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INTERNATIONAL ADVERTISING
COMMUNICATING ACROSS CULTURES

BARBARA MUELLER

世界财经与管理教材大系

东北财经大学出版社

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出版者的话

但凡成事，均缘于势。得势则事成，失势则事不顺。顺势而行，如顺水行舟；借势而动，如假梯登高；造势而为，如太空揽月。治学、从政、经商、置业，均不可一日失势。势者，长处、趋势也。

今日中国，是开放的中国；当今世界，是开放的世界。改革开放，大势所趋，势不可挡。经济开放、文化开放、政治开放，世界需要一个开放的中国，中国更要融入开放的世界。借鉴国际惯例，学习他人之长，已经到了不可不为之时。

借鉴国际惯例，学习他人之长，已属老生常谈，但学什么、如何学、以何为蓝本为众多志士仁人所关注。可喜的是，由赤诚图文信息有限公司精心策划，ITP、McGraw-Hill 及 Simon & Schuster 等国际出版公司特别授权，东北财经大学出版社荣誉出版的“世界财经与管理教材大系”现已隆重面世！她以“紧扣三个面向，精选五大系列，奉献百部名著，造就亿万英才”的博大胸襟和恢弘气势，囊括经济学、管理学、财务与会计学、市场营销学、商务与法律等财经、管理类主干学科，并根据大学教育、研究生教育、工商管理硕士（MBA）和经理人员培训项目（ETP）等不同层次的需要，相应遴选了具有针对性的教材，可谓体系完整，蔚为大观。所选图书多为哈佛、斯坦福、麻省理工、伦敦商学院、埃维商学院等世界一流名校的顶尖教授、权威学者的经典之作，在西方发达国家备受推崇，被广为采用，经久不衰，大有“洛阳纸贵”之势。

借鉴国际惯例，毕竟只是因势而动；推出国粹精品，才是造势而为。在借鉴与学习的同时，更重要的是弘扬民族精神，创建民族文化。“民族的，才是国际的”。我们提倡学他人之长，但更希望立自己之势。

势缘何物，势乃人为。识人、用人、育人、成人，乃人本之真谛。育人才、成能人，则可造大势。育人、成人之根本在教育，教育之要件在教材，教材之基础在出版。换言之，人本之基础在书本。

凡事均需讲效益，所谓成事，亦即有效。高效可造宏基，无效难以为继，此乃事物发展之规律。基于此，我们崇尚出好书、出人才、出效益！

东北财经大学出版社

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International Advertising

Communicating Across Cultures

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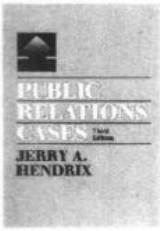

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Preface

INTERNATIONAL ADVERTISING: COMMUNICATING ACROSS CULTURES serves four purposes. First, it is an appropriate textbook for undergraduate and graduate students in specialized courses dealing with international advertising or marketing. Second, it is an effective supplemental text for introductory advertising, marketing, or mass communications courses, in that it provides expanded coverage of the international dimension to the curriculum. Third, it should also prove useful to practitioners of international advertising—be they on the client side or within the advertising agency. Finally, researchers of international advertising and marketing will find it a valuable resource.

This book introduces the student, practitioner, and researcher to the challenges and difficulties in developing and implementing communications programs for foreign markets. While advertising is the major focus, the author recognizes that an integrated marketing communications approach is critical to competing successfully in the international setting. In order to communicate effectively with audiences around the globe, marketers must coordinate not only advertising, direct marketing, sales promotions, personal selling, and public relations efforts but the other aspects of the marketing mix as well. Therefore, the basics of international marketing are briefly reviewed in the first several chapters of this text. The remainder of the book explores international advertising.

Every attempt has been made to provide a balance of theoretical and practical perspectives. For example, the issues of centralization versus decentralization and standardization versus localization or specialization are addressed as they apply to the organization of international advertising programs, development and execution of creative strategy, media planning and buying, and advertising research. Readers will find that these are not black-and-white issues. Instead, they can be viewed as a continuum. Some marketing and advertising decisions can be centralized while others may be decentralized. Similarly, depending on the product to be advertised and the target audience to be communicated with, some elements of the marketing and advertising mix may be standardized while others will be specialized.

This text comprises a total of eleven chapters. In Chapter 1 factors influencing the growth of international advertising are examined. Chapter 2 highlights the role that product, price, distribution, and promotion play in selling abroad. Domestic advertising and international advertising differ not so much in concept as in environment; the international marketing and advertising environment is outlined in Chapter 3. Chapter 4 is devoted to developing a sensitivity to the various cultural factors that impact international marketing efforts. Chapter 5 addresses the coordination and control of international advertising. Chapter 6 deals with creative strategies and executions for foreign audiences. Chapters 7–9 explore media decisions in the global marketplace, international advertising research and methods for obtaining the information necessary for making international advertising decisions, and, finally, regulatory considerations. Chapter 10 focuses on the social responsibility of international advertising agencies and multinational corporations in foreign markets. While this text is not intended to provide a country-by-country analysis of the global marketplace (a futile effort, given how quickly our world changes), several marketing frontiers are highlighted in Chapter 11: the European Union, the new Commonwealth of Independent States, China and the Pacific Rim, and Latin America.

I am indebted to a great many individuals for the successful completion of this project. Dozens of advertisements, charts, diagrams, and tables were employed to illustrate various points in this text. Inclusion of these materials would not have been possible without the permission granted by advertisers, their agencies, various publications, and other advertising-related organizations. A number of colleagues provided detailed reviews of several versions of this manuscript. The author wishes to thank the reviewers for their invaluable comments and ideas: Tom Duncan, University of Colorado at Boulder; Katherine Frith, Pennsylvania State University; Hower Hsia, Texas Technical University (retired); Wei-Na Lee, University of Texas at Austin; Yorgo Pasedeos, University of Alabama; Jyotika Ramaprasad, Southern Illinois University; and Fred Zandpour, California State University at Fullerton. In addition, I would like to acknowledge the folks at Wadsworth Publishing for supporting the idea of a textbook on international advertising. In particular, my appreciation goes to Kris Clerkin for encouraging me to begin this project, and to Todd Armstrong, who saw it to completion. Thanks also go to Tom Briggs, who did a wonderful job editing the manuscript, and to Jerilyn Emori, who held my hand during the production process. On a personal note, I am grateful to my parents, Heinz and Johanna, who instilled in me an appreciation for education. Without my husband, Juergen, there would be no manuscript, for he gave me the confidence to write this book and stood by me through the several years it took to bring it to fruition.

Contents

CHAPTER 1

The Growth of International Business and Advertising

Two major phenomena are currently impacting consumers worldwide. The first is the extraordinary growth in the number of businesses operating internationally. Today, consumers around the world smoke Marlboro cigarettes and write with Bic pens, watch Sony television sets and drive Toyota autos. Shoppers can stop in for a McDonald's burger in Paris or Beijing, and German and Japanese citizens alike increasingly make their purchases with the American Express Card. The growth and expansion of firms operating internationally have led to the rise of the second phenomenon—the growth in international advertising. U.S. agencies are increasingly looking abroad for clients. At the same time, foreign agencies are rapidly expanding around the globe, even taking control of some of the most prestigious U.S. agencies. Advertising expertise is no longer an American monopoly. Madison Avenue faces stiff competition from London, Madrid, and Tokyo. This chapter outlines the growth of international business and advertising.

Growth of International Business

Historical Overview

Historically, the vastness of the U.S. marketplace offered sufficient opportunities for corporate expansion at home, and as a result, U.S. firms were not forced to look abroad. An additional deterrent was the sheer distance to foreign markets—with the exception of Canada and Mexico. Yet, during the late 1800s, a number of firms recognized the importance of foreign expansion, and by the early 1900s, firms such as Ford Motor, Singer, Gillette, National Cash Register, Otis, and Western Electric had commanding world market shares.

> Driving this first wave of modern globalization were rising production scale economies due to advancements in technology that outpaced the growth of the world economy. Product needs also became more homogenized in different countries as knowledge and industrialization diffused. Transport improved, first through the railroad and steamships and later in trucking. Communication became easier with the telegraph then the telephone. At the same time, trade barriers were either modest or overwhelmed by the advantages of the new large-scale firm.[1]

The trend to globalization slowed between 1920 and the late 1940s. These decades were marked by a world economic crisis as well as a second world war, which resulted in a period of strong nationalism. Countries attempted to salvage and strengthen their own economies by imposing high tariffs and quotas so as to keep out foreign goods and protect domestic employment. It was not until after the Second World War that the number of U.S. firms operating internationally again began to grow significantly. In 1950 U.S. foreign direct investment stood at $12 billion. By 1965 it had risen to $50 billion, and by the late 1970s to approximately $150 billion.[2] And in 1991 (the most recent year for which figures are available) foreign direct investment had swelled to over $450 billion.[3]

International tensions—whether in the form of cold war or open conflict—tend to discourage international marketing. However, since 1945, the world has been, for the most part, relatively peaceful. This, paired with the creation of the International Monetary Fund (IMF) and the General Agreement on Tariffs and Trade (GATT) at the close of World War II, facilitated the growth of international trade and investment. Indeed, during this period tariffs among the industrialized nations fell from about 40 percent in 1947 to roughly 5 percent in 1991. As a consequence, according to a 1994 *Fortune* magazine survey, the top 50 multinational companies alone generated almost $2.25 trillion in sales in 1993. The United States led all countries with 159 companies on the list; Japan ranked second (135 companies), and Britain

TABLE 1.1 The World's Twenty-five Biggest Companies by Industry, 1993 (in million $)

INDUSTRY	COMPANY	COUNTRY	SALES
Aerospace	Boeing	U.S.	$25,285
Apparel	Levi Strauss	U.S.	5,892
Beverages	PepsiCo	U.S.	25,021
Building materials	Saint-Gobain	France	12,630
Chemicals	Du Pont	U.S.	32,621
Computers	IBM	U.S.	62,716
Electronics	Hitachi	Japan	68,582
Food	Philip Morris	U.S.	50,621
Forest/paper goods	International Paper	U.S.	13,685
Industrial/farm equipment	Mitsubishi Heavy Industries	Japan	25,804
Jewelry/silverware	Citizen Watch	Japan	3,501
Metal products	Pechiney	France	11,127
Metals	IRI	Italy	50,488
Mining, crude oil production	Ruhrkohle	Germany	14,155
Motor vehicles	General Motors	U.S.	133,622
Petroleum refining	Exxon	U.S.	97,825
Pharmaceutical	Johnson & Johnson	U.S.	14,138
Publishing/printing	Bertelsmann	Germany	10,957
Rubber/plastic products	Bridgestone	Japan	14,377
Scientific and photo equipment	Eastman Kodak	U.S.	20,059
Soaps/cosmetics	Procter & Gamble	U.S.	30,433
Textiles	Toray Industries	Japan	8,196
Tobacco	RJR Nabisco	U.S.	15,104
Toys/sporting goods	Nintendo	Japan	4,500
Transportation equipment	Hyundai Heavy Industries	Japan	6,735

SOURCE: "Fortune's Global 500," *Fortune*, July 25, 1994, pp. 137–196.

third (41). As outlined in Table 1.1, U.S. firms are ranked No. 1 in 13 of the top 25 industries on the list.[4]

In addition to these large corporations, thousands of smaller U.S. firms are engaging in international marketing. Indeed, the majority of U.S. exporters have fewer than 100 employees. Southern Gold Honey Co., a small honey producer in Vidor, Texas, provides an excellent example. Almost overnight in 1985, the fifteen-year-old company's domestic market turned sour and sales tumbled due to imports of less expensive honey. When the firm realized it could no longer compete on U.S. soil, its owners looked overseas. Within four years sales quadrupled—due solely to major exports to the Middle East.[5]

International business continues to expand for other reasons as well. Corporations may look abroad for the very same reasons they seek to expand their markets at home. Where economies of scale are feasible, a large market is essential. However, if a single market is not large enough to absorb the entire output, a firm may look to other markets. If production equipment is not fully utilized in meeting the demands of one market, additional markets may be tapped. Seasonal fluctuations in demand in a particular market may also be evened out by sales in another. During economic downturns in one market, corporations may turn to new markets to absorb excess output. Firms may also find that a product's life cycle can be extended if the product is introduced in different markets—products already considered obsolete by one group may well be sold successfully to another. In addition to the reasons noted, significant changes in the United States and around the globe have helped fuel this phenomenal growth in international business.

Saturated Domestic Markets

The slowing U.S. population growth rate has directly impacted U.S. firms. Between 1970 and 1980, the number of households increased at a rate of 27 percent; however, between 1980 and 1990, the rate of increase slipped to little over 15 percent. Further, in 1960 the average household contained 3.3 persons; by the early 1990s that number had dropped to 2.63. And this downward trend in both size and growth rate is expected to continue. As a result, many firms must cultivate new markets if they are to continue to prosper. For example, Tambrands, with $700 million in sales worldwide, has led the U.S. feminine hygiene products market since 1936. While domestic sales of its products have been rising by less than 10 percent annually, the company's overseas sales are increasing at over 15 percent per year. Tambrands has built plants in China and the former Soviet Union to gain access to faster-growing markets. Sales in these two regions alone could more than double to $42 million by 1995.[6] Likewise, in 1984 Toys 'R' Us, anticipating the day when it would saturate its domestic market, began looking abroad. Today, the toy company has retail outlets in Canada, Europe, Hong Kong, Singapore, and, most recently, Japan. With more than $6 billion in annual sales, Japan is the world's No. 2 toy market after the United States.[7]

Higher Profit Margins in Foreign Markets

According to *Business Week*, "American manufacturers with factories or sales subsidiaries overseas are outperforming their domestic counterparts. A study of more than 1,500 companies reported that U.S. multinationals during the 1980s posted faster growth than domestics in 19 out of 20 major industry groups, and higher earnings in 17."[8] The typical U.S. industrial