



UNC
WORLD VIEW

NC GLOBAL DISTINCTION

Robin Ashley, Pitt Community College

Region: Asia

Course: MKT 120 Principles of Marketing

Description of Course: This course introduces principles and problems of marketing goods and services. Topics include promotion, placement, and pricing strategies for products. Upon completion, students should be able to apply marketing principles in organizational decision making.

Global Learning Outcomes:

1. Understand the cultural values, societal norms, demographics, legal regulations, and economic trends (otherwise known as the business external environment) that have an impact on marketing efforts.
2. Become aware of the similarities and differences in the business environments of world regions.
3. Understand the dimensions of culture and how that impacts consumer behavior and marketing decisions.
4. Analyze advertising to determine how business environments and culture impacted marketer's creative decisions.

Description of module: Students will learn about the external business environment (cultural values, societal norms, demographics, legal regulations, and economic trends) and the cultural dimension of the United States and China. They will use this information to analyze the marketing of a Chinese company to determine what factors influenced the marketer's decision making. They will also analyze the decisions of the global company Lenovo based on the external environment and cultural dimensions.

Global Activity 1: External Environment Analysis

Objectives

Students will identify and explain the cultural values, societal norms, demographics, legal regulations, and economic trends that impact marketing. They will be able to describe how the business environments are similar and different between different countries or regions.

Procedures

This activity will take place at the beginning of the semester during the unit on strategic planning and the global environment. The lecture on this unit explains the strategic planning process and how the internal and external environments of a business shape its decisions. The lecture will include a focus on the external environments of the United States and Asia. It will start with a matching worksheet to see how much students already know about the regions. This will introduce how they are similar and different.

Follow-up & Assessment

Students will have a quiz on the material after the unit. The quiz will focus on the information covered to reinforce the fact. The quiz will also have a question to allow students to reflect on their initial knowledge about the regions and how their perceptions have changed after the lecture.

Resources

- Text book chapter(s) covering the External Environment
- External Environment Research –documentation on the cultural values, societal norms, demographics, legal regulations, and economic trends for the regions. (Country Profiles)
- Article: An analysis of product category restrictions in advertising in four major East Asian markets, International Marketing Review; London <https://libpro.pittcc.edu/login?url=https://search-proquest-com.libpro.pittcc.edu/docview/224344190?accountid=13209>
 - Unique challenges for foreign advertisers exist due to legal, political, economic, cultural, and religious factors in these markets. Social constraints, relationships, cultural values, and trust influence what is allowed in advertising (Chen, 1998; Frith, 1996).
 - One specific problem for foreign advertisers in East Asian markets is the presence of restrictions on advertising products in "sensitive categories", including those that may pose a risk to the public health if abused (e.g. alcohol, tobacco) and those that are related to personal hygiene or birth control (e.g. feminine hygiene products, undergarments, condoms). Religion and social values concerning modesty and the offensive nature of some products make it difficult to promote some socially sensitive products through certain media or during certain time periods in some countries (Boddewyn and Kunz, 1991). Notably, these restrictions and the underlying logic behind them can vary significantly from country to country, even within East Asia, creating difficulties for advertisers who need to adapt to the regulations.
 - While China is gradually attempting a move toward freer markets, progress has been slow and many aspects of socialism persist. This might suggest a highly regulated environment. Traditional values are also strong in Chinese culture, suggesting that advertising that offends longstanding cultural sensibilities is unlikely to be tolerated. While there are few dogmatic religious groups in China, the government's monopoly on media and tradition of censorship would, on the whole, suggest tight regulation of advertising in general.
 - The article continues with specific regulations of cigarettes, alcohol, pharmaceuticals and personal care products.

Global Activity 2: Cultural Dimensions Impact on Behavior

Objectives

Students will understand the dimensions of culture and how that impacts consumer behavior and marketing decisions. They will be able to describe how the cultures of the countries are similar and different.

Procedures

This will take place during the chapter on Consumer Behavior where students learn how culture, among other things, shapes buying decisions. Spend some time covering Hofstede's Six Cultural Dimensions, then show the Country Comparison chart with the countries of your choice. The website gives good information about the implications of these numbers. Another resource that can be used to describe the differences in culture is The Country Mapping Tool based on Erin Meyer's book *The Culture Map*. A few links are listed in the Resources section below that will explain the dimensions of this tool. The final aspect of cultural differences comes from analytic versus holistic thinking. A great introduction to this section of the lecture comes from the first paragraph of the introduction of "Geography of Thought" by Richard E. Nisbett (linked in Resources). Use the HBR article to summarize Nisbett's study about how culture has shaped the thinking patterns of East Asians and Americans. The visuals used in the article will be good to start a conversation about how advertisements may differ between the two cultures.

Follow-up & Assessment

Students will do a written assignment based on a self-assessment in The Culture Map. The site <https://hbr.org/web/assessment/2014/08/whats-your-cultural-profile> has a 25-question self-assessment quiz that gives your results and how they compare to the culture norms of your nationality. Discuss how you were similar and different from the cultural norms on each of the eight scales. Does this surprise you about yourself? Have you encountered a situation where you felt you were different than your peers in one of these areas? Were you surprised about some of the cultural norms that were given? How much of a difference do you think the region of America that you're from plays a part in the cultural norms? (If you selected a different nationality, answer this question for your nationality). Could assign one of the articles listed below about *The Culture Map* for additional questions and a longer assignment.

Resources

Hofstede's Six Cultural Dimensions: found in the Global chapter of Management textbooks and on <https://www.hofstede-insights.com/country-comparison/> for the country you have searched for.
Country Comparisons: <https://www.hofstede-insights.com/country-comparison/china/>

Articles about The Culture Map explaining dimensions:

<https://www.businessinsider.com/the-culture-map-8-scales-for-work-2015-1>

<https://hbr.org/2014/05/navigating-the-cultural-minefield>

<https://www.forbes.com/sites/rawnshah/2014/10/06/the-culture-map-shows-us-how-we-work-worldwide/#7b0e845bcb50> (Shows China & Japan on the map)

Buy 24-hour access to Mapping tool for \$4: <https://www.erinmeyer.com/tools/culture-map-premium/>

How our two cultures see the world differently: Use the first paragraph of the introduction of "Geography of Thought" by Richard E. Nisbett

https://www.google.com/books/edition/The_Geography_of_Thought/0v8e5I_TIPgC?hl=en&gbpv=1&printsec=frontcover

This article: <https://hbr.org/2014/04/are-you-a-holistic-or-a-specific-thinker> has a summary of this study: Culture and Aesthetic Preference: Comparing the Attention to Context of East Asians and Americans

Erin Meyer's Culture Map Self-Assessment: <https://hbr.org/web/assessment/2014/08/whats-your-cultural-profile>

Global Activity #3: Advertising Analysis for a Global Company

Objectives

Students will analyze advertisements from China of well-known products to determine how the business and cultural environments of different regions impacted marketer's creative decisions.

Procedures

This unit will take place at the mid-point of the semester after we have discussed the topics of target marketing and consumer behavior. A lecture will include good examples of marketing localization as well as times marketers failed at making the translation to a new region. Can use the Movie Posters link in the Resources below.

Follow-up & Assessment

Students will choose one of several advertisements from China. Links for these ads are in the Resources area. These advertisements are for well-known products but the advertisements are distinctly not American. Students must apply what they learned from the lesson to explain what about the advertisement is unique to the Chinese culture and business environment. Students should also discuss what about the advertisement would work for the US market. They will then look to the cultural dimensions and business environments of the regions (previously discussed) to explain why these differences or similarities exist. They will look at how the marketing decisions align with the aspects of the environment.

This assignment can also be applied to slogans or taglines.

For an advanced assignment: Present them with ads that are in US and ask how they would change them for Asian market.

Students will prepare a paper detailing all the learned about the advertisement and their analysis of the marketing decisions. They can also prepare a brief presentation to share with the class.

Resources

Movie Posters: https://www.cracked.com/article_26142_8-movie-posters-from-other-countries-that-are-simply-awesome.html Good examples to use, especially last one of Fantastic Beasts.

Source for International Ads: <https://www.adsoftheworld.com/>

Ads selected for this assignment:

Cell phone: https://www.adsoftheworld.com/media/print/360_qiku_shush (print)

Coca-Cola: https://www.adsoftheworld.com/media/print/cocacola_battle (print)

Nike: https://www.adsoftheworld.com/media/film/nike_dont_call_me_precious (video)

Global Activity #4: Global Business Case Study

Objectives

Students will explore how cultural values, societal norms, demographics, legal regulations, and economic trends (otherwise known as the business external environment) have an impact on marketing efforts. They will also view how the dimensions of culture impacts marketing decisions.

Assignment

Students will read the *Fast Company* article Protect And Attack: Lenovo's New Strategy (November 22, 2011) at <https://www.fastcompany.com/1793529/protect-and-attack-lenovos-new-strategy>.

Students will treat this article as a case study for Lenovo. They will prepare a paper that addresses how the external business environment and cultural dimensions (discussed previously) influenced the decision makers at Lenovo.

- Describe how Liu Chuanzhi went from being a government researcher to founder of Lenovo. Focus on the role the Chinese government had in the creation, growth, and changes of Lenovo.
- Describe product decisions that were made early in Lenovo's development that caused its success. Describe product variations that are being created now based on different target markets for the company.
- Describe one of the cultural differences that came to light after the acquisition of IBM. What other cultural differences stand out in this article?
- Why did the global branding campaign "For Those Who Do" not work in China? What tagline do they use instead?
- Lenovo uses distribution as a competitive advantage. Describe how they approach distribution differently than Apple. Use the store in Yi as an example.
- What advantage does Lenovo hope to gain by introducing low-cost simple computers to developing markets?

Resources

Fast Company: Protect And Attack: Lenovo's New Strategy (November 22, 2011)

<https://www.fastcompany.com/1793529/protect-and-attack-lenovos-new-strategy>

"For Those Who Do" campaign: <https://www.adsoftheworld.com/campaign/lenovo-saatchi-saatchi-12-2011>

Advertisement for Lenovo by Beijing agency in 2011 https://www.adsoftheworld.com/media/digital/lenovo_parking_lot

Lenovo Advertisements: <https://www.adsoftheworld.com/taxonomy/brand/lenovo>

Additional Resources

Study describing the differences in wording between US and China for Priority Seating on transit:

http://www.worldresearchlibrary.org/up_proc/pdf/1714-15351659836-9.pdf

Psychology article to explain Analytic / Holistic thinking in cultures with basis in history. Good for lecture notes about what will resonate in different cultures from a marketing standpoint:

<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.182.407&rep=rep1&type=pdf>

In-depth study on ads: <https://onlinelibrary.wiley.com/doi/full/10.1002/jcpy.1049>

Hard-sell vs Soft-sell styles: https://www.researchgate.net/publication/269554262_A_Multi-Country_Examination_Of_Hard-Sell_and_Soft-Sell_Advertising_Comparing_Global_Consumer_Positioning_In_Holistic-and_Analytic-Thinking_Cultures

A core argument of GCCP is that such image-based content is more likely to be uniformly accepted across borders than commercial messages containing direct, explicit content. Further, the authors of the current study propose that soft-sell advertising appeals will elicit more favorable reactions from consumers in multiple markets. The reasoning supporting this contention is that soft-sell advertising appeals deliver more visual imagery and are more subtle and ambiguous than hard-sell advertising appeals, which primarily are based on more feature-oriented informational content. As a result, image-based soft-sell advertising appeals tend to evoke more implicit and abstract responses (Messaris, 1997), whose interpretation may require less culturally specific cues. U.S. consumers tend to endorse and afford independent social orientation, emphasizing self-direction, autonomy, and self-expression. In contrast, their Japanese counterparts tend to endorse and afford interdependent social orientation, emphasizing harmony, relatedness, and connection. Independently oriented cultures tend to view the self as bounded and separate from others, whereas interdependently oriented cultures tend to view the self as interconnected and as encompassing important relationships.

Preference of ad types: <https://pdfs.semanticscholar.org/777d/f5a1a76342ac9f23dd8645ab076bdf7dba42.pdf>

This research investigates whether such holistic and analytic thinking styles affect attitudes towards holistic ads which contain many types of information (availability, price, company, etc.) and attribute ads which contain only one type of information (product feature). (i) American consumers prefer attribute ads more than Chinese consumers do; (ii) both American and Chinese consumers prefer holistic ads more than attribute ads; and both prefer the holistic ads equally well. The stable and verifiable managerial implication is that ad content in the East and West, in the US and China must include more, diverse information.