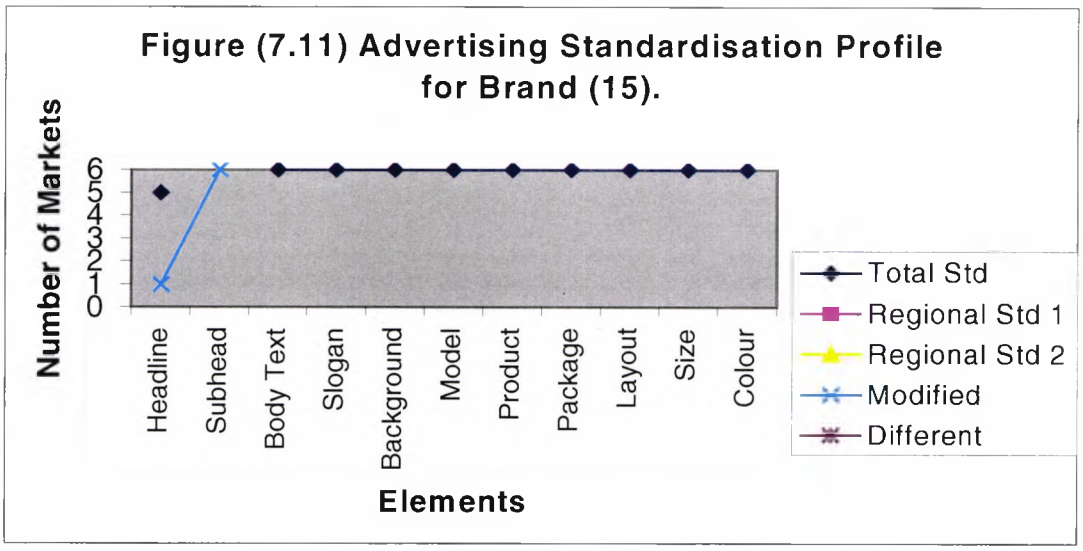


Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Fragrance	7	3	France

Brand number 13 was advertised in seven countries, three of which are Arabic. The advertising executions for this brand were regionally standardised for two groups of countries. The first group consists of four European countries: UK, France, Germany and Greece. The advertising executions were totally standardised for all countries within this group.

The second group consists of the three Arabic countries: Saudi Arabia, UAE and Lebanon. The advertising executions were totally standardised for all countries within this group. The advertising executions employed in the Arab countries were completely different from those employed in the European group.

Brand 15



Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Fragrance	6	1	Italy

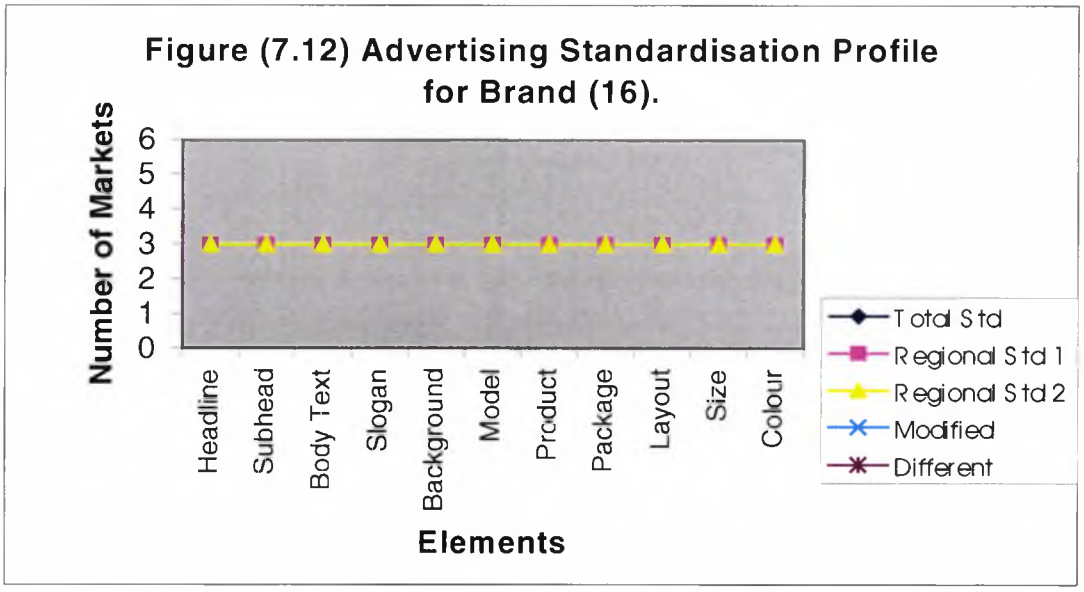
The Body Text, Slogan and all the other visual elements of the advertisement were totally standardised in all the six countries where the advertisements for brand number 15 appeared.

The Headline of the advertisement was totally standardised in the five European countries, while it was partially modified and translated in Saudi Arabia.

The Subhead in all the six countries was translated to the national language of each of the six countries.

This brand was not advertised in Greece, UAE and Lebanon.

Brand 16



Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Fragrance	6	3	US

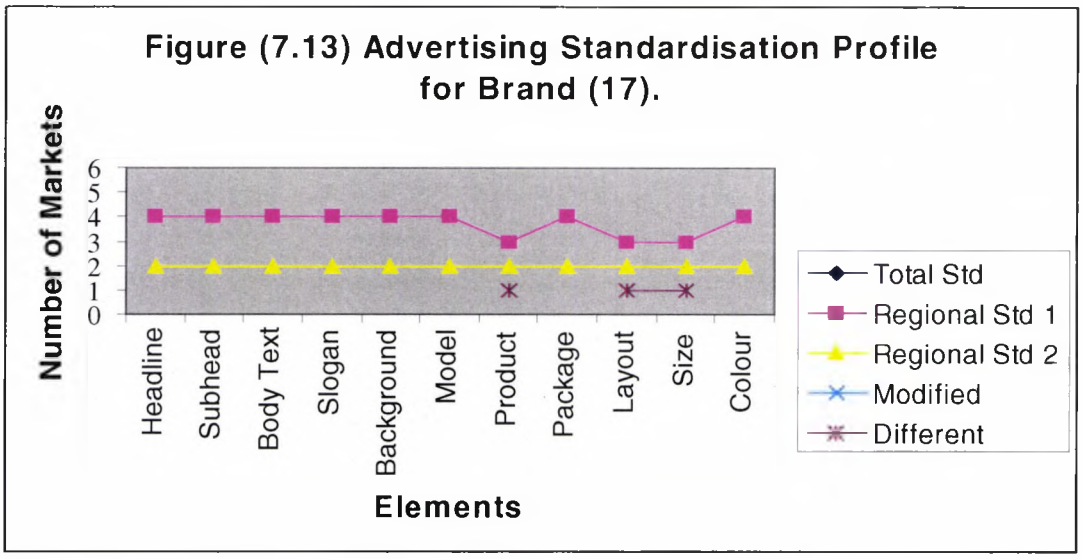
Brand number 16 appeared in six countries, three of these are Arabic. The executional elements for this brand were regionally standardised for two groups of countries.

The first group consists of three European countries: UK, Spain and Italy. All the executional elements were totally standardised among this group of countries.

The second group consists of the three Arabic countries. All executional elements were totally standardised among this group of countries.

The executional elements employed for the Arabic group of countries were completely different from those employed for the European group.

Brand 17



Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Fragrance	6	2	US

The executional elements of this brand were regionally standardised for two groups of countries, with some exceptions for some elements.

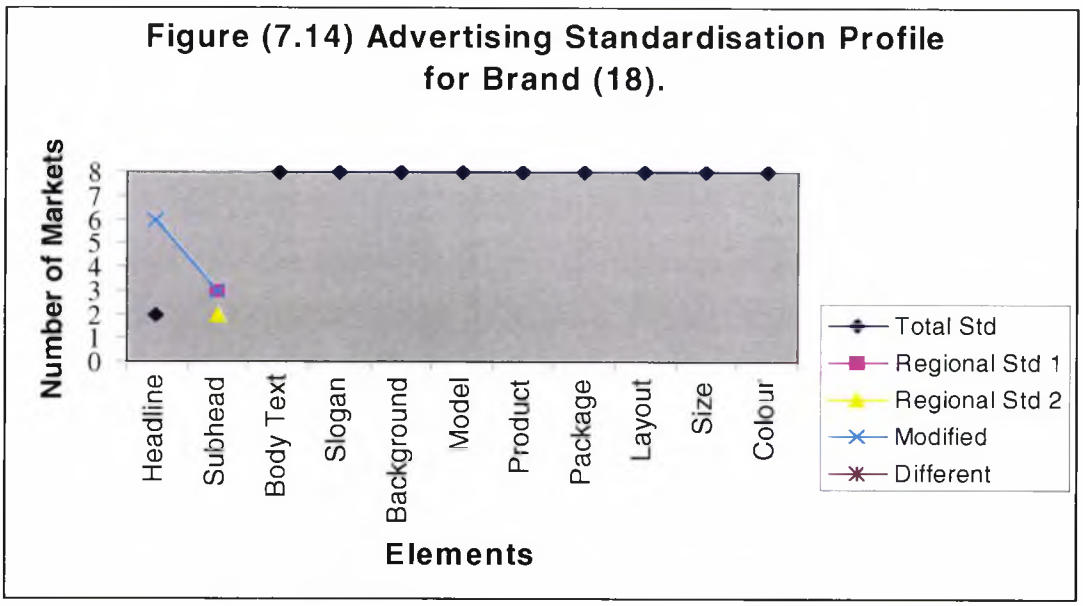
The first group consists of four European countries: UK, Germany, Italy and Greece. The Headline, Subhead, Body Text Slogan, Background, Model, Package and Colour were totally standardised among this group of countries.

The Product, Layout and Size of the advertisements were totally standardised for Germany, Italy and Greece, while it was totally different for the UK.

The second group of countries consists of two Arabic countries. All the executional elements of advertising were totally standardised among the countries in this group.

All the executional elements employed for the Arabic group were completely different from those in the European group.

Brand 18



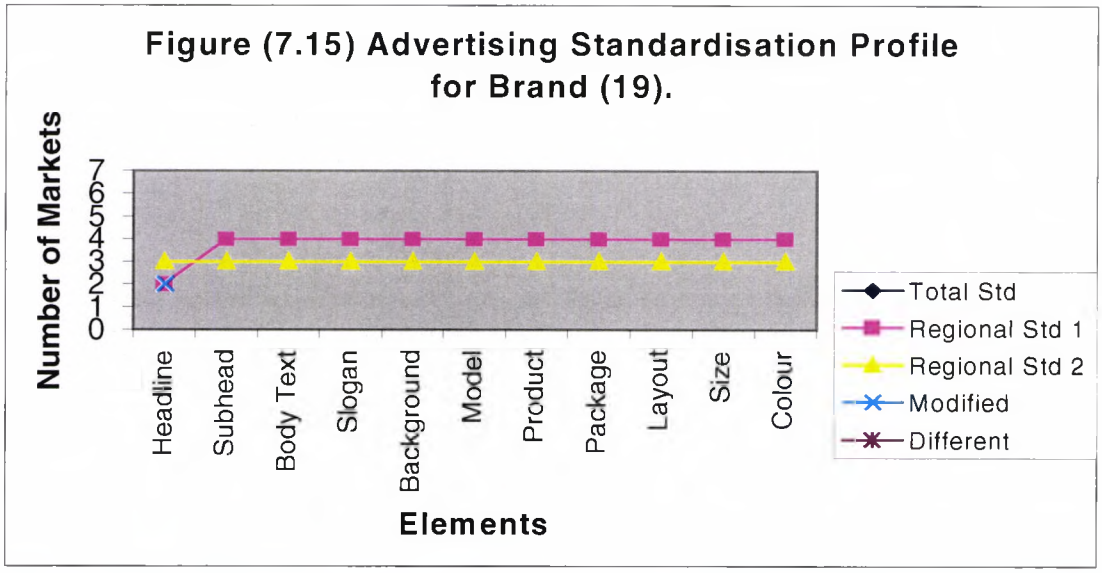
Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Fragrance	8	2	France

The Body Text, Slogan and all the visual elements of advertising were totally standardised in all the countries.

The Headline was totally standardised in only two countries: Saudi Arabia and Lebanon, two countries that share the same language, Arabic. For the other six European countries, the Headline of the advertisement was translated into the national language of each country.

The Subhead was regionally standardised in two groups, and partially modified for the rest. The first group consists of three European countries: UK, France and Greece. The second group consists of two Arabic countries: Saudi Arabia and Lebanon. The Subhead for the remaining three European countries was translated to the national language of each country.

Brand 19



Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Fragrance	7	3	Italy

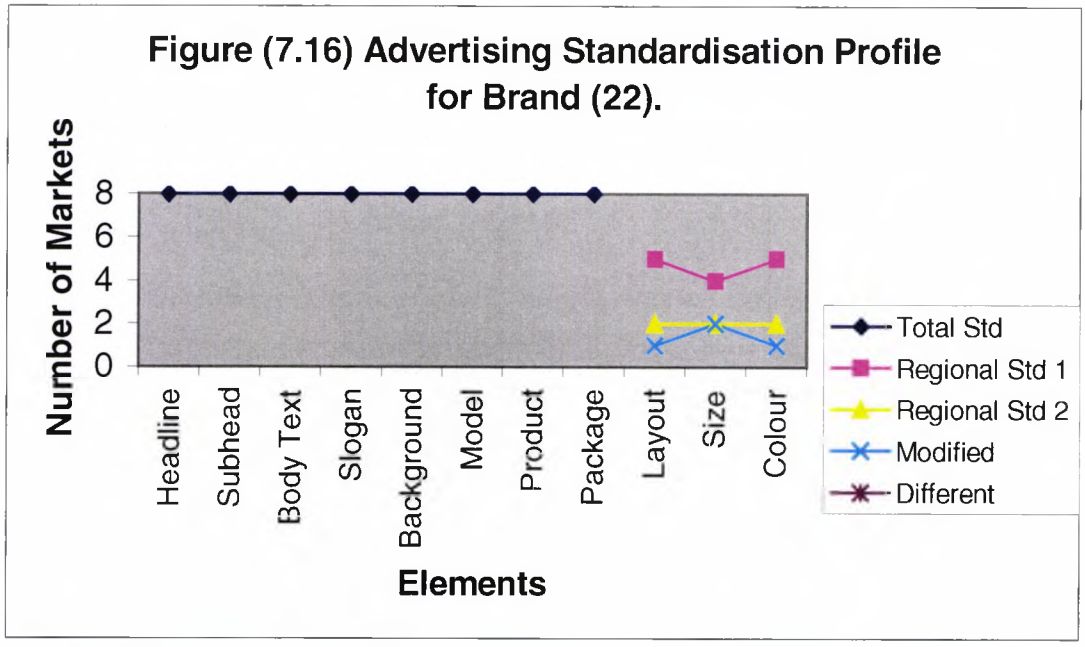
Brand number 19 was advertised in seven countries, three of which are Arabic. With exception to the Headline, all the other elements of advertising were regionally standardised in two groups of countries.

The first group consists of four European countries: UK, France, Germany and Greece. All the elements, with exception to the Headline, were totally standardised among the countries of this group.

The element Headline was regionally standardised in two European countries: UK and Greece, while it is partially modified for France and Germany.

The second group of countries consists of the three Arabic countries. All the executional elements were totally standardised among the countries of this group.

Brand 22



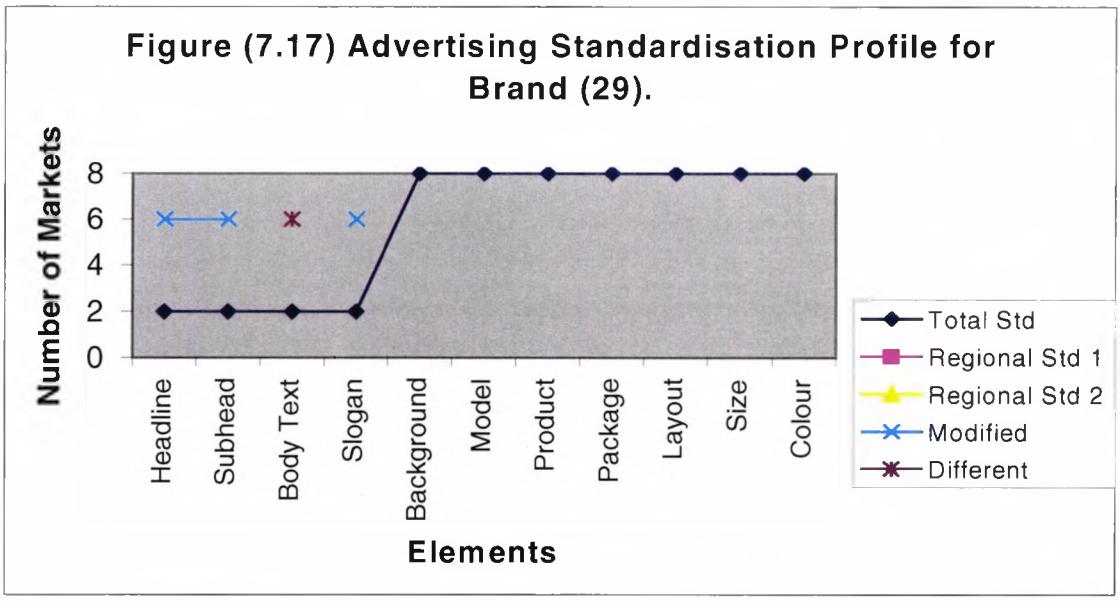
Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Fragrance	8	2	France

With exception to the Layout, Size and Colour of advertisement, all the other executional elements were totally standardised in all countries.

The Layout of the advertisement was regionally standardised in two groups of countries, while it is partially modified in one country. The first group of countries consists of five European countries: UK, France, Germany, Spain and Italy. The second group consists of two Arabic countries: Saudi Arabia and Lebanon. For Greece, this element was partially modified from the other countries.

The Colour of the advertisement was regionally standardised in two groups of countries, while it is partially modified in one country. The first group of countries consists of five European countries: France, Germany, Spain, Italy and Greece. The second group consists of two Arabic countries: Saudi Arabia and Lebanon. For the UK, this element was partially modified from the other countries.

The Size of the advertisement was regionally standardised in two groups of countries, while it is partially modified in two countries. The first group of countries consists of four European countries: France, Germany, Spain and Italy. The second group consists of two Arabic countries: Saudi Arabia and Lebanon. For the UK and Greece, this element was partially modified from the other European countries.



Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Cosmetics	8	3	France

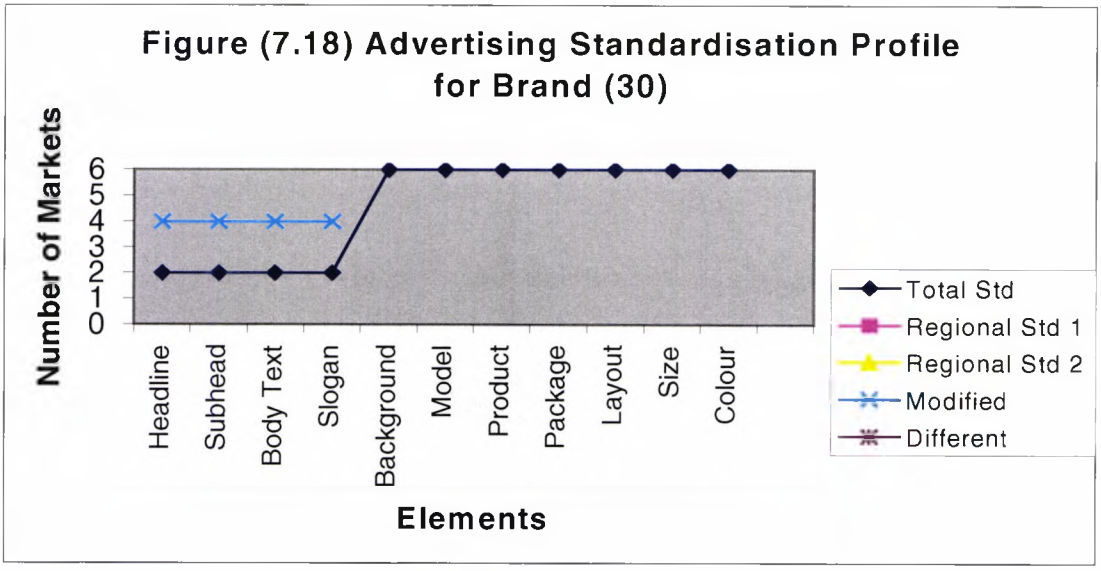
Brand 29 was advertised in eight countries, of which three were Arab countries. The visual elements of the advertisements were totally standardised in all countries.

The Headline and Subhead were totally standardised in only two countries: UAE and Saudi Arabia, while they were translated for six countries: UK, France, Germany, Spain, Greece and Lebanon. The Body Text was totally standardised for two countries: UAE and Saudi Arabia, while it was completely different for six countries: UK, France, Germany, Spain, Greece and Lebanon.

The Slogan was again totally standardised for two countries: UAE and Saudi Arabia, while it was partially modified for Six countries: UK, France, Germany Spain, Greece and Lebanon.

It is interesting to note here that none of the elements of the advertisements were totally standardised between Lebanon and the rest of the Arab countries.

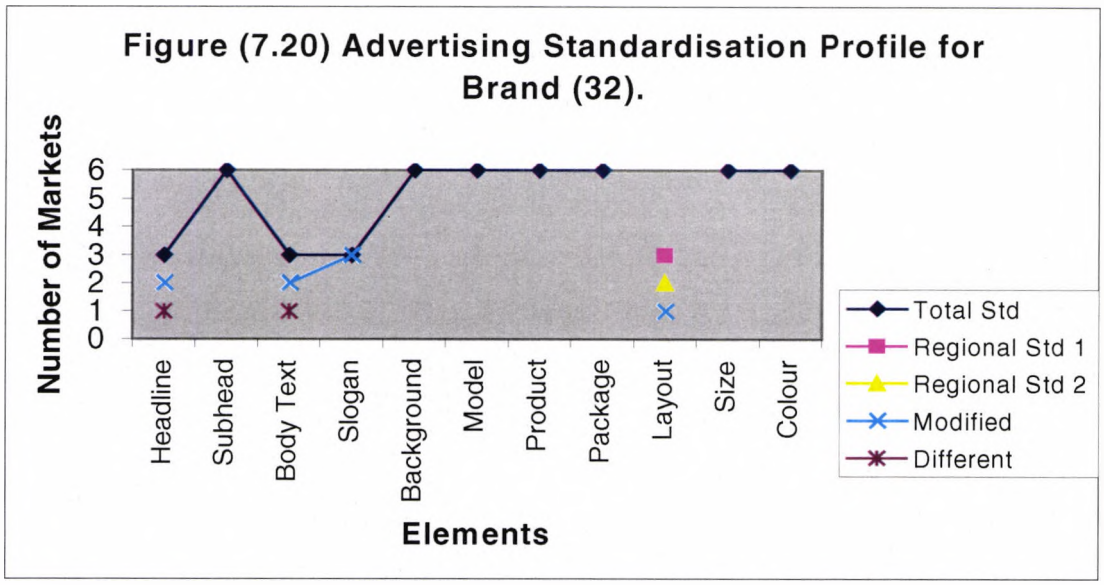
Brand 30



Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Cosmetics	6	2	France

All the visual elements of advertising were totally standardised in all the six countries. The text elements: Headline, Subhead, Body Text and Slogan were totally standardised for two countries only UAE and Saudi Arabia, While they were translated in the remaining four countries: UK, Spain, Italy and Greece.

Brand 32



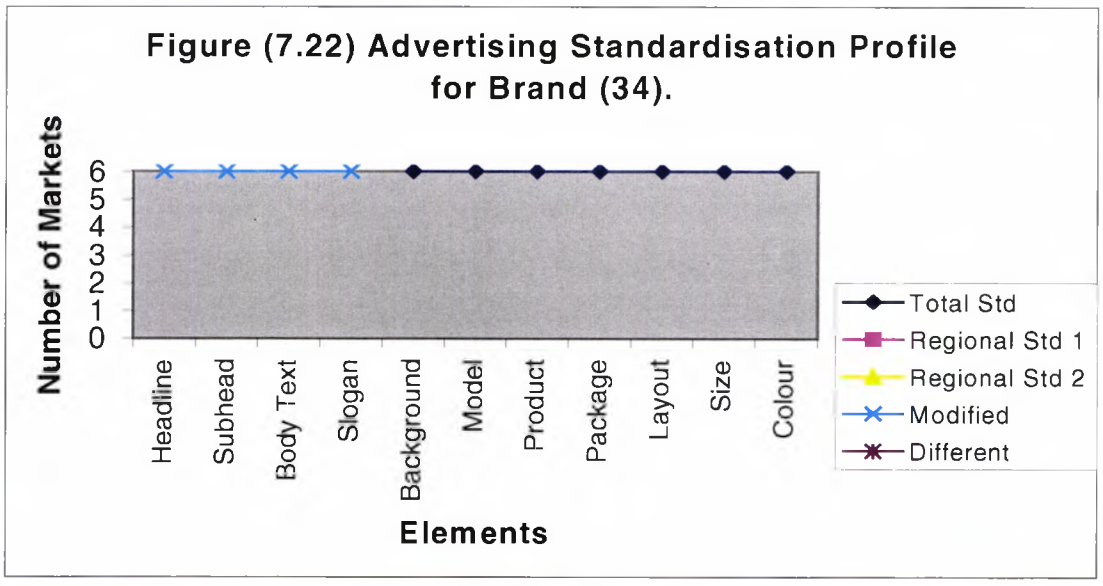
Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Cosmetics	6	3	France

The Subhead and all the visual elements were standardised in all countries, with exception to the Layout, which was regionally standardised for two groups of countries, and partially modified for the UK. The first group consists of France and Spain, while the second group consisted of the three Arabic countries.

The Headline and Body Text were totally standardised in only three countries: UAE, Saudi Arabia and Lebanon, while they were partially modified for France and Spain, and completely different for the UK.

The Slogan was totally standardised for three countries: UAE, Saudi Arabia and Lebanon, while it was partially modified for the UK, France and Spain.

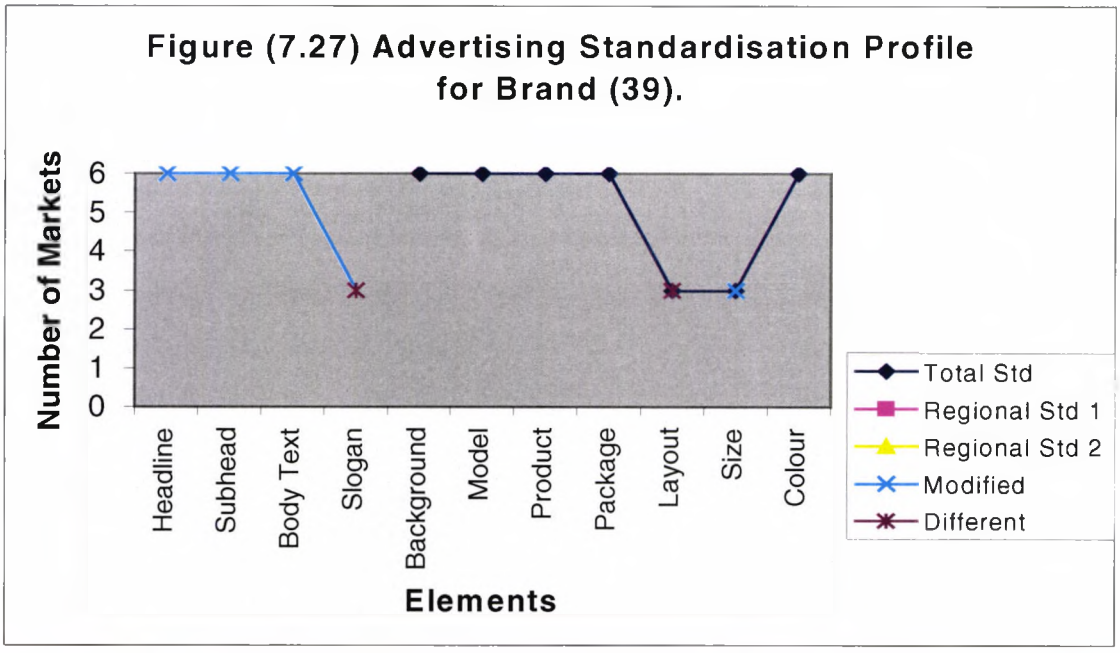
Brand 34



Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Cosmetics	6	2	US

For brand 34, the visual elements of the advertisement were totally standardised for all six countries, while the Text elements were translated for the national language of each country. The Text elements were also partially modified for the Arab countries.

Brand 39



Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Cosmetics	6	0	US

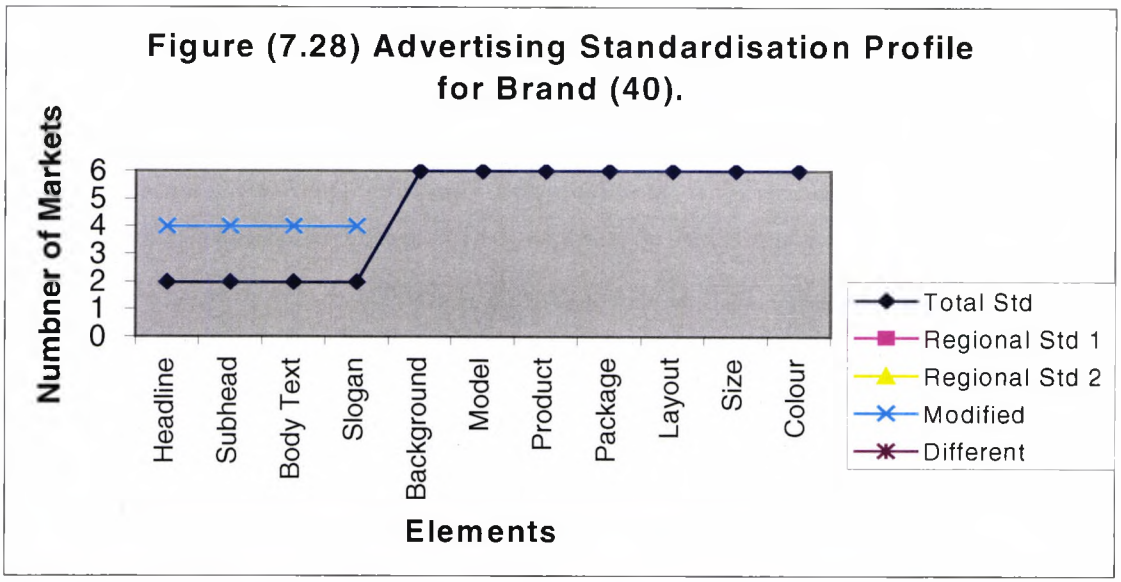
The Headline, Subhead and Body Text were all translated for the national language of each country. The Slogan was translated for three countries: Germany, Spain and Greece, while it was completely different for three other countries: UK, France and Italy.

The Background, Model, Product, Package and Colour of advertisement were totally standardised in all countries.

The Layout of the advertisement was totally standardised for three countries: Germany, Spain and Greece, while it was completely different for the UK, France and Italy.

The Size of the advertisement was totally standardised in three countries: UK, Spain and Greece, while it was partially modified for the UK, France and Italy.

Brands 40 and 41



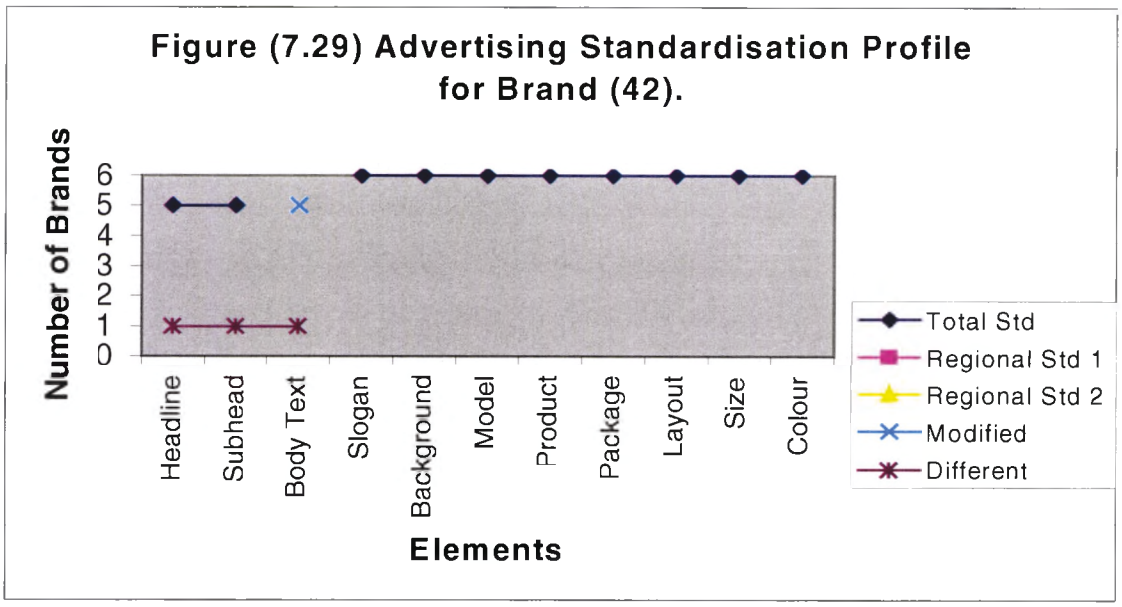
Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Watches / Jewellery	6	2	Swiss

The Text elements of the advertisement were totally standardised for two Arabic countries, Saudi Arabia and UAE, while they were translated to the national language of each of the four European countries: UK, France, Germany and Italy.

The visual elements of the advertisement were all totally standardised in all countries.

Brands 40 and 41 were two brands of watches from the same company, one for men and the other for ladies.

Brand 42



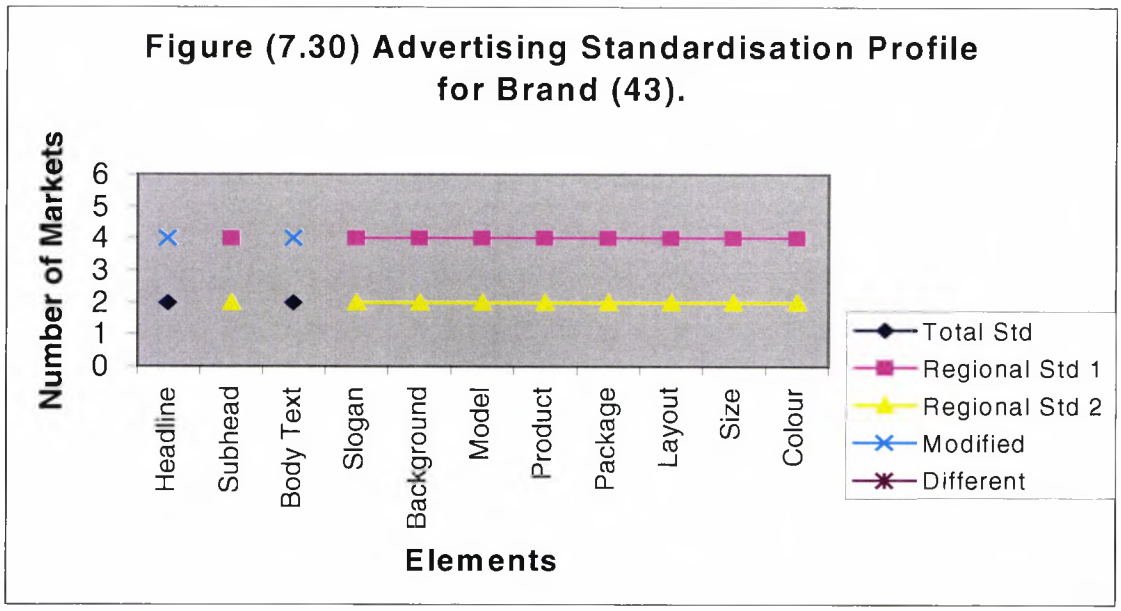
Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Watches / Jewellery	6	1	France

The Headline and Subhead were totally standardised in five European countries: UK, France, Germany, Spain and Greece, while they were completely different for the UAE.

The Body Text was translated in the five European countries, while it was different for the UAE.

The Slogan and all the visual elements of advertising were totally standardised in all countries.

Brand 43



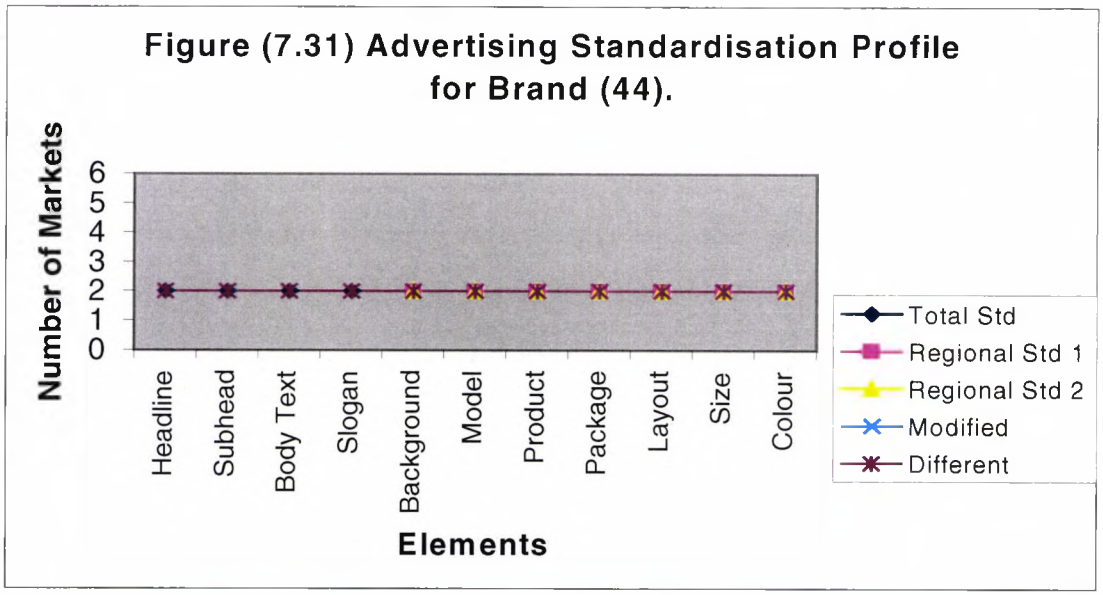
Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Watches / Jewellery	6	2	Swiss

The Headline and Body Text were totally standardised in the two Arabic countries only, while they were translated in the remaining four European countries: UK, France, Germany and Italy.

The Subhead, Slogan and all the visual elements of advertising were regionally standardised in two groups of countries. The first group consists of the four European countries: UK, France, Germany and Italy. The second group consists of the two Arabic countries: Saudi Arabia and UAE.

The elements employed for the Arabic group were completely different from those used for the European group of countries.

Brand 44



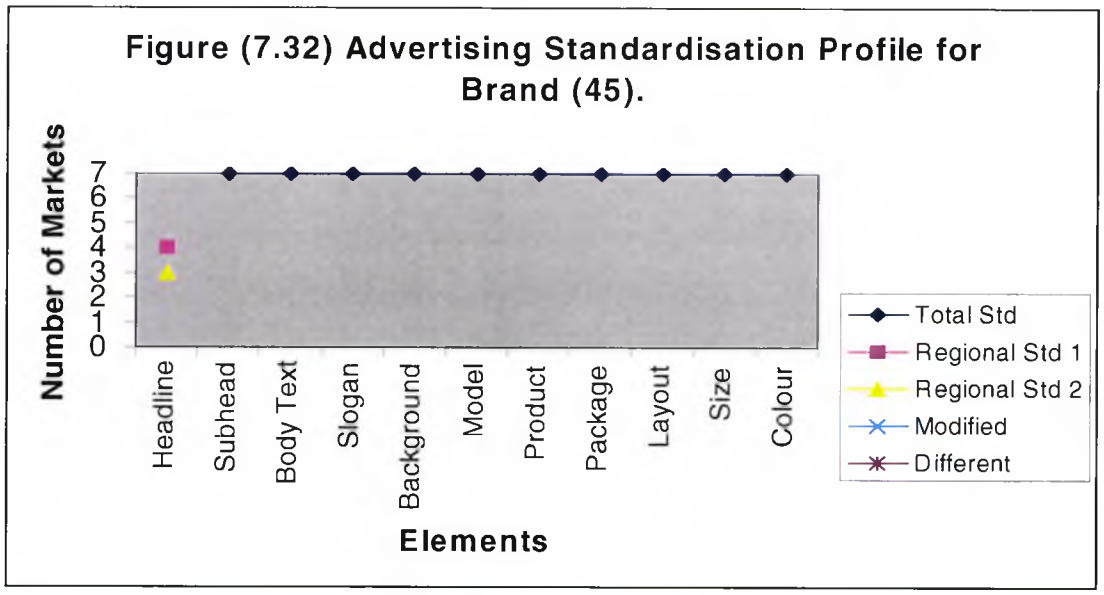
Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Watches / Jewellery	6	3	Swiss

The Text elements of advertising were totally standardised in two Arabic countries only: Saudi Arabia and UAE, while they were partially modified for France and Germany – elements were translated between these two countries, and were completely different for the UK and Lebanon.

The visual elements of advertising were regionally standardised in two groups of countries, while they were completely different for the UK and Lebanon. The first group consists of France and Germany, while the second group consists of Saudi Arabia and UAE.

This brand is the second example of the few cases where the elements employed for Lebanon were different from those employed for Saudi Arabia and UAE.

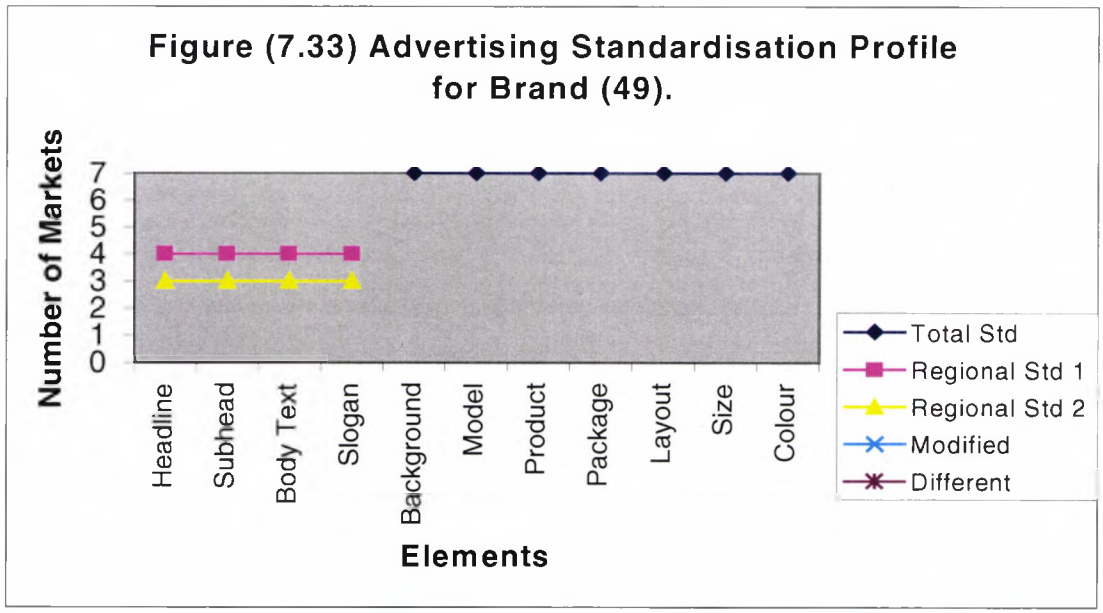
Brand 45



Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Watches / Jewellery	7	3	France

The Headline for this brand was regionally standardised for two groups of countries. The first group consists of four European countries: UK, France, Germany and Spain, while the second group consists of the three Arabic countries.

All other elements of advertising were totally standardised for all countries.



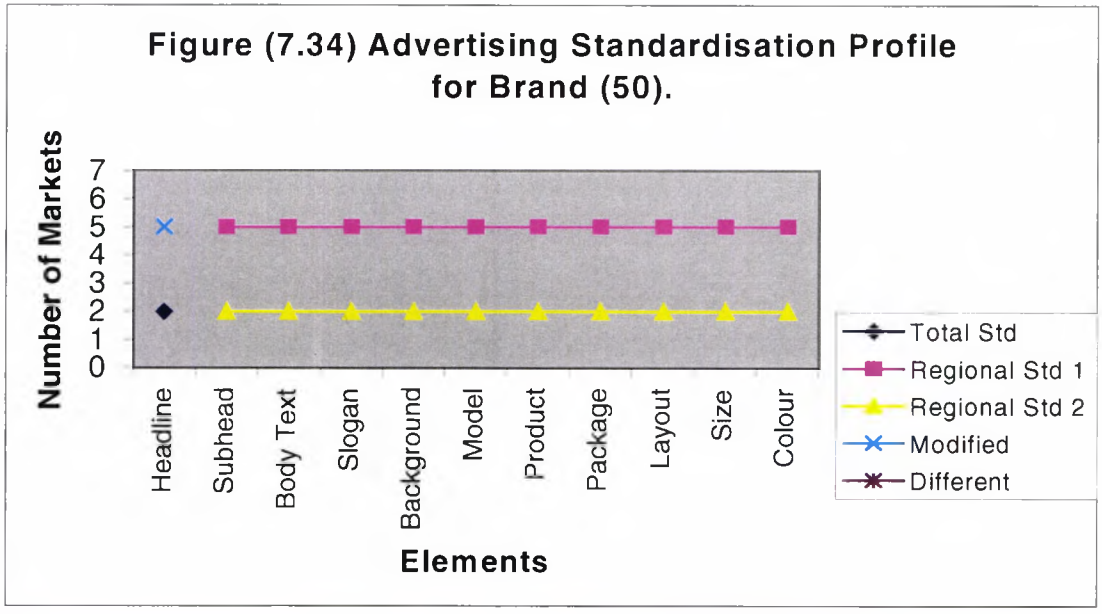
Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Watches / Jewellery	7	3	France

The Text elements of advertising were regionally standardised in two groups of countries. The first group consists of the UK, France, Italy and Greece, while the second group consists of Saudi Arabia and UAE.

The Headline and Subhead used for the Arabic group of countries were partial modification form the European group, while the Slogan was completely different.

All the visual elements of advertising were totally standardised for all countries.

Brand 50



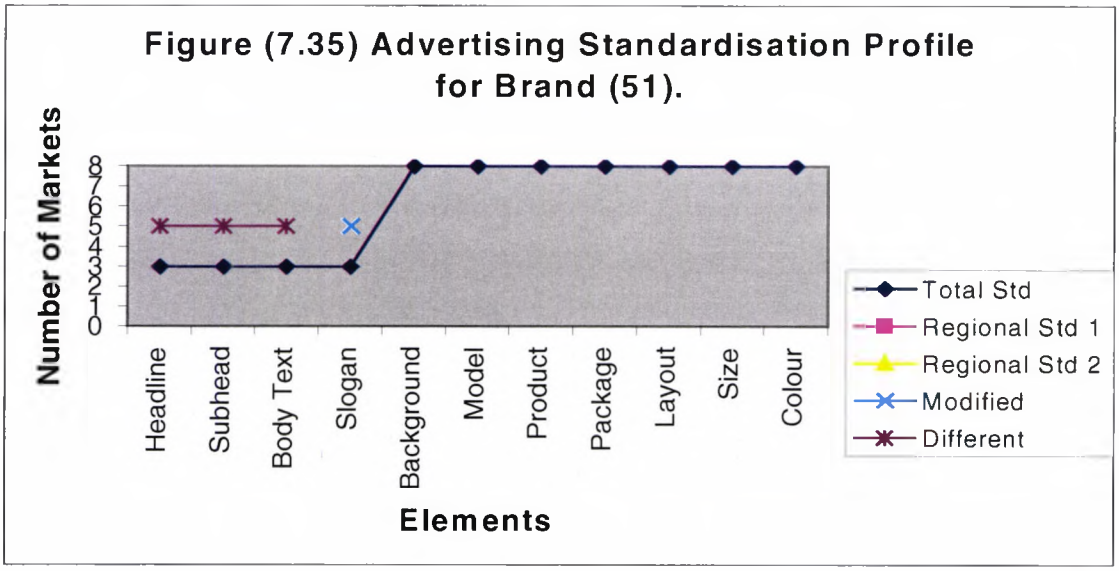
Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Watches / Jewellery	7	2	US

The Headline was totally standardised in the two Arabic countries, while it was partially modified for the five European countries: UK, France, Germany, Spain and Italy.

All the other elements were regionally standardised in two groups of countries. The first group consists of the five European countries, while the second group consists of the two Arabic countries.

The elements employed for the Arabic group are completely different from those employed for the European group.

Brand 51



Product Category	Total Number of Countries	Number of Arabic Countries	Country of Origin of MNC
Watches / Jewellery	8	3	US

The Headline, Subhead and Body Text were totally standardised for the three Arabic countries only, while they were completely different for each of the five European countries: UK, France, Germany, Spain and Italy.

The Slogan was totally standardised for the three Arabic countries, while it was translated for each of the five European countries.

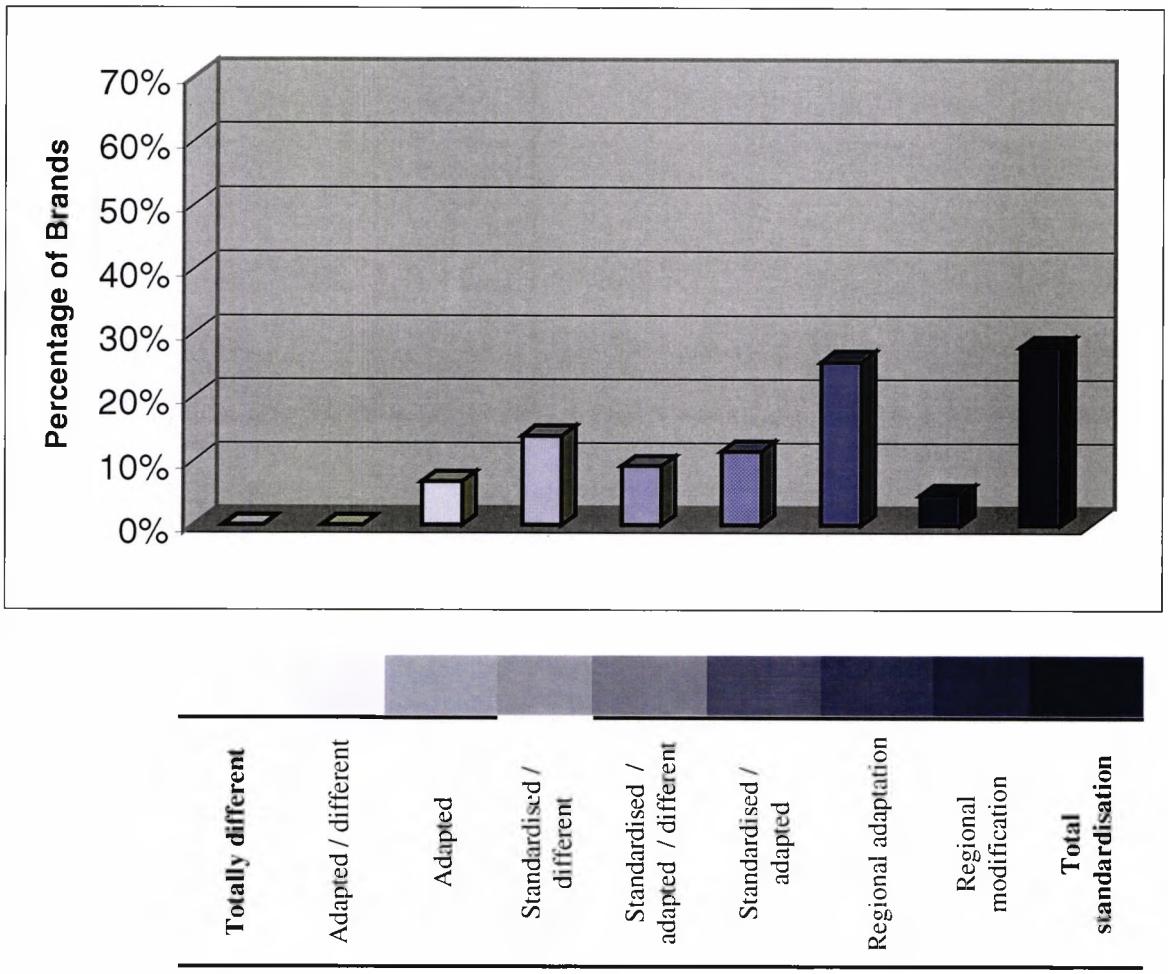
All the visual elements of advertising were totally standardised in all countries.

Appendix (5)

In Chapter Eight we have presented the analysis of a number of selected elements of advertising. This Appendix contains the analysis of the remaining elements

Subhead

Figure (8.3) Distribution of Brands across Categories for the Element Subhead.



For the element Subhead in Table (8.1), the first column shows the percentage of brands that belong to each category. From the first row, we can see that 27.9% of the brands have used a standardised Subhead in all countries (see also Figure 8.3).

The remaining columns in the table show further information. For instance, the second column for the element Subhead shows the percentage of these (27.9% that used a standardised Subhead), that also used a standardised Headline. From the first row of the table, under the heading *Same as Head*, we can see that three-quarters (75.0%) of the brands that used a standardised Subhead in all the countries have also used a standardised Headline in all the countries. Brands 5, 9 10 and 11 are examples of brands that belong to this category.

This finding suggests that, according to MNCs, in the majority of cases, when the Headline of an advertisement is standardised in all countries the Subhead could also be standardised in all countries too.

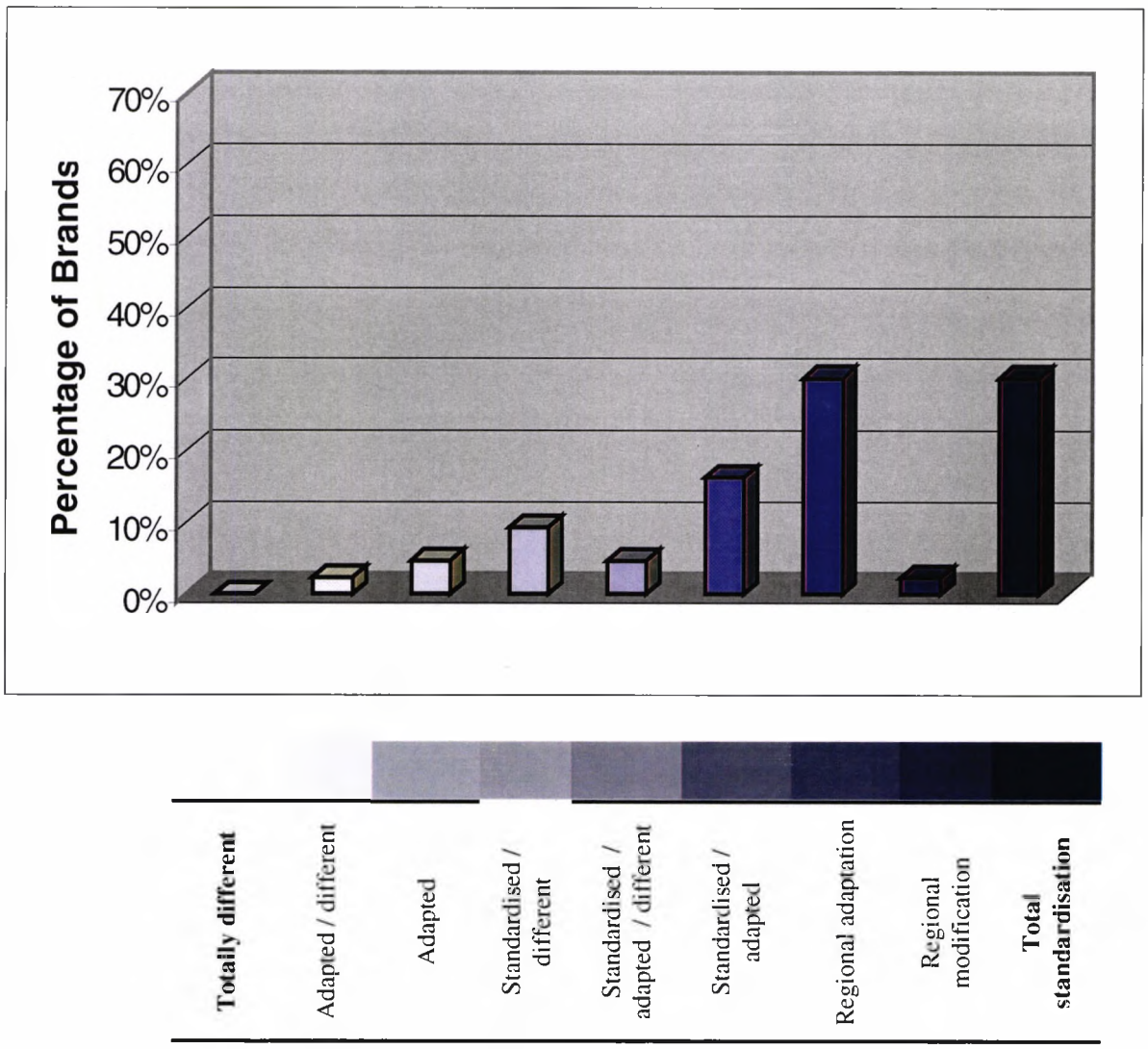
Only 4.7% of the brands have employed regional-modification for the Subhead, while 25.6% of the brands have employed regional-adaptation. Furthermore, almost three-quarters (72.7%) of the brands that used a regional–adaptation for the Subhead have also used the same method for the element Headline, as shown under the heading *Same as Headline*.

The first three rows of the table show that at least a total of 59.2% of the brands have employed either a total or a regional standardisation of the element Subhead in *all* the markets analysed.

From the last three rows of Table (8.1) we see that only 7.0% of the brands have *not* attempted to standardise the Subhead in *any* of the countries analysed. Brands 15, 34 and 39 are examples of brands that belong to this category. None of these brands have used the same subhead in two countries or more.

Slogan

Figure (8.5) Distribution of Brands across Categories for the Element Slogan.



From the first column of the element headline, we see that 30.2% of the brands have used a standardised slogan in all the countries. More than half (53.9%) of these have followed a similar policy for the Headline and subhead, and more than three-quarters (76.9%) have followed the same policy for the body text. Among text elements, Slogan is the most standardised element in *all* countries (Table 8.1 and Figure 8.5).

In total, 32.5% of the brands have followed a policy of regional standardisation of some sort for the element Slogan. Of these, only 2.3% have employed regional-modification, while, 30.2% of the brands have employed regional-adaptation. Of the brands that followed a regional-adaptation policy for the slogan, 61.6%, 84.6% and 76.9% have followed the same policy for the Headline, subhead and body text, respectively.

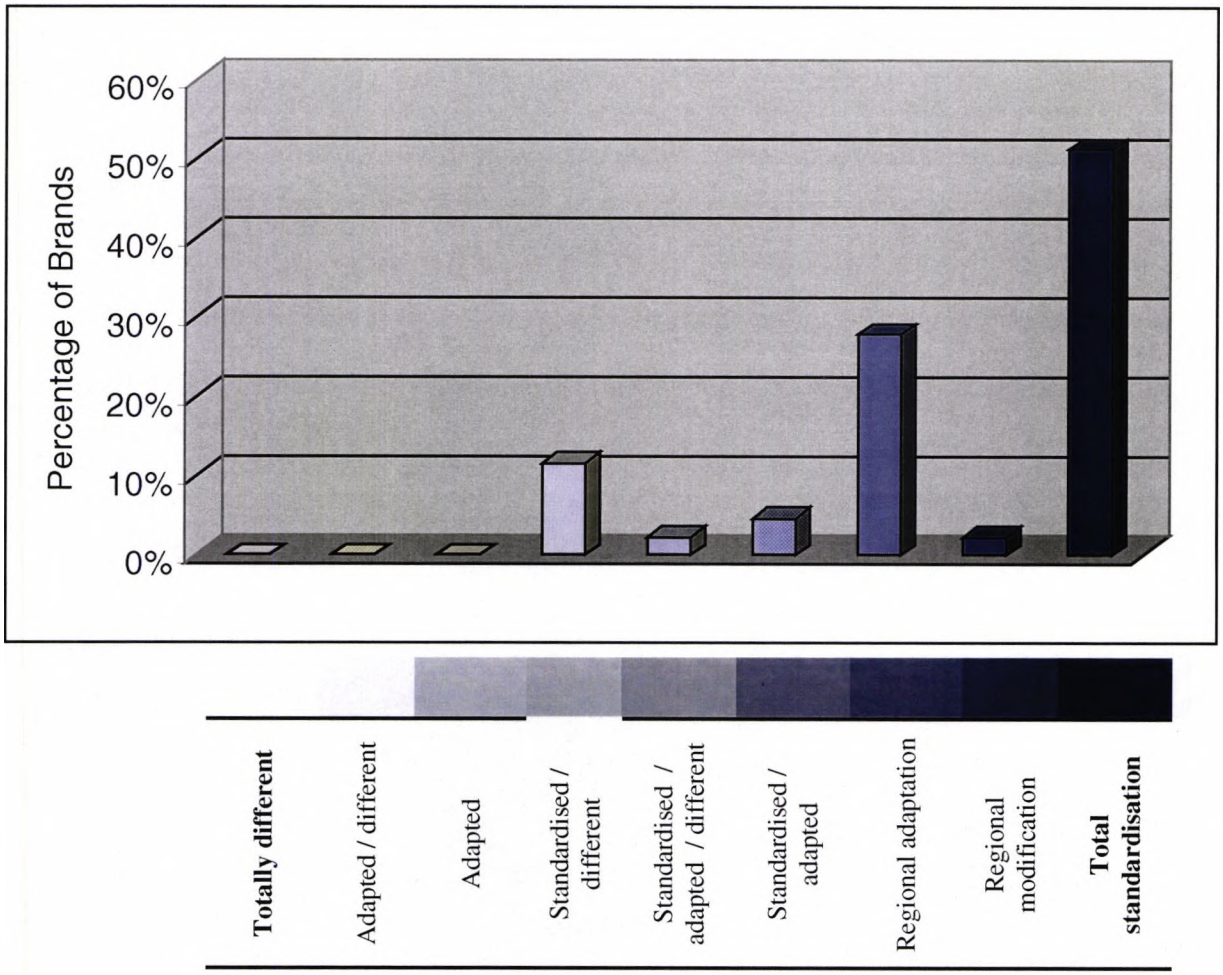
From the first three rows, we can see that at least 62.7% of the brands have employed either a total or a regional standardisation of the element Slogan in *all* the markets analysed.

From the last three rows, we see that only 7.0% of the brands have *not* used standardised Slogans in their advertisements in *any* of the countries.

The second column for the element Slogan, under the heading *Same as Subhead*, shows that 53.9% of the brands that used a standardised Slogan in all countries have also used a standardised Subhead in all countries. The third column of the element slogan, under the heading *Same as Body Text* shows that 76.9% of the brands that used a standardised Slogan in all countries have also used a standardised Body text in all countries.

Product

Figure (8.8) Distribution of Brands across Categories for the Element Product.



More than half of the brands (51.2%) has standardised the way the product is portrayed in all the countries. Almost all of these (95.5%) have also followed the same policy for the elements Background and Model (Table 8.1 and Figure 8.8).

More than one-quarter (27.9%) of the brands have employed regional-adaptation for the element Product. Of these, 91.7% and 83.3% of the brands have also followed the same policy for the elements Background and Model, respectively.

Only 2.3% of the brands have followed a policy of regional-modification for the element Product.

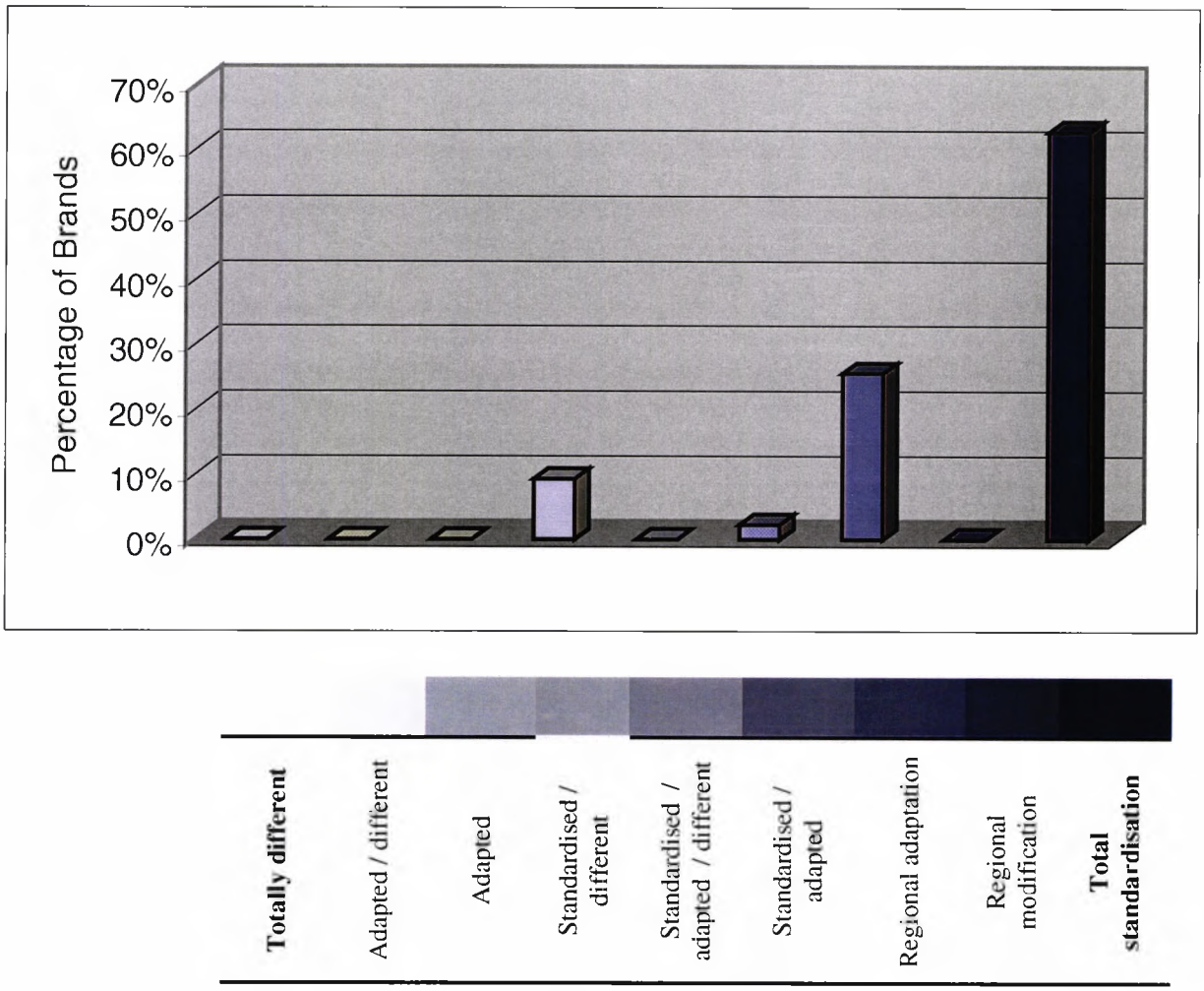
From the first three rows, we see that at least 81.4% of the brands have employed either a total or a regional standardisation of the element Product in *all* the markets analysed.

Similar to the elements Background and Model, *none* of the brands have *not* attempted to standardise the Product portrayal in their advertisements in *any* of the countries.

These results further suggest that the element Product is also highly correlated to the elements Background and Model.

Package

Figure (8.9) Distribution of Brands across Categories for the Element Package.



This is the most standardised element in *all* countries. Almost two-thirds (62.8%) of the brands have standardised the way the Package is portrayed in all the countries. Of these, 96.3%, 92.6%, and 81.5% of the brands have also followed the same policy for the elements Background, Model and Product, respectively (Table 8.1 and Figure 8.9).

More than one-quarter (25.6%) of the brands have employed regional-adaptation for the element Package. All of these brands have followed the same policy for the

elements Background and Product, while 90.9% have followed the same policy for the element Model.

From the first three rows, we see that at least 88.4% of the brands have employed either a total or a regional standardisation of the element Package in *all* the markets analysed.

Similar to the elements Background, Model and Product, *none* of the brands have *not* attempted to standardise the Packaging portrayal in their advertisements in *any* of the countries.

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