
Student Work

5-1-1986

An Analysis of Cultural Awareness in International Advertising and its Applications to General Intercultural Communication

Sharon E. Cole
University of Nebraska at Omaha

Follow this and additional works at: <https://digitalcommons.unomaha.edu/studentwork>
Please take our feedback survey at: https://unomaha.az1.qualtrics.com/jfe/form/SV_8cchtFmpDyGfBLE

Recommended Citation

Cole, Sharon E., "An Analysis of Cultural Awareness in International Advertising and its Applications to General Intercultural Communication" (1986). *Student Work*. 1547.
<https://digitalcommons.unomaha.edu/studentwork/1547>

This Thesis is brought to you for free and open access by DigitalCommons@UNO. It has been accepted for inclusion in Student Work by an authorized administrator of DigitalCommons@UNO. For more information, please contact unodigitalcommons@unomaha.edu.

AN ANALYSIS
OF CULTURAL AWARENESS
IN INTERNATIONAL ADVERTISING
AND ITS APPLICATION TO
GENERAL INTERCULTURAL COMMUNICATION

A Thesis
Presented to the
Department of Communication
and the
Faculty of the Graduate College
University of Nebraska

In Partial Fulfillment
of the Requirements for the Degree
Master of Arts

by
Sharon E. Cole
May 1986

UMI Number: EP73487

All rights reserved

INFORMATION TO ALL USERS

The quality of this reproduction is dependent upon the quality of the copy submitted.

In the unlikely event that the author did not send a complete manuscript and there are missing pages, these will be noted. Also, if material had to be removed, a note will indicate the deletion.



UMI EP73487

Published by ProQuest LLC (2015). Copyright in the Dissertation held by the Author.

Microform Edition © ProQuest LLC.

All rights reserved. This work is protected against unauthorized copying under Title 17, United States Code



ProQuest LLC.
789 East Eisenhower Parkway
P.O. Box 1346
Ann Arbor, MI 48106 - 1346

THESIS ACCEPTANCE

Accepted for the faculty of the Graduate College,
University of Nebraska, in partial fulfillment of the
requirements for the degree Master of Arts, University of
Nebraska at Omaha.

Committee

Sharon E. Cole

Name

Communication

Department

[Signature]

William M. Brown

[Signature]

Chairman

April 21, 1986

Date

TABLE OF CONTENTS

ACKNOWLEDGEMENTS.	iv
Chapter	
I. INTRODUCTION	1
Statement of Problem.	2
Purpose of Study.	6
II. DISCUSSION OF CULTURAL ACCURACY.	8
Elements of Verbal Communication.	8
Language and Translation Problems	8
Language Education in the United States	21
Elements of Non-Verbal Communication.	31
Color Usage	31
Number, Shape and Symbol Usage.	35
III. EXAMPLES OF INTERCULTURAL TRADITIONS AND PRACTICES.	40
Japanese Cultural Considerations.	40
European Cultural Considerations.	62
Middle Eastern Cultural Considerations.	78
Latin American Cultural Considerations.	80
Cultural Considerations in Other Foreign Countries	83
IV. INTERNATIONAL ADVERTISERS' EXAMPLES.	88
V. AVENUES OF ASSISTANCE.	103
VI. WAYS TO AVOID PROBLEMS	111
Guidelines.	111
Desirable Characteristics	117
Additional Observations	122
VII. SUMMARY.	126
.	
SELECTED BIBLIOGRAPHY	130

ACKNOWLEDGEMENTS

I would like to thank the following people for their assistance in the preparation of this paper: Prof. Robert T. Reilly, Dr. John W. Wanzenried, Dr. William M. Brown, and Dr. Thomas Gouttiere of the University of Nebraska at Omaha; Mr. Edward R. Bennett of Cunningham & Walsh Inc.; Mr. Peter Gilson of BBDQ International, Inc.; Mr. Donald B. Miller of Compton International; Ms. Amy Wagoner of Hill, Holiday, Connors, Cosmopulos, Inc., Advertising; Ms. Kathy Whitehead of McCann-Erickson Worldwide; Mr. Al Wall and Ms. Clarice Barnhill of Valmont Industries; Mr. Ron Hugel of Mutual of Omaha; Mr. Les Anderson of Bozell & Jacobs, Inc.; Mr. Thomas Gage of Omaha Public Power District; Ms. Kelsey Flower of Swanson Rollheiser Holland, Inc.; Mr. Robert Addis of AD-EX; Ms. Julie Gay; Ms. Nancy Kirkland, Ms. Julie Barnes; Ms. Jan Vierck; Mr. and Mrs. Edward J. Liptak; and Mr. Loren Corell. Without their help and support, completion of this study would not have been possible. My appreciation and gratitude are extended to all of them.

I. INTRODUCTION

Several years ago, the Omaha office of one of the top twenty advertising agencies in the country was commissioned by one of its clients to handle some brochures to be translated into foreign languages. Translated copy was provided. While the typeset copy was being proofread against the original manuscript, various inconsistencies were discovered. The client was notified about these irregularities. The translations subsequently were revised to include all of the corrections suggested by the agency.

The agency challenged the client's translation procedures, assuming the errors must have been blatant since they had been detected by a proofreader, not a translator. The client admitted that people within the organization had provided the translations because having them done in house was more economical than hiring a professional translator to do them. The agency suggested the client have the in-house translators re-examine the copy to correct any additional errors that might have gone unnoticed. When this translation review was completed, the revised copy was printed in the brochures which were then distributed to foreign market countries.

Following this episode, the agency suggested that it

would be beneficial to the client to procure the services of a professional translator for any future foreign language endeavors and even investigated possible translation sources for the client's consideration. However, the client was not convinced of the wisdom of this proposal until field representatives informed the client the internally-translated brochures contained too many errors to be of use to them. The client then made the decision to employ a professional translator to handle any of their further translation efforts. It had taken nearly two years from the time the request for the original foreign language brochures was presented for the client to reach this conclusion.

The client could not comprehend that more was involved in communicating with and attempting to influence a foreign audience than simply converting English words into their foreign counterparts, in spite of the agency's attempts to convince them otherwise. The idea that advertising in other countries involves consideration of cultural similarities and differences which often are reflected in language was difficult for the client to understand. Because of the client's lack of foresight, these lessons had to be learned through firsthand experience.

Statement of Problem

If this client's situation were an isolated case, the matter might be considered no more than an unfortunate

circumstance to be sympathetically noted and then forgotten. However, culturally-rooted errors in international relations in general, and international advertising specifically, occur too frequently, as the number of following examples will indicate, to be taken lightly. It appears that many organizations either lack intercultural awareness, fail in intercultural communication, or do both.

For the purpose of this study, intercultural awareness implies American realization and acceptance of the fact that people in foreign countries have language, thought, and behavioral patterns founded in their particular history and culture. These patterns differ to at least some degree from those of all other countries because of diverse influencing factors. Consequently, most people base their interpretations on their own culturally-influenced frame of reference.

As far as the discussion here is concerned, inter-cultural awareness is a prerequisite for intercultural communication, with "culture" referring to "the distinctive way of life of a group of people, their design for livign,"¹ and "communication" meaning a sender's message is correctly understood by a receiver. As communication crosses cultures,

¹Heinz-Dietrich Fischer and John C. Merrill, ed., International & Intercultural Communication (New York: Hastings House Publishers, 1976), p. 409.

"it also frequently crosses national borders: hence the close relationship between intercultural and international communication."² Therefore, for the purposes of this study, the terms "intercultural" and "international" will be used interchangeably, as they apply to the area of communication.

Advertisers approaching foreign markets must learn to communicate interculturally. They must make certain the verbal and non-verbal intent of their message is correctly interpreted by the target audience. This understanding can occur only if attention is paid to the language and imagery used in the advertisement. The words and pictures must be culturally familiar to the receiving audience. It is the advertiser's responsibility to be aware of the cultural frame of reference of the audience and adapt the message accordingly. If the advertiser fails to address this issue, the consequences can be serious, or at least very embarrassing, as subsequent examples will indicate.

"Communication and culture are so closely bound together that virtually all communication engaged in by humans is culturally linked."³ This culturally influenced communication is affected by a multitude of factors such as time, locality, climate, geography; etc. "The rich variety of the human character as it has evolved in different time sequences and localities is a feature which both unites and

²Ibid., p. 407.

³Ibid., p. 417.

pulls us apart from each other."⁴

It is logical to assume that the more people have in common, the easier the communication process. Conversely, "the more that our patterns of language, non-verbal cues, attitudes, beliefs, stereotypes, prejudices, values and thought orientations differ the more likely that we are to communicate ineffectively or at cross purposes and the more likely that we are to engage in serious cultural distortion."⁵ This concept of the inseparability of communication and culture and the problems of cultural differences between people is basic to the understanding of human communication. Therefore, it should be the aim of those desiring to communicate interculturally to learn enough about cultural similarities and differences to be able to operate as effectively as possible in whatever culture they are addressing.⁶

It is important for advertisers engaged in international campaigns to give high priority to cultural accuracy. Cultural accuracy exists when the cultural presentation of an advertisement is consistent with the cultural beliefs and practices of the target audience. The audience must be able to identify with the ad's language and custom portrayal in order to interpret the advertising message correctly.

⁴Ibid., p. 418.

⁵Ibid.

⁶Ibid., p. 419.

Conversely, cultural error can occur, for example, when the cultural factors portrayed in an advertisement are unfamiliar or offensive to the intended foreign audience. Because the audience cannot identify with the presentation, the people will have difficulty relating to the message.

Purpose of Study

American advertising abroad, a form of both verbal and non-verbal communication, is affected adversely by this nation's lack of familiarity with foreign languages, foreign customs, foreign thinking, and foreign response to messages. Much of this is correctable through education, experience, and the use of key individuals abroad. For example, those American firms which successfully market their products in foreign countries apply principles which may be emulated.

Knowledge of this type is necessary in order to increase intercultural awareness, promote cultural accuracy, and reduce cultural error, all of which are prerequisites for intercultural communication. Therefore, the intent of this paper is to investigate existing educational and cultural situations and their effect specifically on international written and spoken advertising and intercultural communication in general, and to suggest some possible solutions to the issues raised and the problems presented. The assumption here is that the insights derived from investigation on international advertising can be applied to intercultural communication in general.

In order to accomplish these goals, this paper will list examples of language and translation errors to show how easily such verbal and non-verbal mistakes can be made; illustrate the foreign language deficiency, particularly in education, in the United States and the repercussions this shortcoming can cause; and provide examples of color, number, shape, and symbol usage to demonstrate the consideration these representative cultural elements must be given in any intercultural exchange. Recommendations from some organizations already involved in intercultural dealings are included to offer guidelines and good example. Various avenues of assistance available to those venturing into the international field are offered to make the initial step somewhat easier. Suggested guidelines are provided so that the prospective advertiser will have not only an idea of the preparation necessary for intercultural communication but also some notion of the means of handling the preparation procedures.

This paper makes no pretense of covering all the problems or suggesting all possible solutions relevant to the international advertising and communication cultural issues. Rather, the material offered is intended to provide general background information and guidelines to anyone interested in intercultural communication as it specifically relates to international advertising and generally applies to intercultural communication.

II. DISCUSSION OF CULTURAL ACCURACY

Elements of Verbal Communication

Because "people acquire most of their culture in the process of learning their language,"⁷ it seems obvious that anyone attempting intercultural communication must pay particular attention to language if the intended message is to be perceived correctly. Due to this close connection between language and culture, language is an area where culturally-related errors occur quite frequently. For example, one of the more familiar incidents in the area of advertising was General Motors' introduction of its Chevrolet "Nova" in Puerto Rico. When the expected enthusiasm the company thought the car would generate did not develop, GM investigated further and discovered that although "nova" means "star" in Spanish, when the word is spoken as "no va," the meaning is "it doesn't go." When the car's name was changed to "Caribe," sales increased.⁸

Language and Translation Problems

Such types of translation faux pas are not isolated incidents as the following examples demonstrate.

⁷Ibid., p. 489.

⁸"More Firms Turn to Translation Experts to Avoid Costly, Embarrassing Mistakes," Wall Street Journal, 13 January 1977, p. 32.

A Parker Pen ad campaign in Latin America inadvertently claimed that a new ink would help prevent unwanted pregnancies.⁹

A road sign in Saudi Arabia that was to have read "Speed Limit 35 km" was translated as "Minimum Speed 35 km." The first night the sign was in place, three cars were involved in accidents, injuring five people and killing one.¹⁰

The General Motors Slogan, "Body by Fisher," became "Corpse by Fisher" when translated into Flemish.¹¹

Schweppes Tonic was advertised in Italy as "bathroom water."¹²

Colgate-Palmolive's Cue toothpaste was translated correctly in French advertisements, but since Cue happens to be the name of a French Pornographic book about oral sex, the play on words got the attention of the audience rather than the product.¹³

A laundry soap ad in Quebec promised "clean genitals."¹⁴

⁹Ibid.

¹⁰All language Services, Inc., Warning: Use Caution When translating Technical Material (New York: All Language Services, Inc., 1977), p. 1.

¹¹Paul Simon, The Tongue-Tied American (New York: The Continuum Publishing Company, 1980), p. 32.

¹²Ibid.

¹³Ibid.

¹⁴Ibid.

In the German edition of Reader's Digest, "Come Alive With Pepsi" became "Come alive out of the grave."¹⁵

A freelance Arabic Translator, when confronted with the electronics phrase "dummy load," put together the dictionary equivalents for "dummy" and "load" and produced an Arabic term meaning "false pregnancy."¹⁶

A Russian translation of a dental chair's "touch-toe" feature, whereby a dentist could control the chair's movements with a touch of his toe, indicated that the dentist had to be barefoot to operate the equipment.¹⁷

A French translation of "wild card" became "crazy card," while a press service dispatch reported that a Seoul military junta had shot a dozen functionaries and officers who had not reported for work at the regular time when, in fact, they only had been dismissed. There had been confusion in the translation of the word "fired."¹⁸

A welder seriously burned, and eventually lost his right arm while following instructions mistranslated into Arabic for an airport project in Saudi Arabia.¹⁹

¹⁵Ibid.

¹⁶Deborah L. Johnson, Guests Mail New Tumor for Water Sheep Separation," Spectrum Newsletter 2 (Summer 1979): 7.

¹⁷Ibid.

¹⁸Ibid., p. 8.

¹⁹Ibid.

A construction worker in Tehran, Iran, was buried alive due to the erroneous translations of "left" and "right" in construction manuals supplied by a foreign contractor.²⁰

A restaurant in Vienna advertised a menu featuring "children sandwiches" and "fried milk."²¹

An African commercial for a men's deodorant depicted women chasing a happy male down a street. African men thought this meant the product would make them weaklings, overrun by women.²²

A U.S. company planned to call its French subsidiary "Intercon" until it learned that the name's last syllable was an obscenity in the Romance languages, especially French.²³

A hotel in Bulgaria informed its patrons that because of a broken elevator, the visitors would be "unbearable" for the next few days.²⁴

A Campbell soup marketing operation in Brazil failed because the company neglected to investigate the practices

²⁰Ibid.

²¹Ann Helming, "Culture Shocks, "Advertising Age," May 17, 1982, p. M-7.

²²Ibid.

²³Ibid.

²⁴Ibid.

of the Brazilian housewives and so discovered too late that the women felt they were not adequate homemakers if they did not make soups from scratch for their families.²⁵ Gerber faced a similar problem in the same country when it underestimated the same type of thinking. Brazilian mothers believe that only food they prepare themselves is good enough for their babies. Although Gerber products did well in other Latin American countries, they fared poorly in Brazil.²⁶

An American maker of heavy-duty wrapping paper hired a language scholar to translate an ad from English to Japanese. This scholar invented a new Japanese character to represent the product which resulted in the meaning "he who envelopes himself in 10 tons of rice paper."²⁷

Years ago, Nikita Khrushchev's United Nation's speech, which was translated as "We will bury you," would have been more correctly phrased as "We will survive you." Neither thought is pleasant, but each has a different connotation.²⁸

An automobile ad containing the working "a car for a man and his woman," became "a car for a man and his mistress" in Italian.²⁹

²⁵Ibid.

²⁶Ibid.

²⁷Ibid.

²⁸Simon, The Tongue-Tied American, p. 8.

²⁹All Language Services, Inc., Warning, p. 2.

A Russian computer translation of "out of sight, out of mind" came out "invisible idiot."³⁰

When Coca Cola was introduced into China, the symbol for the product name was interpreted as either "bite the wax tadpole" or "beat the mare with wax." Eventually, 40,000 characters were researched to find a suitable variation meaning "may the mouth rejoice."³¹ If a company as large as Coca Cola with the resources it has at its disposal had these difficulties, it is easier to appreciate the magnitude of the problems involved in advertising abroad.

It may be recalled that when Jimmy Carter was President of the United States, a reference to the Polish people's "desires for the future" was erroneously translated as their "lusts for the future." His "when I left the United States" was worded to actually mean "when I abandoned the United States." An official apology to the Polish government followed.³²

Following are some examples of U.S. print ads, although the points raised can be applied to televised ads also. Based on the incidents just described, it is apparent that these ads could not be translated literally and transplanted in a foreign country. They are founded on American frames of reference and idioms that would be meaningless to foreigners.

³⁰Ibid., p. 4.

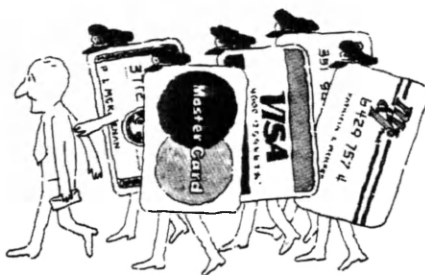
³¹Lennie Copeland and Lewis Griggs, Going International (New York: Random House, 1985), p. 62.

³²Simon, The Tongue-Tied American, p. 9.



Source: Ads, May-June 1984, p. 91.

AVOID CARD-IAC ARREST.



Don't become a prisoner of your own plastic. All those bills you ran up in a frenzy of holiday giving will soon be coming due... shackling you to high interest rates for some time to come.

You can avoid those high rates with a consolidation loan from Vancouver Federal. When you use it to pay off the

combined balances of your credit cards, you'll pay a much lower interest rate and consolidate your bills into one lower monthly amount.

Come in now to any branch of Vancouver Federal for a consolidation loan. It'll free you from high interest rates, and put you back in charge.



SIX LOCATIONS TO SERVE YOU:

HOME OFFICE
1286 BROADWAY
894-1254
201 22ND (PORTLAND LINE)

McLOUGHLIN HEIGHTS
7346 E. MILL PLAIN
986-5402

CAMAS-WASHOUGAL
734 E. STREET
986-5402 or
955-1131

MINNEHABA
3306 N.E. 52ND
AND ST. JOURNAL RD.
896-5404

HAZEL DELL
290 N.E. 74TH ST. AND
HAZEL DELL AVE.
896-5405

ORCHARDS
FOURTH PLAIN RD.
AT 110TH
896-5406



Source: Ads, May-June 1984, p. 120.

THEY'RE PLAYING HARDBALL.



(ARE YOU STAYING IN BIG LEAGUE SHAPE?)


You're serious about being the best at your game, so why not make the decision right now to find out more about one or more of the following programs.

The group size is limited and only senior level executives whose credentials meet the program's criteria will be accepted.

Programs are conducted on the Hartman Campus of Columbia University just outside New York City. A few are held in both France and California.

For details on all our programs call 212-280-3388 or write to Columbia Executive Programs, Graduate School of Business, Columbia University, 652 116 Hall, New York, NY 10027.

Executive Program in Business Strategy
May 12-23
Executive Program in Business Administration
June 18-July 21
Executive Program in International Management
September 20-October 26

Columbia Executive Programs 

IT'S A JUNGLE OUT THERE.



(ARE YOU PROTECTING YOUR TERRITORY?)

You've always got to be alert to competition, so why not make the decision right now to find out more about one or more of the following programs. The group size is limited and only senior level executives whose credentials meet the program's criteria will be accepted.

Programs are conducted on the Hartman Campus of Columbia University just outside New York City. A few are held in both France and California.

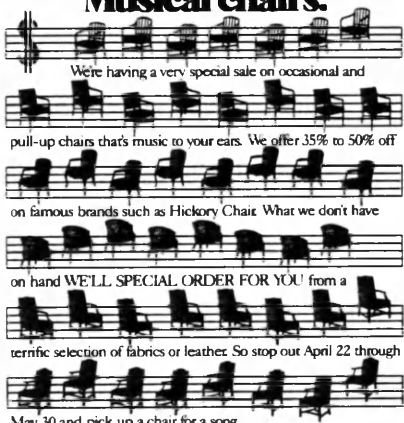
For details on all our programs call 212-280-3388 or write to Columbia Executive Programs, Graduate School of Business, Columbia University, 652 116 Hall, New York, NY 10027.

Executive Program in Business Strategy
May 12-23
Executive Program in Business Administration
June 18-July 21
Executive Program in International Management
September 20-October 26

Columbia Executive Programs 

Source: Ads, May-June 1984, p. 90.

Musical chairs.



We're having a very special sale on occasional and pull-up chairs that's music to your ears. We offer 35% to 50% off on famous brands such as Hickory Chair. What we don't have on hand WE'LL SPECIAL ORDER FOR YOU! from a terrific selection of fabrics or leather. So stop out April 22 through May 30 and pick up a chair for a song.

Send to the Donor: Theaters, Chanhassen, MN
Tues. through Sat. 9-5 Mon. 9-5 (214-151)

CHANHASSEN

Source: Ads, May-June 1984, p. 121.

WOK AND ROLL

Tired of lunch prices that put you between a Wok and hard place? Try our great Chinese lunch specials for under \$5, most with a free egg roll! Wok on in for lunch!

WOK
Chinese Restaurant

4006 Cedar Springs, west of Oak Lawn
528-0000/Lunch Specials from 11:30 to 3:00

Source: Ads, May-June 1984, p. 115.

The preceding ads would present quite a different message if interpreted literally. For instance, those depending on a play on words might have no meaning to someone unfamiliar with the original expression. These examples and those listing language-related errors in other promotions may seem to belabor the language error problem, but repetition is a good teacher.

Americans also must learn that "getting directly to the point" in a conversation is a uniquely American non-verbal trait that is best left at home when dealing with members of other cultures. "Beating around the bush" is generally preferable as far as the point of the conversation is concerned. Wordiness solely for the sake of banter also should be avoided.³³

When speaking English to foreigners, it is best to speak slowly and avoid jargon such as "blue chip," condescending expressions, and slang. While concentrating on enunciation, however, one must remember to maintain a normal voice tone. Speaking louder does not make one more easily understood.³⁴ Points such as this must be incorporated into any video advertising.

³³Copeland and Briggs, *Going International*, p. 103.

³⁴*Ibid.*

While people of other cultures are no less honest or dishonest than Americans, the American appreciation of candor may not be as respected in other areas. Courtesy, sensitivity to feelings, loyalty to family, the emotional quality of an interaction rather than the meaning of words, and social harmony as the primary function of speech may all receive a higher degree of priority in other cultures than pure honesty does. "Yes" and "no" do not always mean "yes" and "no" either. An affirmative answer may mean only that the person being spoken to acknowledges that he or she has heard what has been said, not necessarily that the message has been understood or agreed with. On the other hand, a firm negative response may mean only that some minor cosmetic editing of the language is needed, and with the exception of Europeans and Australians, the local people will tell one what they think the person wants to hear just to be polite. The Australians and British often go to the other extreme and are at times more direct in their statements than even Americans are comfortable with. Americans most likely would be better respected in Australia and Britain if they were better sparring partners.³⁵ Talent in any televised international ad would have to portray these types of reactions.

³⁵Ibid., pp. 104-106.

Overseas Americans constantly struggle with ambiguity. Often only requested information is provided with no additional details offered, and some foreign languages are so vague that even native speakers have difficulty communicating with one another. It is estimated, for example, that "the Japanese are able to fully understand each other only about 85 percent of the time."³⁶ In the Middle East, what is said is frequently outweighed by how it is said. The language allows for people to say things that are not intended to be interpreted literally.

"During the Arab-Israeli skirmishes just before the Six-Day War, the Arab media threatened Israel with 'We are going to burn your homes, rape your women and drive you into the sea.' The Arabs were astonished when Israel took this literally as a declaration of war and retaliated accordingly."³⁷

However, "learning the language is no substitute for learning the culture and appropriate behavior."³⁸ People fluent in a foreign language but insensitive to the culture can make worse mistakes than someone unfamiliar with the language, perhaps because the locals expect more of those familiar with the language. Competence in speaking a foreign language, however, is preferable to a mere familiarity with it because of the danger of saying something unintentional

³⁶Ibid., p. 106.

³⁷Ibid., p. 107.

³⁸Ibid., p. 114.

due to carelessness with word intonation or insufficient knowledge of word nuances. If one does not speak a foreign language well, it is best to reveal that the effort to learn has been made, but then to rely on English or an interpreter, especially when transacting business.

"Traders who meet frequently with foreigners say that while English is the business language around the world, buyers are far more comfortable talking in their native language, and even if they can speak English, it is often better to have an interpreter. They don't have to struggle so hard, and it puts them at ease."³⁹

Regarding interpreters, it is a mistake to assume that anyone who can speak two languages fluently can serve as an interpreter. Much more is involved.

"It is much easier to speak your own mind in a foreign language than it is to interpret the words of someone else, getting across precise ideas, nuances and connotations. A good interpreter is trained to adjust to the cultural context, turning American idiom into a foreign version with the same message, deleting expletives, correcting for ignorance or terminology (such as Republic of China instead of People's Republic of China), and so on."⁴⁰

An interpreter must be thoroughly briefed and must understand the requirements and limitations of his or her position. Public speaking ability is necessary as is social ease with the people of various classes and ranks.

The care taken to select a translator is similar to that in choosing an interpreter. A translator should be

³⁸Ibid., p. 114.

³⁹Ibid.

well versed in the field the translation concerns. Only a translator "who is a native of the country and who lives in that country or travels there frequently, keeping in touch with locals,"⁴¹ should be used. Some experienced international business people often involve two writers in the translation process, "one for literal and technical accuracy of translation, one for the creative aspects of writing."⁴² Translation is a critical process which should be taken seriously.

Language Education in the United States

That language-related problems exist is obvious. The concern, therefore, is what to do about them. Because many conceivably may be based in ignorance, a logical place to turn for assistance would be the educational system because, as has been indicated earlier, education is necessary for intercultural communication. However, this system's ability to help is questionable at times, a fact that some following examples will support.

Because of its size, the U.S. has not had to be overly concerned with communicating with its neighbors for its social and economic welfare. In Europe, where many countries are the size of states in the U.S., it has been a matter of economic and political expedience to establish workable

⁴¹Ibid., p. 116.

⁴²Simon, The Tongue-Tied American, p. 9.

relationships with neighboring countries, and learning their languages often has been a necessary prerequisite. Establishing foreign language expertise has never been a priority in the United States.

History also has been a factor in the unilingual development of the United States. Our nation's forefathers warned against "foreign entanglements," and isolationism was an early trend. The term "melting pot" was used to describe the process whereby people from all nations came together and through assimilation became "Americans." This practice was upheld as an example for other nations to emulate. In order to achieve this Americanization, foreigners diminished the emphasis on their national language and culture, even to the point of denying them completely. Consequently, there was little inclination toward foreign language training in the schools. If offered at all, languages were considered extras rather than fundamentals of the education process; and if budget cuts were required, language training was among the first programs to go.⁴³

Language education in the United States is far from exemplary, to which the following information will attest. This may not be surprising, considering its historical foundations, some of which have just been mentioned. How-

⁴³Ibid., p. 10.

ever, it is apparent there is much room for improvement in the area of foreign language familiarity. Avoidance of language-related cultural errors, as they pertain specifically to advertising and to communication in general, would seem to be a valid reason for striving for increased language education and fluency. One cannot expect to do business or even get along with members of foreign cultures if one cannot communicate with them.

"Of those who graduate from public high school today, fewer than 4 percent have more than two years of a foreign language... of 22,737 secondary schools in the nation, 4,344 do not teach any foreign language, and the number of schools that do teach foreign languages is declining. By comparison, France...requires all students to take at least four years of a foreign language starting in the sixth grade.

"The United States continues to be the only nation where you can graduate from college without having had one year of a foreign language during any of the twelve years of schooling. It is even possible to earn a doctorate here without studying any foreign language.

"Forty-four percent fewer students enrolled in college foreign-language programs between 1963 and 1974, despite the fact that during that same period the nation became much more dependent upon exports for jobs.

"One-fifth of the nation's two-year colleges offer no foreign language...By contrast, most of the developed nations--and many of the developing nations--offer every elementary school student the change to learn a foreign language.

"Of the eleven million U.S. students seeking graduate and undergraduate degrees,

fewer than 1 percent are studying the languages used by three-fourths of the world's population, and only a small number of that small number will ever achieve a reasonable degree of competence. For example, there are 300 million people who speak Hindi, but fewer than 300 Americans are studying that language.

"Because of our rich ethnic mix, the United States is home to millions whose first language is not English. One of every fifty Americans is foreign-born. We are the fourth largest Spanish-speaking country in the world. Yet almost nothing is being done to preserve the language skills we have or to use this rich linguistic resource to train people in the use of a language other than English.

"Tests show that only 17 percent of those who study a foreign language wholly within the United States can speak, write, or read the language with ease; of those who have studied abroad, 63 percent can speak, write, or read with ease.

"Today there are more teachers of English in the USSR than there are students of Russian in the United States."⁴⁴

The following information further emphasizes the United States' lagging tendencies in the area of foreign language and intercultural awareness.

"Fewer than 8 percent of U.S. colleges and universities require knowledge of a foreign language for entrance. Fewer than 5 percent of America's prospective teachers take any courses in international subjects as part of their professional training. Some years ago a UNESCO study in nine countries placed American students next-to-last in their comprehension of foreign cultures. Only a few years ago, 40 percent of high school seniors in a national poll thought Israel was an Arab nation.

⁴⁴Ibid.

"America's labor and management pool is critically deficient in skills required for competence today. Only 3.4 percent of MBAs major in international business, and worse, 61 percent of business schools offer no international courses. Curricula have not been internationalized to provide American graduates with the knowledge today's manager needs to maintain a competitive edge in the international arena. Nor are multinational organizations bringing managers up through the international divisions. Nearly two thirds of the presidents and chairmen of the largest international firms are buiding those companies without having had experience in the international divisions or overseas.

"Meanwhile, other nationalities tend to be better informed about Americans. Mitsubishi has 650 to 800 employees in New York simply for the purpose of gathering information about American rivals and markets. One...Japanese businessman...had been sent by his company to St. Louis to do nothing for the first few years but learn to understand Americans."⁴⁵

A limited foreign language background can have serious reprecussions. If people are not educated in foreign languages, the influence of foreign languages and their accompanying cultural features will not pervade other areas of society. Cultural awareness will not flourish, and the United States will lag further behind countries possessing foreign language and culture familiarity. Other nations will have fewer problems relating their advertising message or other communique, to a foreign audience because they will be able to avoid the cultural hurdles caused by

⁴⁵Copeland and Griggs, *Going International*, p. xxii.

cultural ignorance. Conceivably, while the U.S. is still trying to figure out the proper cultural approach, other countries will already be selling their products.

Although language skills are not the only prerequisite for international business, they are important because "trust is essential to a good business relationship, and it is difficult to achieve trust through a translator. The potential customer sees cultural arrogance."⁴⁶ Since it appears that American business generally is moving toward greater infiltration of foreign markets, it is important that the language and culture issues be addressed and methods found to improve Americans' preparation for dealing with foreign audiences.

"In the future, most businessmen will need an ability to understand and anticipate ...economic and political developments on the international scene.

"One survey of large firms doing business abroad found that a knowledge of another language is considered the most important type of capability for an overseas assignment. Language training is the most important part of predeparture training for managers going overseas.

"While the need for competence in foreign languages has been increasing, the number of college students studying languages has been decreasing.

"Eighty-five percent of the businesses surveyed believe there will be a

⁴⁶Simon, The Tongue-Tied American, p. 31.

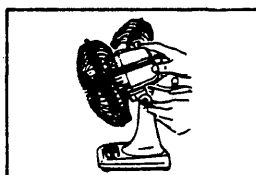
growing need for people in business with a working knowledge of a foreign language.

"People enter the field of business from all types of academic backgrounds, not just business (a minority have been trained in business), but fewer than 10 percent of university students now study a modern foreign language, less than one-half of 1 percent now study abroad, and a very high percentage now graduate without ever having a course about the history, politics, economics, or culture of a foreign country or area."⁴⁷

Although some progress has been made in the United States in the area of better language and culture familiarity, a lot more needs to be done, as the examples just mentioned imply. In the meantime, Americans must acknowledge the fact that their language background is weak and seek expert help in foreign language matters. If they ignore this procedure and rely on their own limited resources, they may end up producing material that looks to foreign audiences something like the following set of foreign-produced instructions looks to Americans.

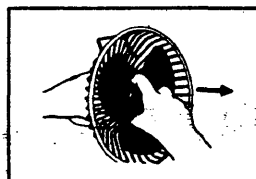
⁴⁷Ibid., pp. 37-38.

ANGLE ADJUSTMENT

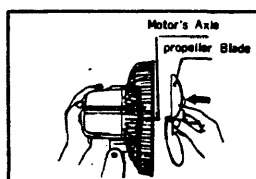


Holding motor firmly, unscrew the knob
Adjust to desired angle, and
Retighten the knob.

METHODS FOR INSTALL AND DRAW OUT OF PROPELLER BLADES WHILE FOR WASHING.

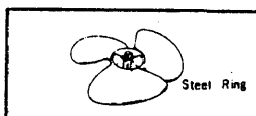


① Left hand holds motor firmly, and right
hand draws the blades out parallel to the
motor's axle.



② Left hand holds motor firmly. Right hand
presses hard the blades into the axle
completely.

NOTE



On the left figure there is a steel ring which
fixes the propeller blades.

Do not release it.

SPECIAL NOTES:

<p>① Do not insert finger or any object into it while in using.</p>	<p>② Do not unplug by pulling the wire.</p>	<p>③ Unplug it when not in use or go out.</p>
<p>④ Do not place it near flame, because many parts of it are made of resin.</p>	<p>⑤ Do not use under environment with high humidity, high temperature and vapour.</p>	<p>⑥ Do not use gasoline, alcohol, insecticide or any volatile chemicals to wash it. This will prevent quality change of it.</p>

Also, it should be remembered that a decreasing percentage of the world's population speaks English.⁴⁸ Companies realizing this and unable to find Americans with adequate language skills are utilizing foreign nationals to handle large portions of their international business. Among these are Owens-Illinois Glass Company and Coca-Cola. If the choice comes to the point of "hiring an American executive who speaks only English or a national of comparable executive skills who speaks the local language plus English, the choice is not a difficult one."⁴⁹ It seems logical to assume that if Americans want these types of jobs, their language skills must improve significantly.

There are, of course, American companies that are aware of these language problems and so are taking steps of their own to improve the situation. For instance, a successful Mobil Oil intern program "takes students overseas for a year to learn language, culture, and the foreign business operation. Other corporations are now following their example."⁵⁰ It must be recognized that business depends on more than salesmanship skills. "United States

⁴⁸Ibid., p. 75.

⁴⁹Ibid., p. 165.

⁵⁰Ibid., p. 31.

business leaders who expect significant growth must show a sensitivity to the culture of other countries, adapt their products, accomodate to other patterns of life,"⁵¹ and not automatically expect all foreign business dealings to be in English. If those engaged in dialogue are not communicating, are not understanding one another accurately, transacting business may be difficult if not impossible. If there are no international business transactions, there will be no need for international advertising. If there is no or limited international communication, international relations in general will suffer.

"The trade gap will be a permanent, debilitating economic wound unless long-range steps are promptly taken to close that gap. One of those steps is to start speaking with the rest of the world, developing a generation of business leaders who understand that it is essential to have knowledge of another culture and of another language and who follow through by acquiring that knowledge or by securing key personnel with that knowledge."⁵²

Because communication is a two-way process, and because the United States is a major political power and commercial center, international communication cannot thrive if the U.S. fails in its foreign communication attempts. All participants must do their part if an atmosphere of communication is to exist. As in any other area, international communication is only as good as its weakest link.

⁵¹Ibid., p. 33.

⁵²Ibid., p. 40.

Now that the importance of language accuracy has been discussed and some of the problems affecting the transmission of intercultural messages have been illustrated, the cultural considerations that must be given to non-verbal cultural segments also warrant investigation. Only a few will be mentioned here, but they can serve as representative samplings of the consideration that must be afforded to all other cultural areas as well.

Elements of Non-Verbal Communication

Color Usage

Non-verbal communication is as important as verbal. Just as word symbols have varying meanings from culture to culture, so do non-verbal symbols like colors, numbers, shapes, etc., Therefore, examples of non-verbal communication errors and symbol usage will be presented to provide insight into this important area of intercultural communication.

Color is a factor to be considered when approaching a foreign audience, just as it is with U.S. audiences. Like language error, mistaken color utilization in international advertising can create frustrating problems. Whether the meanings attached to color usage in other cultures seem unusual or not, it is important to remember that they may be different from one's own frame of reference, and from culture to culture. For example, the color black may represent death and green, life, in the U.S., but these

representations may be totally different in another country. Therefore, it is best to be aware of the cultural implications in color usage when dealing with foreign audiences. If the color factor is ignored, problems such as those given in the following examples may occur.

A major ad campaign failed in Malaysia because the color green was used. Green symbolizes death and disease in that area of the world.⁵³

A commercial in Hong Kong selling cleansing cream depicted people tossing their brightly colored hats in the air. When a green one landed on the head of a handsome man, the viewers broke into laughter. In Hong Kong, a green hat is the symbol of a cuckold.⁵⁴ However, green is the color of Islam, so any ad featuring green would be looked on favorably in the Islamic world, whether in the Middle East, Africa, or Asia.⁵⁵

Other examples of preferred color usage in foreign countries are found in Spectrum Composition Services' pamphlet entitled, "Cultural Attitudes Toward Numbers, Colors, Shapes and Sizes, Symbols," and include the following.

In Brazil, when a U.S. appliance manufacturer decided the timing was right to sell refrigerators in that country,

⁵³Ibid., p. 8.

⁵⁴Ibid., p. 174.

⁵⁵Ibid., p. 32.

a major ad campaign was initiated and several thousand white refrigerators were shipped to Brazil. The marketing plan failed because a great deal of emphasis is placed on bright colors in Brazil. The white refrigerators connoted low status to Brazilian housewives who did not want them in their kitchens. Additional shipments of brightly colored refrigerators sold more quickly.⁵⁶

Among African nations, the colors red and black are considered negative in Chad; the flag colors of light blue, black, white, and green have positive overtones in Botswana; white, pink, and yellow are positive colors to the residents Chad; black has a negative connotation in Madagascar, Liberia, Ghana, and Ethiopia where bold, bright colors are preferred to soft tones; dull colors, black and white should be avoided in the Ivory Coast, Mauritania prefers white, green, yellow, and other subtle colors to bold ones; white is a negative color in Morocco while green, red, black, and other bold colors are positive; in Togo, red, yellow and black have negative connotations while white, green, and purple have positive overtones.

In Asia, Afghanistan considers the colors red and green to be positive; white, black and gray should be avoided in Hong Kong, Korea, and Taiwan while red, yellow, and bold colors are preferred; negative colors in India are black,

⁵⁶Helming, "Culture Shocks," p. M-7.

white, and pastel colors while positive ones are green, yellow, red, orange, and bold colors. In Japan, black, dark gray, and white in combination should be avoided while muted shades are preferred over bold colors, and usage of red, white, gold and silver would be a good choice; if used alone, black is a negative color in Malaysia while red, orange and bold colors are considered positive; in Pakistan, positive colors are green, silver, and gold, black is negative, and bold colors are preferred to muted colors; black is a negative color in Singapore.

European color preferences include white, red and blue in Czechoslovakia and Denmark; bold yellows, greens, blue and white in Greece; bold colors for food and toys and soft tones for clothing and cosmetics in Italy; white for purity, red for love, green for hope, and yellow for jealousy in Romania where bold or soft tones are not significant. Colors to be avoided are black in Czechoslovakia, Greece, and Romania; purple in Italy; and red and color combinations of red, black and white or brown in Germany.

In Latin America, Argentina prefers yellow, green and red and avoids black, shades of purples, violet, and brown; Colombia favors bright and bold colors such as red, blue, and yellow over soft tones; Peru prefers bright colors such as red, fuchsia, and yellow as does Suriname; and use of the flag colors in the same sequence of yellow-blue-red is prohibited in Venezuela.

In Egypt, red and green on white or black backgrounds orange, light blue, and turquoise are desirable colors. Contrasts in strong shades are preferred and dark colors, especially violet, are disliked.

In other Middle Eastern areas including Saudi Arabia, Iraq, Iran, and Yemen, pinks, and violets, and yellow are negative colors while brown, black, especially offset by white, greens, dark blues, reds and white are positive colors. Bold colors are favored over soft.

It becomes increasingly apparent that color is an important non-verbal communication element and, therefore, a factor that must not be ignored in any international advertising campaign or intercultural communication effort.

Number Shape and Symbol Usage

Spectrum Composition services also provides the following information other non-verbal communication symbols utilized in foreign countries. Some are similar and some are very different from those familiar to U.S. citizens.

Odd numbers have negative overtones in Benin, although 3 and 7 have magical implications; Chad, where the number 13 is particularly unlucky; and Nigeria. However, odd numbers have a positive connotation in Botswana. Chad and Nigeria consider even numbers to be positive while there are no especially positive numbers in Ghana.

Japan considers 1, 3, 5, and 8 to be positive and 4 and 9 negative numbers. This was discovered by a major U.S. manufacturer of golf balls who packaged the golf balls for sale in sets of four. Since four is the number symbolizing death to the Japanese, the connection of that number with the product had disastrous effects on Japanese sales.⁵⁷

These examples show that care should be taken with any number usage because different countries have varying positive and negative identifications for numerical symbols, and it would be easy to make erroneous references relating to numbers.

Symbol and shape usage also should be watched carefully. Some have positive connotations, but others should be avoided because their usage is taboo, often for religious reasons. The following examples show the types of beliefs and practices intercultural communicators should take into consideration in foreign dealings.

In Nicaragua, use of the triangular shape should be avoided because it is closely identified with the national symbol. Also, religious depictions of the cross should be respected in that country. No use of religious motifs is permitted at all in Venezuela, and use of female religious figures commercially is considered in poor taste in Italy.

⁵⁷Laurel Wenta, "Local Laws Keep International Marketers Hopping," Advertising Age, July 11, 1985, p. 20.

In Egypt, pyramid-shaped objects and intricate designs utilizing Islamic and Persian are favorable. In other Middle Eastern areas such as Saudi Arabia, Iraq, Iran, and Yemen, round or square shapes are preferred but religious signs such as the six-pointed star, a raised thumb, and Koranic sayings should be avoided.

Buddha-shaped bottles or jars should be avoided in Japan, and the chrysanthemum is the symbol of the royal family and cannot be used in an ad."⁵⁸ However, patterns of pine, bamboo, and the plum are considered desirable.

In Pakistan, goods containing writing or pictures considered obscene or religiously offensive are banned, such as the Star of David, and pictures of dogs, pigs, and the Prophet Mohammed. It is objectionable in Singapore to use the shape or profile of Buddha commercially, and religious words and symbols such as Moslem, Buddhist, Hindu, and Christian should not be used. Greece avoids usage of Middle-eastern or Moslem symbols such as the crescent or Arabic script.

In Germany, trademarks or emblems resembling the Nazi party or paramilitary groups are legally banned. Religious symbols and hammers and sickles also should be avoided.

Animal images and/or names connote bad luck in Zaire and so should be avoided. Figures of pigs are considered

⁵⁸Ibid.

unclean by Moslems. Images of the female anatomy should be avoided in Libya, and the owl image should not be used in Madagascar where it is felt to be a sorcery symbol.

In Morocco, usage of a six-pointed star symbol should be avoided. Hong Kong, Korea, and Taiwan consider circles and square shapes to have positive overtones whereas a triangle is a negative shape.

These examples indicate the type of information a prospective businessman or communicator should possess before approaching a foreign market. It should be remembered also that this information should be updated frequently given the fluctuation of world affairs. For instance, political changes in one of the African, Middle Eastern, or Latin American countries, known to be prime targets for confrontations and unrest, could alter internal attitudes and practices regarding language, color, product, or symbol usage. Anytime there is a change in routine, symbol usage can be affected. An invading country's practices and beliefs may override those of the conquered people, wartime needs and wants may differ significantly from those of peacetime, etc. Therefore, it is important to have the latest information on current affairs.

A person dealing with these areas and any other area of the world for that matter, should remain constantly alert and attentive to any form of change. While cultural error might not be the main reason a foreign effort fails, it can

distract the audience from the intent of a communication. Given the problems inherent in any international communication attempt, it seems counterproductive to interject the additional obstacle of cultural error. There is no need to make things any more difficult than they already are.

III. EXAMPLES OF INTERCULTURAL TRADITIONS AND PRACTICES

Japanese Cultural Considerations

As has already been mentioned, every country has certain traditions and practices that should be remembered in any dealings with them. A few particulars on several countries will be discussed to serve as representative examples once again of the types of situations that must be paid attention to in any international business.

Companies which have begun considering Japan a good marketing prospect are facing major obstacles in their attempts to conduct business there. Cultural barriers are a big factor, "The country's web of business relationships and bureaucratic structures can seem impenetrable."⁵⁹ However, some of the shortcomings in this area may be the fault of Americans who have been negligent in their preparation and who thus are setting themselves up for the types of errors already discussed in this paper. These Americans seem to have

"A lack of knowledge of what Japan is like and what its consumers want.

⁵⁹Ibid.

"An impatience to do years of work learning the language and the market.

"A reluctance to make a long-term commitment in time, money and people."⁶⁰

Foreign advertisers must keep in mind some basic concepts relevant to Japanese advertising. They must not attempt to use the familiar-to-Americans type of testimonial to sell to the Japanese who consider such tactics "pushy" and "phony."⁶¹ Japanese advertising is not nearly as hard-sell as in the case in some ads in the United States. It is subtle, like their relationships.⁶² This subtlety, a form of Japanese non-verbal communication, is evident in the following advertisements. Although Americans also may relate well to some such forms of subtlety, they should remember the Japanese are especially partial to this form of promotion and should keep this and other Japanese traditions and preferences in mind when preparing any communique directed toward this audience attuned to subtlety.

⁶⁰"Cultural Taboos Abroad Present Packaging Perils," Spectrum Newsletter 3 (Summer 1980): 1.

⁶¹E. C. Lachlan, "Regulations Direct Ad Traffic Differently Around the World," Advertising World, April-May 1984, p. 39.

⁶². Experts List Dollar as Main Obstacle to Selling in Japan," Omaha World-Herald, 18 April 1985, p. 30.

The only copy in this ad is on the beverage cans.



Source: Ads, July-August 1984, p. 2.

Nikon's commercial is aimed toward the young amateur photographer and ties the avid interest in steam locomotives among Japanese youth, a non-verbal connection that could not be assumed with an American audience which might not share this interest. Superimposed copy of the last frame translates to "I don't think I can sleep tonight," followed by a product shot. The prospect of seeing a steam locomotive would most likely not cause a majority of American youth to lose sleep. A subject more familiar to the American teenage audience would be needed.

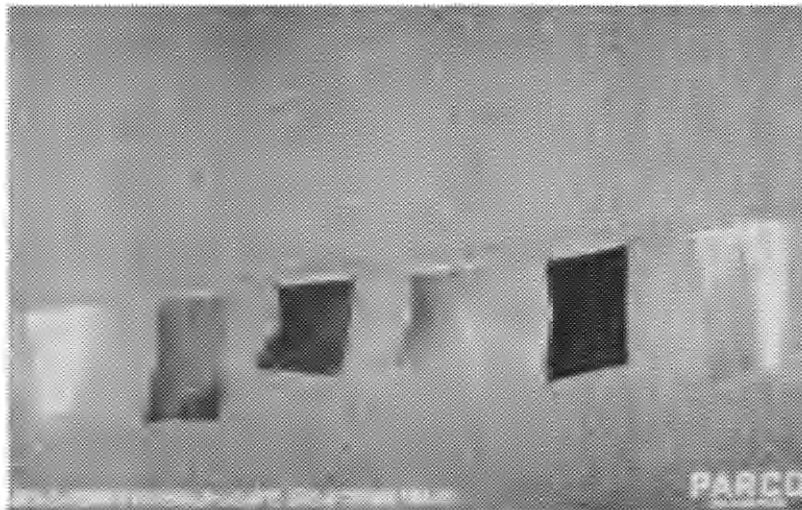


Source: International Advertiser, September-October 1980, p. 24.

Parco and Seibu, two leading Japanese retailers, have adopted an advertising style based on striking visuals and oblique copy, as is indicated by the following ads. The intent is to relate to a certain type of thinking among consumers who will turn the non-verbal association into sales. Because this thinking is culturally based, this visual vagueness will puzzle those unfamiliar with the culture because they will be unable to make the thought connection necessary to understand the ad.



Source: Ads, October 1984, p. 11.



Source: Ads, October 1984, p. 11.



Source: Ads, October 1984, p. 14.



Source: Ads, October 1984, p. 14.

"A man who came from the West talked about a horse that galloped through the heavens. Men who came from the land of greenery talked about a big bird that flew through the sky. The boy was taken up in the legends before he knew it. Was it his everlasting longong for the morrow? The Kirin legend. There is romanticism even in a label. Kirin Beer."

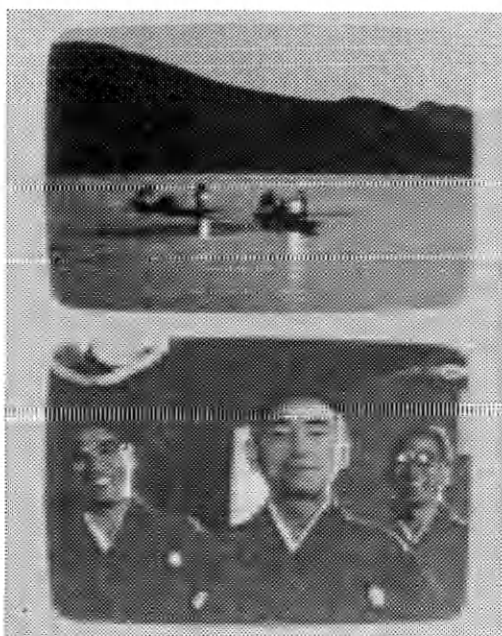
This advertising message would have little meaning to an American audience unfamiliar with cultural association necessary to understand it.



Source: Ads, October 1984, p. 29.

"Mother also came down this river to get married. Mother was so bashful then; she kept looking down and doesn't remember a thing except the taste of the rice cake that was served on that day. Mother is restless from early morning and is making rice cakes. From dumplings made of new rice, she puts in bean jam and fries in oil. Oh! The bride has come, Mother. Isn't she so nice. Fry the rice cakes together with her. Nisshin salad oil. Its lasting freshness and flavor."

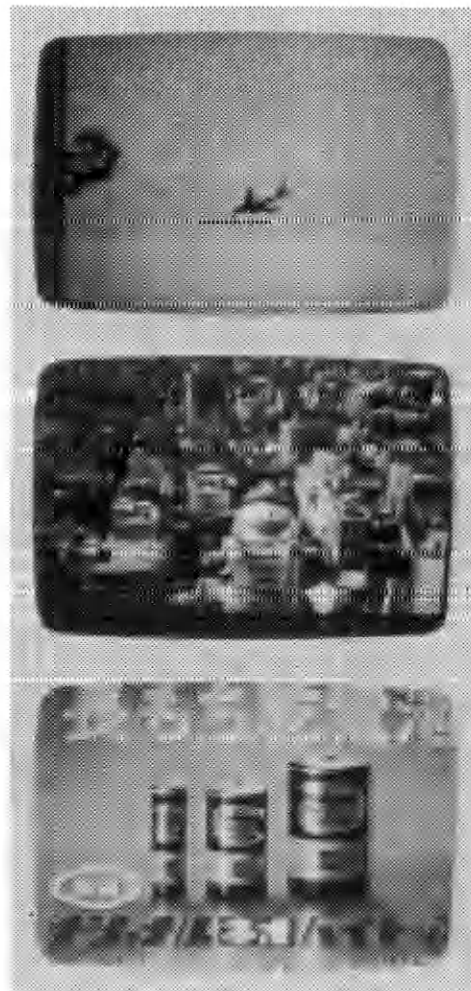
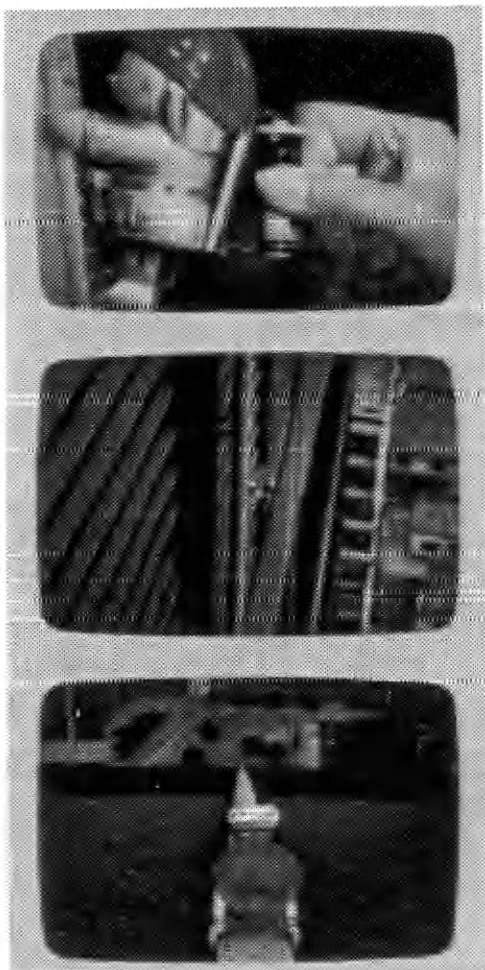
An American audience would not be able to associate well with this type of traditional sentimentality, perhaps because the U.S. is too young yet to have such inbred cultural ties to the past.



Source: Ads, October 1984, p. 29.

"A toy fireman takes off on a fabulous climb to the very top of a giant skyscraper in this National Battery spot that is virtually certain to become a classic. Beautifully staged and photographed, the long life of the batteries is established and so is the wit of this commercial when, upon reaching the roof at last, the fireman extinguishes the flame."

This subtle type of approach differs significantly from a "supercharged" American ad for a similar product. While an ad similar to this might be effective in the U.S., the American "supercharged" ad might not fare as well in Japan. Only market studies and research could provide the information necessary to determine such ad appeal.



Source: Ads, May-June 1984, p. 19.

The following five pages show examples of Japanese use of imagery and subtlety.



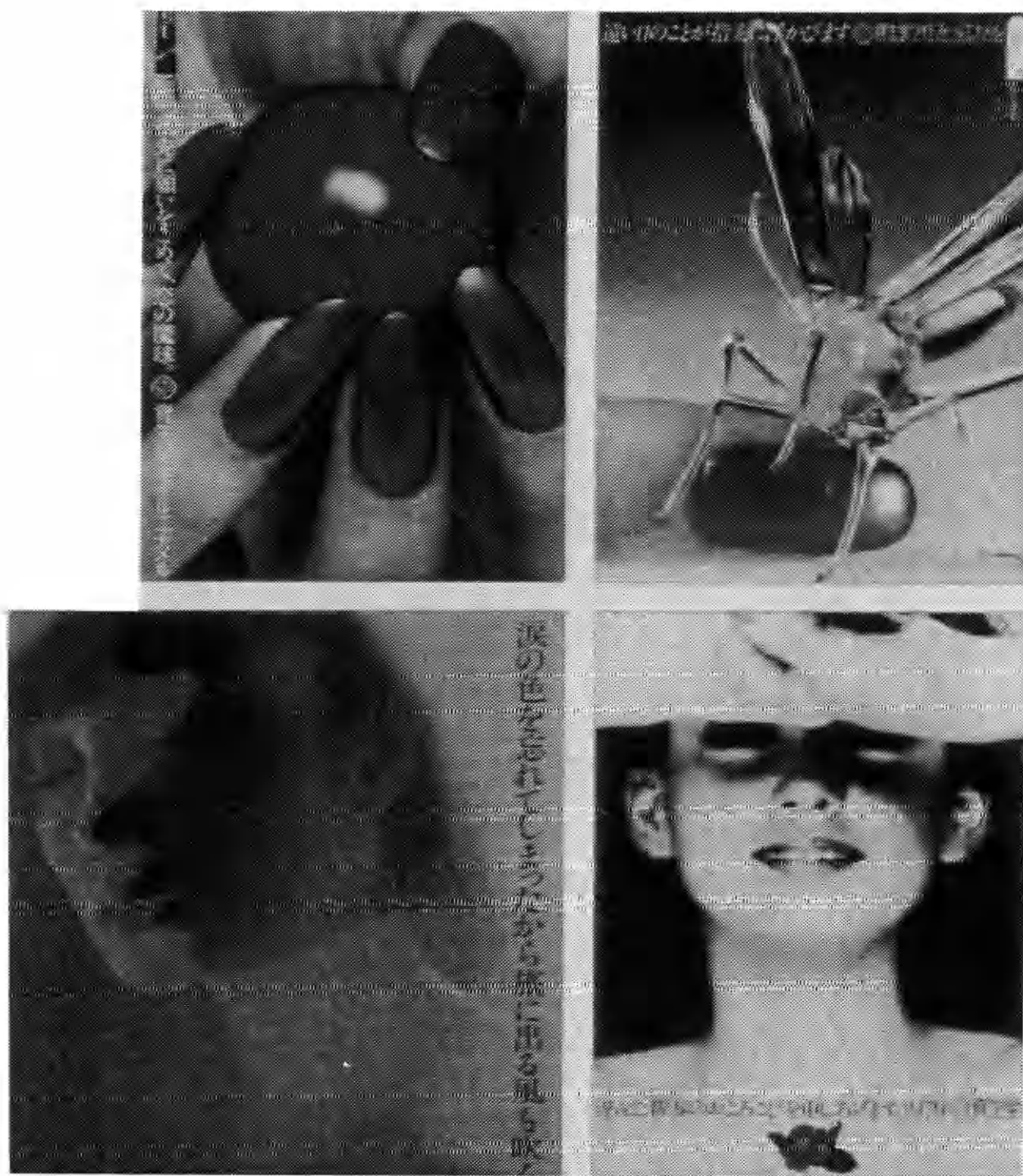
Source: The ACCJ Journal, June 1985, p. 98.



Source: Ads, January-February 1984, p. 81.



Source: Ads, January-February 1984, p. 82.



Source: Ads, January-February 1984, p. 83.

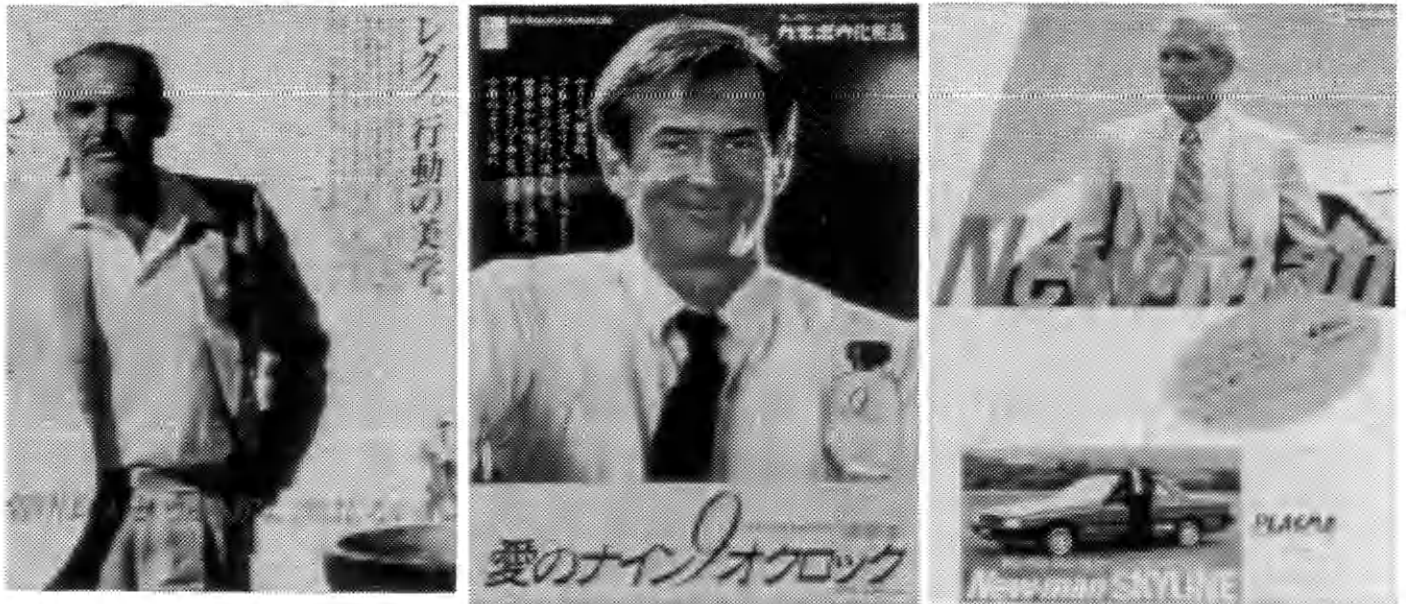
"First let us make friends with you and show you we share your feelings. Then you will want to buy from people who understand. Then you will look to find out what's good about what you want to buy."

This emphasis on formulating a friendship is not a prerequisite for American advertising.



Source: Ads, October 1984, p. 15.

The Japanese need to be acquainted with people or organizations before doing business with them. They adhere to the principle that people buy from people. Brand names are not as important as in U.S. commercials. The product often is shown in the ending shot only, and the price is not mentioned. Commercials are very emotional and make use of more entertainment, music, and well-known singers and movie stars. Western figures are very popular, especially celebrities, as the following ads show.



Source: Ads, May-June 1984, p. 65.

When Phillip Morris decided to sell Marlboro cigarettes in Japan, the familiar image of the grizzled cowboy Marlboro man riding the range in western garb was used. The Japanese could not understand why anyone would want to be like this character who appeared to be dirty and poor to them. Consequently, they could see no reason to want to smoke the same brand of cigarettes he did. The ad campaign failed. When it was revised to include a younger Marlboro man wearing nice clothes, driving a new pickup truck, and giving the impression he owned a piece of the Marlboro Country, the image and sales of the cigarettes improved.⁶³ Similarly, when Schick planned to launch a twin-blade into Japan, the company was forced to reconsider the Japanese market entirely because Japanese men are not plagued by heavy beards.⁶⁴

Other points to remember when doing business with Japanese include the following. "In Japan, a direct command to buy something is considered impolite...It would be an insult, vulgar."⁶⁵ There also is no comparative advertising in the Orient, as has become popular in the United States since the FCC gave advertisers permission to

⁶³Len Sugarman, "Hooray for Hollywood," Ads, May-June 1984, p. 19.

⁶⁴Day, "The Advertising of Ambiguity," p. 16.

⁶⁵Ibid.

use a competitor's name in advertisements. In Japan, no commercial would claim "Pepsi is better than Coke" or "Ford gets better mileage than Chevrolet,"⁶⁶ The Japanese will not criticize a competitor because to do so would cause him to lose face.

American commercials often strongly promote products. Those in Japan show the reaction to beautiful scenery and people. The product is shown suggestively, emotionally, with lovely background music.⁶⁷ For example, a Japanese ad produced by a leading agency depicted a high school girl in school and engaging in athletic events. As she walks home afterwards, she notices an array of colored lipsticks in a shop window. She associates the lipstick surrealistically with a fire hydrant, and as the commercial flashes to a close-up of the lipstick, she imagines a ballet dancer in a bright red costume as chamber music plays accompaniment. Then the girl is shown actually putting on the lipstick. A whole field of lipsticks appears. The girl stops putting on the lipstick, and the metal case rolls to the edge of her dressing table. The only spoken words in the commercial come at the end when the narrator tells the number of

⁶⁶Ibid.

⁶⁷"Translating Copy is a Tricky Business," Anny, January 17, 1975, p. 1.

lipstick shades available and mentions the brand name.⁶⁸
This type of ad would seem to have a definite culturally-oriented basis.

From this description, it can be seen that, although there are always exceptions, Japanese advertising is less explicit than American. In the U.S., things are explained more precisely and with more detail whereas the Japanese use more imagery and are less obtrusive. Japanese ads tend to concentrate on the positive end result of using the products and do not necessarily delve deeply into the nature of the problem being solved. For instance, in a disposable diaper ad, greater stress would be put on the benefits of having a happy baby, implying that the diapers contributed to this occurrence, than on the product itself.⁶⁹

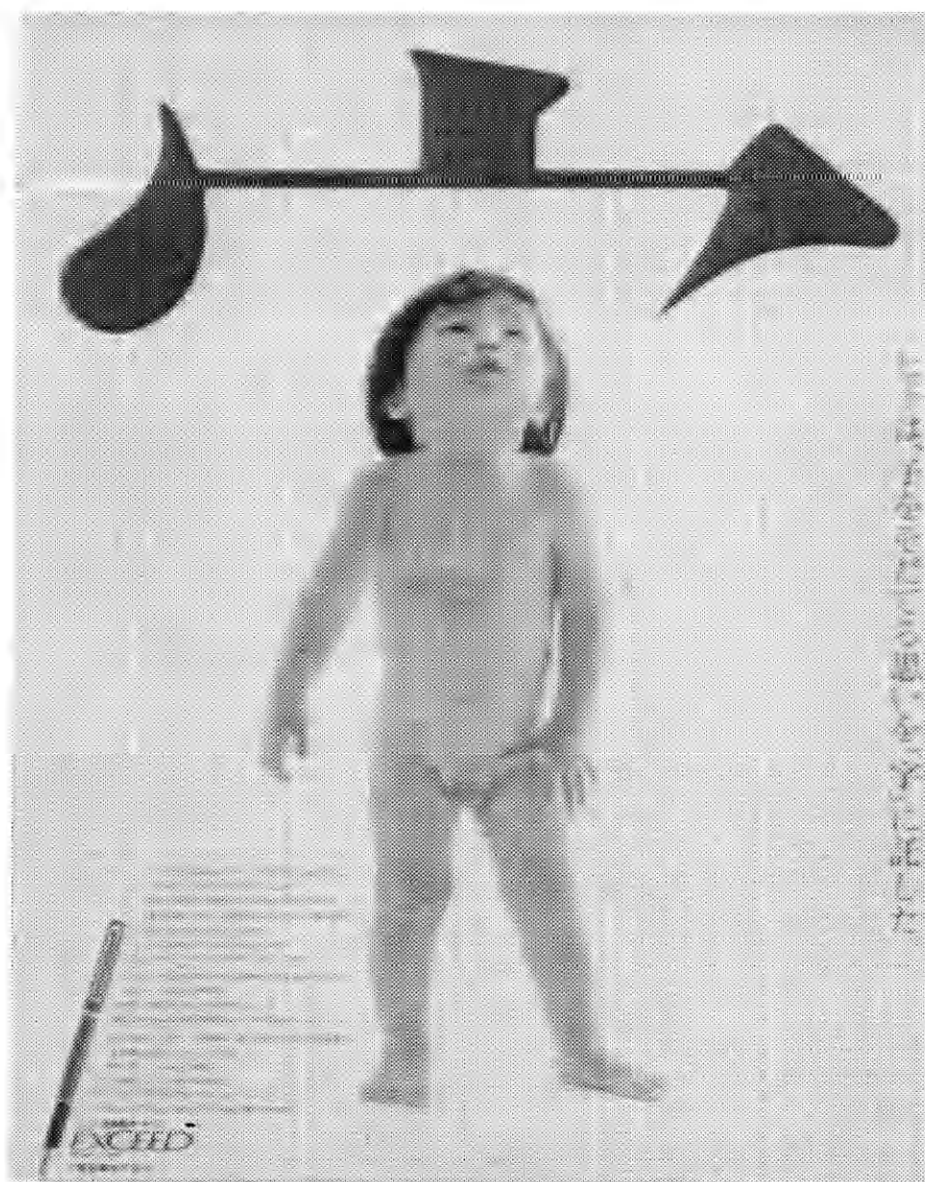
The cultural elements reflected in Japanese advertising include "use of contemporary Japanese language, evidence of the man-woman relationship...strong emphasis on Japanese humor, the need for and sense of long-term relationships, evidence of the individual's place in society, and the use of evocative pictures or events which indicate individual values."⁷⁰ Because each person grasps the meaning of advertising as it reflects his own culture, it may be difficult for someone with another background to have the

⁶⁸Ibid.

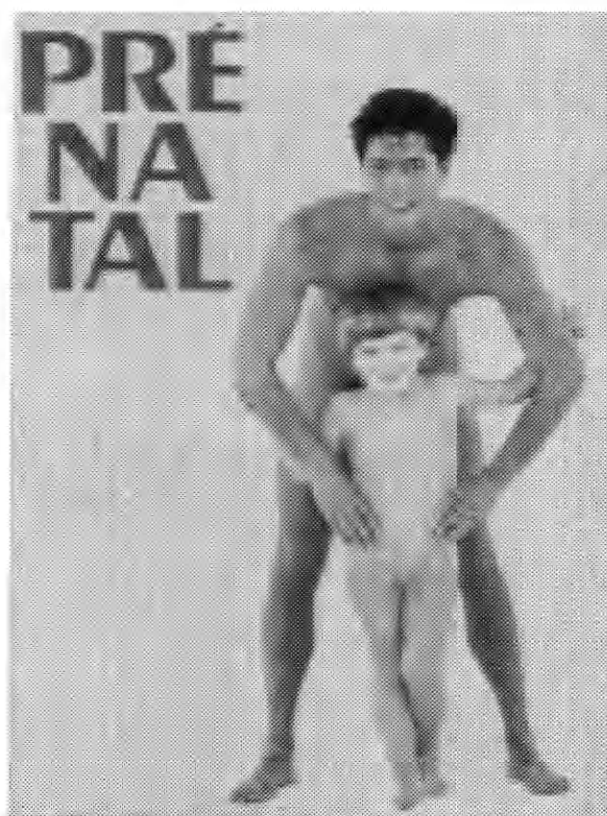
⁶⁹Ibid.

⁷⁰Ibid.

historical or cultural perspective to be aware of the trends and significance of events portrayed in the ad. The comfortable use of nudity in Japanese advertising might be considered an example of this trait. The following ads would seem to indicate that the Japanese have no major objection to or at least no laws forbidding this type of advertising. Otherwise it would not appear in Japanese media much the same as it does not appear in the U.S., at least not for a product such as the pen depicted in the ad below. Therefore, it would seem that American and Japanese advertisers would have to take into consideration each other's predisposition toward nudity when planning advertising directed toward one another, and nudity in advertising is only one example of the many cultural considerations advertisers must keep in mind when dealing with foreign audiences.



Source: Adg, October 1984, p. 22.



Source: Ads, July-August 1984, p. 94.



Source: Ads, October 1984, p. 16.



Source: Asa, May-June 1984, p. 66.

Japanese businessmen tend to identify with their client, not the businessmen's own company. They believe sales come from doing favors for others, and they have many connections from whom favors can be sought. They see negotiations as "a lifelong process of giving and receiving favors, of giving and receiving orders, not of individual occasions of carefully considered and meticulously argued face-to-face negotiations involving strategic planning and persuasive argument."⁷¹ The Japanese also believe it is impertinent to ask their clients questions, such as those regarding the client's intended use of a product or the problems the product or service is supposed to alleviate. This tendency reflects the values of Japanese society in general.⁷²

Japan has entered an age when merchandise is evaluated not only on the excellence of its material and functions or its packaging, styling, and design, but also on the "meaning" that it has for the purchaser. Consequently, the consumer has come to seek a personal meaning in particular merchandise.⁷³ The consumers of the urbanized market are quick to chase after "now" things but then lose interest in them

⁷¹"Two Decades for Grey-Daiko in Japan," Advertising World, February-March 1984, p. 32.

⁷²James W. Henredean, "How to Japanize Your Creative," International Advertiser, September-October 1980, p. 23.

⁷³Ibid.

easily. They do not recognize value in things which project an outdated image.⁷⁴

"The distinguishing feature of the new generation of Japanese consumers is that they possess value concepts which lead them to highly urbanized market behavior."⁷⁵ A marketer in Japan should keep this segment of the society in mind, along with the more traditional and any of those in between, and should monitor each for possible deviations and changes. While advertising style is not necessarily the deciding factor in the success or failure of a marketing campaign, it is conceivable, based on the examples given, that it can be a contributing factor.

European Cultural Considerations

Like Japan, Europe also has certain customs that bear watching when preparing advertising campaigns or attempting any other kind of communication. Examples of some specific European practices follow.

"In Italy, it's common for children to have a bar of chocolate between two slices of bread as a snack. In France, bar chocolate is often used in cooking. But a West German housewife would be revolted by either practice.

"A third of all German and Dutch businessmen take their wives with them on business trips, as opposed to only 15%

⁷⁴Ibid.

⁷⁵Jun Aburantani, "Profile of the Japanese Consumer," The ACCJ Journal, June 1985, pp. 61-62.

of their English and French counterparts. As a study for one hotel delicately put it, the criteria each group uses in judging hotels and the services they offer are clearly different.

"A Reader's Digest study of consumer behavior in Western Europe once astonished everyone by reporting that France and West Germany consumed more spaghetti than Italy. The reason for this curious finding was that the question dealt with packaged and branded spaghetti. Many Italians buy their spaghetti loose.⁷⁶

Because the French drink little orange juice and almost never do so at breakfast, Tang had to be promoted there as a multiflavored refreshment good to drink anytime. The concept of comparing Tang to orange juice, familiar to Americans, would have been ineffective in the French market.⁷⁷

Italian commercials are emotional and to the point of seeming almost nonsensical by American standards at times. In a Fiat ad, a "roguish Italian man bellows that his Fiat is...such a good car you don't have to worry about it, so you have more time for monkeying around with the ladies."⁷⁸

There is very little humor in West German advertising. The Italians, as the above anecdote implies, love fun and schlock. The British are witty, and their ads often seem to tell a definite joke. In one British ad, a normal-looking man

⁷⁶Robert M. March, "How Well Do Your Staff Sell and Negotiate for You?," The ACCJ Journal, June 1985, p. 39.

⁷⁷Copeland and Griggs, Going International, p. 60.

⁷⁸Tracie Rozhon, "Ad Appeal...What Sells Americans May Fall a Bit Short Elsewhere," Omaha World-Herald, 11 October 1981, p. 4-J.

is trying to teach a pet parrot to say "Don't forget the Guinness." He keeps repeating the same phrase to the silent bird. When the man's wife walks into the room, the bird says, "Hello Mrs. Lovell. Bad news. Your husband is turning into a parrot."⁷⁹ Other examples of British humor in commercials follow.

This ad contains an audio gimmick. As the father and son drink the thick milkshakes, their voices continue to get deeper.



Source: Ads, January-February 1984, p. 36.

⁷⁹Ibid.

The boy here is about to drink an Iron Bru, but he is unable to lift his arm until he literally oils his elbow. The ad copy cautions not to drink more than 80 gallons of the drink a day or one will rust.



Source: Adg, May-June 1984, p. 14.

The British commercials also seem to have a lot of sexist gags. For example, in a British Petroleum ad, the intent was to show what life would be like with the product. Consequently, various common items normally not associated with British Petroleum disappeared from view. In the final shot, a woman's tennis outfit vanished, leaving her standing at the net in her underwear. In another commercial for Johnson & Johnson baby powder, the camera slowly panned a woman's nude body. Although nothing risque was seen, this

type of ad would not have been allowed on American television because of the stricter U.S. censorship laws.⁸⁰

British commercials attempt to be very entertaining. Advertisers do not have as much commercial time as is the case in the U.S., so the pressure is there to attract the audience in the time that is available. Consequently, British commercials often are very theatrical.⁸¹

A Campbell soup campaign in Britain nearly failed when the company attempted simply to transplant an existing marketing plan there. Because no one told the market audience that condensed soup required the addition of water, the Campbell products were thought to be too expensive when compared to larger cans of ready-to-eat soups. A new label explaining the preparation of condensed soups was the only alteration needed to make the soup marketable in England.⁸²

Prohibited product categories in Britain include undertakers, the Bible, matrimonial agencies, fortune tellers, hypnotists, betting tipsters, private detectives, contraceptives and pregnancy tests, although feminine hygiene products will soon be seen on television there.⁸³

⁸⁰Rozhon, "Ad Appeal," p. 4-J.

⁸¹Dick Laurie, "The Irish Festival That Nearly Wasn't," Ads, January-February 1984, p. 36.

⁸²Ruel K. Kahler and Roland L. Kramer, International Marketing (Cincinnati: South-Western Publishing Co., 1977), p. 519.

⁸³Don White, "Creative Circle," Ads, May-June 1984, p. 14.

The sometimes-used American technique of placing deliberate grammatical errors in copy will not work in French advertising. The French people will be offended and contemptuously think "that illiterates are marketing the product." Also in France there is a ban on advertising tourism because it encourages the people to spend money outside the country. Also forbidden are ads for book publishers, supermarket chains so that small stores are not driven out of business, margarine, and contraceptives. Children can be used only in spots that apply to children, and even then they cannot say anything resembling a sales pitch for the product. The following is a permissible children's ad.



Source: Ads, January-

February 1984, p. 38.

The advertising of jewelry has been permitted in France only recently. Auto ads cannot "challenge drivers by selling the potential speed of the car," although Roux Seguela Cayzac & Goudard got around this restriction by creating a commercial for Citroen featuring Grace Jones with her hair cut in the shape of a Citroen with a speed indicated above her. The ad follows.



Source: Advertising Age, July 11, 1985, p. 20.

German advertising may not "inspire fear, encourage superstition or promote discrimination...Marketers cannot make direct appeals to children, and children cannot talk about product benefits."⁸⁴ Comparative advertising is

⁸⁴Wentz, "Local Laws," p. 20.

discouraged and must pass rigorous fairness tests. An orange juice ad claiming to taste "just like freshly squeezed orange juice" had to be withdrawn because it too closely approached comparative advertising.⁸⁵ German advertising is permitted to be more explicit than that in the U.S. as the following ad indicates.



Source: WFS, May-June 1983, p. 49.

⁸⁵Ibid.

Italy is expected to approve a law soon concerning false and misleading ads. Among other things, the law will permit comparative advertising for the first time. Furs cannot be advertised in Italy, and an ad for a ritual talisman which guaranteed attainment of all one's dreams was banned for at least four violations of Italian law including "deceptive advertising, dubious authenticity of testimonials, lack of documentation of guarantees and exploitation of superstition."⁸⁶

The values of efficiency and hard work as interpreted by Americans are regarded by many Italians and Frenchmen as uncivilized vice. "Even some Englishmen and Germans insist that the passion of the American executives for work is a form of madness."⁸⁷ Consequently, an ad depicting a workaholic Englishman or German should be avoided.

Vacation practices as a cultural element require special consideration in foreign dealings. Sweden is virtually closed during the month of July because the whole population is on vacation. The same is true of France in both July and August. German vacations are at least four weeks long and are determined by school vacations. Because of this, German law provides that employees with children have first choice of vacation dates before employees

⁸⁶Ibid.

⁸⁷Ibid.

without children.⁸⁸ Therefore, in these countries, ads not relevant to vacations might be postponed until autumn.

Swiss ads must be produced in German, French, and Italian. Most commercials are shot in German and then dubbed into French and Italian which has provoked quality complaints from French and Italian speaking Swiss because the dubbed ads obviously lack the polish of the commercials produced in the original language.⁸⁹

Belgian law is expected to change this year to allow product advertisements on television for the first time. Until recently, only generic public service type ads, such as those emphasizing the value of drinking milk, have been allowed on TV. Belgium frowns upon comparative advertising, particularly if a competitor is named in a side-by-side comparison.⁹⁰

In the Netherlands, children are banned from confectionery ads, and "candy makers also are required to place a little toothbrush symbol at the end of each confectionery spot as a reminder for people to brush their teeth."⁹¹

⁸⁸Ibid.

⁸⁹Philip Lesly, ed., Lesly's Public Relations Handbook (Englewood Cliffs, NJ: Prentice-Hall, Inc., 1978), p. 354.

⁹⁰Wentz, "Local Laws," p. 20.

⁹¹Ibid.

Sweden, Denmark, and Norway do not permit television advertising. "In print ads, Sweden has dealt severely with ads deemed to be sexist."⁹² In Spain, where a woman's age is a closely guarded secret, especially if she is over 40, age group identification in advertising is an important consideration. Approximately 93 percent of Swedes eat crackers while only 3 percent of the French people do, a statistic of probable interest to Nabisco and Keebler, for example, if they would plan to market their products in these countries. Yogurt can be found in nearly 50 percent of Dutch homes but in less than 5 percent of Portuguese ones. Producers of dairy products might be interested in these types of figures.⁹³

Business International lists the following foreign standards and policies which could cause advertising and other communication problems if left unheeded.

*German law prohibits importing of fuel with a high lead content, a practice which blocks the importing of French and Italian cars.

*Technical equipment entering France must go through massive red tape and examination by the Ministry of Science and Industrial Development.

*The UK requires a costly "Air Worthiness" certificate for all aircraft.

⁹²Ibid.

⁹³Ibid.

*French cheese standards do not permit importing of cheese produced from milk powder and also require health certification for honey and tinned fish.

*Ireland requires licenses for imports of egg albumen and tobacco. Italy requires licenses for imports of vinegar, cork, silk, umbrellas.

*Germany requires licenses for worsted yarn and vinegar.

*Belgium/Luxembourg require licenses for petroleum and chemical imports.

*France requires licenses for petroleum and electronic components.

*French insurance rates place a special burden on the vehicles from other countries.

*French repair shops, often directly controlled by the manufacturers, will sometimes delay their obtaining of spare parts for foreign makes to create an obstacle to their use.

*Italy and France levy huge taxes on grain-based spirits. Imports of wine into France must pay a special "wine-transport fee."

*France subsidizes the clock and leather industries through a quasifiscal charge levied on imports. Italy taxes chemical pulp and paper imports to subsidize its own newspaper industry.

*France has a state monopoly on phosphates that has sole selling rights.

*Germany has an import monopoly on ethyl alcohol. Italy and France have state monopolies on matches and alcoholic beverages.

*All European governments have commitments to purchase domestically.

*Germany limits use of architects on its projects to German nationals, even if the contract is with another country.

*The Netherlands allows state industries a first call on resources, even if they have been reserved by another government.

*Italy gives out its construction bids secretively and selectively without Community-wide announcement.

*The French Electrical Company deals solely with French producers, allowing them to recoup research and development overheads.⁹⁴

*Finland does not allow ads for politics, religion, alcohol, intimate products, and weight reducers.

*French laws do not permit the use of foreign words, even such commonly used ones as "hamburgers" and "show biz."⁹⁵

The following two ads are from Norway. The first depicts the natural grain found in crackers, and the second admonishes pregnant women not to drink.

⁹⁴Kahler and Kramer, International Marketing, p. 139.

⁹⁵Copeland and Griggs, Going International, p. 65.



Source: Ads, July-August 1984, p. 28.



Source: Ads, July-August 1984, p. 22.

Whether Americans agree or disagree with, are familiar with or surprised by, or understand or do not comprehend the traditions, beliefs, and practices of other cultures, it is imperative that the Americans recognize the existence of such types of cultural traits. The fact that similarities and differences exist and must be acknowledged and addressed in any international situation must be realized or any kind of intercultural communication will be hampered.

Middle Eastern Cultural Considerations

In dealings with Middle Eastern countries, the American advertiser is faced with some cultural considerations different not only from his own but also from those of European countries, such as those just discussed. For example, it should be remembered that Middle Easterners do not have seasons in the U.S. sense of the word. However, they do observe important holy seasons which impact the people's lives and, therefore, would influence business conducted with foreigners during those times.⁹⁶ Ramadan is a month-long holy season celebrated in July by most Moslem countries. "Where Moslem law is observed, no advertising is allowed during that period."⁹⁷

Arabs are very impressed with quality and so will tend to favor foreign companies that go out of their way to present all of their literature in Arabic accurately and in a straight-forward manner. The Arabs relish the personal touch and can be persuaded without hard-sell pressure. They want the facts and do not want to be harassed into swift decision making. They maintain "the unilateral

⁹⁶Erika Engels Levine, International Media Planning Step by Step," International Advertiser, September-October 1980, p. 30.

⁹⁷Ibid.

option of launching their own investigations to assure themselves of the sanctity of a given offer."⁹⁸

The Arabs are not interested in slow transitions such as an industrial revolution requiring fifty or seventy-five years. They want progress now.⁹⁹ Avoidance of subjects containing political overtones is strongly advised in contacts with the Arab world, including even a passing reference to any Mideastern turmoil.¹⁰⁰

A U.S. pen manufacturer prepared an ad for Mideastern use that had the theme of "buy your husband a pen for his birthday." In the particular market involved, it was typical for men to have several wives whom they regarded as personal property. For a wife to give her husband a gift would insult him, so the pen campaign was not apropos. In another case, an engineering firm submitted a bid for a hotel construction job in Kuwait. Inadvertently, the project costs were converted into Kuwaiti dinari from French francs instead of Swiss francs. Consequently, the bid, which turned out to be the lowest and therefore the one selected, ended up costing the firm money.¹⁰¹

⁹⁸Edward M. Burke, "The Practitioners' Role in Tapping Arab Markets," Public Relations Journal, February 1975, pp. 1-2.

⁹⁹Ibid.

¹⁰⁰Ibid.

¹⁰¹All Language Services, Inc., "Warning," p. 1.

Also it should be remembered that Saudi Arabia does not allow females in print ads, and the best way to sell cosmetics is at a private house party, arranged and attended by women only.¹⁰²

Latin American Cultural Considerations

Dealings with Latin American countries require still other adaptations. For instance, Latinos prefer two-dimensional drawings in magazine ads rather than photographs and like simple messages such as "Buy this product. It comes in three sizes."¹⁰³ This preference carries over to South American television advertising which was described by the president of a Connecticut advertising firm as "like the 1940's: very dumb, not wit, high pressure, go-go-go."¹⁰⁴

The Latin American concept of "macho" is not a man wearing a hard hat. They would rather see a man dressed in a suit who appears to be the boss.¹⁰⁵

A study was conducted among Americans and Hispanics ranking four qualities: sociability, honesty, competence, and composure.

"The Hispanics placed honesty first, then competency, sociability and composure.

¹⁰²Levine, "International Media Planning," p. 32.

¹⁰³Rozhon, "Ad Appeal," p. 4-J.

¹⁰⁴Ibid.

¹⁰⁵Helming, "Culture Shocks," p. M-7.

"The North Americans were significantly different. They put competence first, then honesty and composure. They ranked sociability last." ¹⁰⁶

From just this one example, it is apparent that in business ventures, Americans and Hispanics must adjust to each other's attitudes.

"What the Latin American wants... is to get acquainted. The North American only wants to do business, and fast. The North American is trying to make a deal with a representative of a company. The Hispanic is trying to get to know a human being. The Hispanic chats, and the North American stews..."¹⁰⁷

Nearly all North Americans believe in the value of being prompt. "Latins who have not been conditioned by North American managements frequently seem not even to be aware of the concept of being on time."¹⁰⁸ The matter of seasons is also a consideration in dealing with Latin America. Although December, January and February are winter months to North Americans, South America is enjoying summer during that time.¹⁰⁹

Samples of Latin American advertising follow. The first ad shows Brazilian students adhering to tradition. Upon passing a college entrance exam, female students paint

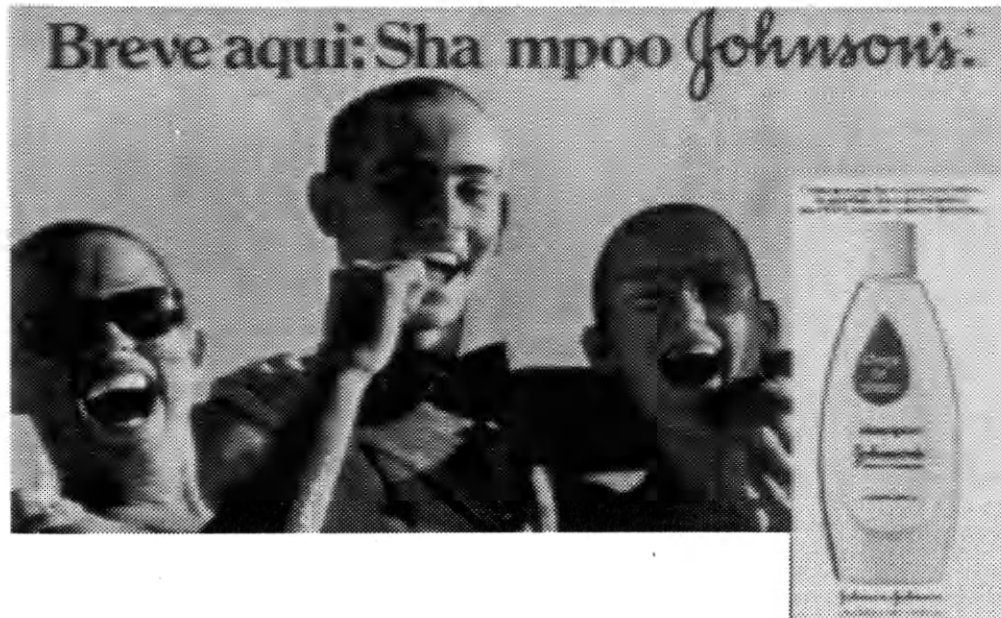
¹⁰⁶Ibid.

¹⁰⁷Ibid.

¹⁰⁸"Cultural Blunders can Ruin Foreign Business Deals," Omaha World-Herald Metro Extra, 26 June 1985, p. 1.

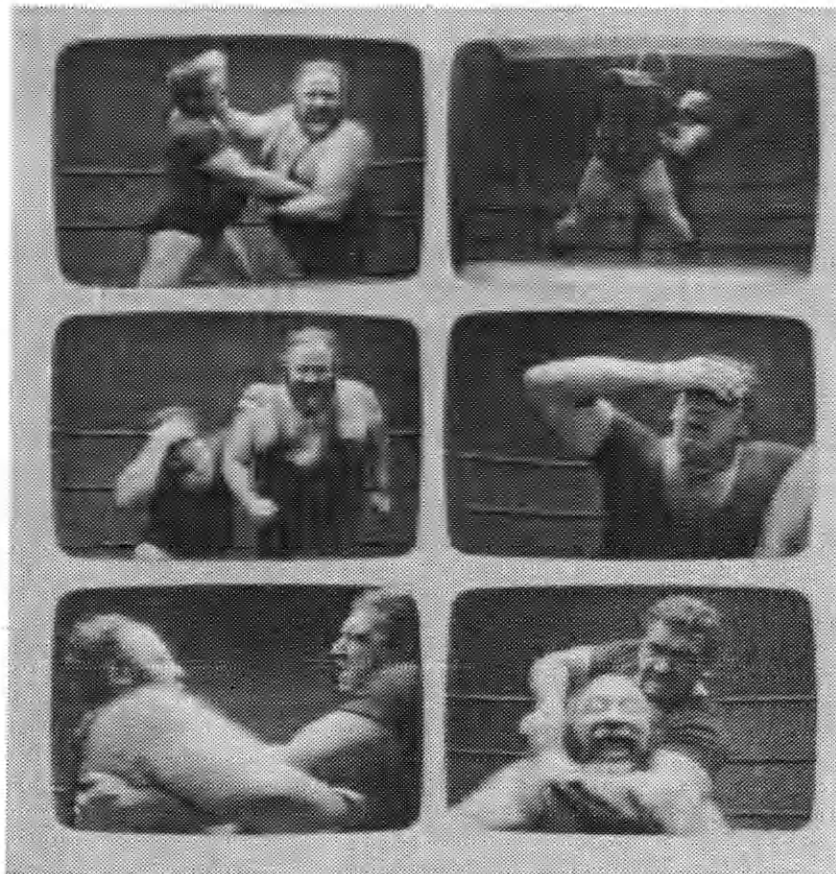
¹⁰⁹Ibid.

their faces, and men paint their bodies and shave their heads. Depiction of this Brazilian practice attempts to tie the use of Johnson's shampoo directly to the Brazilian market.



Source: Ads, January-February 1984, p. 90.

This commercial depicts wrestlers claiming to use Anador pain reliever for each of the aches sustained in this match.



Source: Ads, May-June 1983, p. 26.

Cultural Considerations in Other Foreign Countries

Third World advertising considerations may require a greater degree of familiarization than that necessary for dealings with some other countries already discussed because of the greater differences found in many Third World customs

and practices. "Ads showing women in other than traditional roles may be censored or looked on unfavorably as enforcing Western Culture rather than identifying with native cultures and national goals."¹¹⁰ Modesty must be emphasized in any advertising depicting women in Islamic countries. With blue jeans, for example, it would be objectionable to show a woman wearing them but would be permissible to show a woman ironing them. Revealing clothing and bathing suits would be forbidden in all ads, and women and men could not be shown holding hands, dancing, embracing, or even standing close together.¹¹¹

"A major pharmaceutical manufacturer a number of years ago developed a process for coating rice with Vitamin A that could withstand cooking. The company believed, with considerable justification, that a serious public health problem endemic to the Far East could be alleviated through this process.

"The Philippine government welcomed the process, promising total cooperation, and went to the extent of enacting legislation to compel all rice millers to incorporate the process.

"When the rice millers refused en masse to go along with the new government regulation, it was learned that the Philippine authorities had really intended that the Vitamin A program provide a means of determining quantities of rice that were milled, thereby enabling the government to

¹¹⁰Lesly, Lesly's Public Relations Handbook, p. 354.

¹¹¹Copeland and Griggs, Going International, p. 61.

collect its taxes which the millers had evaded successfully for years."¹¹²

A McDonnell Douglas Corporation illustrator, who used a National Geographic magazine as a guide, depicted potential customers in India as wearing turbans. It was later pointed out that the turbans were Pakistani Moslem, not Indian.¹¹³

The list of foreign customs and practices to be aware of goes on, as the following examples indicate.

"Women still face legal discrimination and subordination to men in many foreign societies, and some cultures maintain a rigid division of labor between women and men.

"Telephone sampling which is popular in the U.S. may not be reliable in foreign countries where many people do not have phones, such as Ceylon where only 3 percent do. Even European countries have far fewer phones than Americans are accustomed to.

"At least fourteen different languages are spoken in India."¹¹⁴

"Because dogs are considered filthy in Islamic areas, even Greyhound buses in such places do not carry the familiar greyhound logo."¹¹⁵

In Asia, the Middle East, and Africa, Americans must learn to read between the lines in their preparation process and be aware of the context of a communication because that

¹¹²Ibid.

¹¹³Lesly, Lesly's Public Relations Handbook, p. 354.

¹¹⁴American Management Association, Inc., Market Research, p. 34.

¹¹⁵Copeland and Griggs, Going International, p. 61.

is where much of the necessary information is found. The Arabs also attach great importance to compliments, insults, or indifference. Latins delight in verbal play whereas others, such as Nigerians, prefer a simple form of expression. Although an American might be embarrassed by a heated discussion or made uncomfortable by conflict, French or Arab men, though not women, would find an argument stimulating.¹¹⁶ Loudness is also a sign of strength and sincerity to Arabs. Chinese people are apt to giggle or smile when embarrassed or told bad news in order to suppress emotion, so Americans would have to learn to tell the difference between this type of smile and one of pleasure by the look in the Chinese people's eyes.¹¹⁷

An astute marketer will learn that many English and Japanese kitchens are too small for many appliances considered standard in American homes, and that in many foreign areas, "refrigerators are too small for large-size bottles."¹¹⁸ In Mexico, the government distributes prescription drugs, while in Japan the doctor handles them. With a general usage item like laundry soap, large economy sizes are popular in Italy, small packages are preferred in Japan where space is at a premium and shopping is done several times a week, and

¹¹⁶ Ibid., pp. 107-108.

¹¹⁷ Ibid., p. 110.

¹¹⁸ Ibid., p. 48.

individual packets are desired in Mexico where servants do much of the laundry, and the pre-measured amounts help reduce pilferage. Of course, the same laundry detergent may have to be reformulated for use in all of these countries to accomodate local water conditions.¹¹⁹

These examples of foreign situations are only representative of the many that exist. They indicate the multitude of details that a person engaging in any form of international business or communication must be aware of. Therefore, it seems reasonable to assume that the more one learns about a prospective communication partner prior to the communication event, the less risk of cultural error and the greater the chance of a successful endeavor.

¹¹⁹Ibid., p. 60.

IV. INTERNATIONAL ADVERTISERS EXAMPLES

Although many advertisers have experienced difficulties in implementing their international programs, as the previous listings of problems and errors indicate, other advertisers have been successful in their international efforts. Several of them were selected and asked what methods they used to assure no cultural errors were made in their campaigns. Many of their replies indicated that similar procedures were employed in handling their international programs.

Those responding to the inquiries regarding international advertising procedures were representatives of BBDO International, Inc.; Compton International; Cunningham & Walsh Inc.; Hill, Holliday, Connors, Cosmopolos, Inc., Advertising; and McCann-Erickson. All the respondent companies saw the value of utilizing affiliates in foreign countries to at least some extent. This sampling of advertisers seemed convinced of the value of cooperating with someone familiar with the market area, preferably a native of the country. The amount and type of cooperation seems to be proportionate to the degree of decentralization within each organization. In those with greater decentralization, the international campaigns were basically turned

over to field professionals to handle. There is little direct involvement between the parent company and the foreign office. The attitude seems to be based on the belief that the market area professionals were hired to serve as the experts in their localities and so should be allowed to perform as they see fit within their area of expertise. Occasionally, supplemental training and development programs are held to maintain campaign continuity, discuss any significant developments, and plan strategies. The intent of such programs seems to be more informative and strategic than directive.

Other more centralized companies seem to have more awareness and input regarding the programs supervised by their foreign affiliates. One organization found it could capitalize on the success of a popular U.S. television commercial by translating it into Spanish for Mexican distribution. Since the product already was a popular soft drink in Mexico, no further adaptation of this particular advertisement was necessary. For use in Thailand and Spain, however, additional alterations were required, including substitution of local personalities to portray the characters in the commercial.

It becomes apparent from these examples that these companies possess "sensitivity to cultural differences" to at least some extent, no matter what their degree of involvement at the awareness level and leave all additional

concerns related to the issue in the hands of their foreign affiliates. Others have maintained direct involvement while still leaving the crucial factors up to the discretion of the local experts. Because all the respondent companies give evidence to some degree of cultural sensitivity, it can be assumed that if the parent organization itself is not concerned with intercultural specifics it presumes its foreign affiliates are. Regardless, someone is responsible for the cultural aspects of the programs. Cultural awareness implies acknowledging cultural idiosyncrasies and leads to an effort to learn as many cultural specifics as possible about a target audience. What information cannot be learned personally, such as native fluency in a foreign language, should be obtained from outside professional or expert sources. One must know where to find the necessary information one does not personally possess. These example companies do this.

Regarding specific program adaptation to foreign markets, several points were highlighted by the advertisers. One respondent indicated caution was exercised in developing trademark familiarity in the diverse areas of the United Kingdom, Holland, Germany and the Middle East. Again, local agencies in each country were used to interpret the general tone of the program to suit requirements abroad. Because of the specific product being promoted, research proved a U.S. campaign could not be simply lifted and used overseas.

Care had to be taken especially where humor was concerned because it is particularly individual to each country. For example, what is funny in America may not get a laugh in England. The local agencies' assistance also helped ensure receiving maximum value for amount of investment made.

One respondent discussed his company's philosophy in greater detail. His organization begins by focusing on cultural similarities and then investigates differences, making any modifications necessary. How applicable this procedure is depends, of course, on the type of product being promoted. If something like cameras or film is the item being marketed, it should be recognized that the reasons for taking pictures are basically the same everywhere, according to the respondent. Drastic revisions in promotional strategies probably are not required. However, within the same context, the event being photographed must be carefully considered. It would be inappropriate and embarrassing to advertise Christmas in Israel and Moslem countries, for example. The important point is to recognize which products have universal appeal and which do not. Cultural awareness is necessary here. The respondent suggested that caution also should be exercised in considering needs. Beyond bare necessities, product offerings are not built upon needs but upon desires based on the product offerings themselves. No one needs designer jeans,

but a major market, originally in the U.S. and later developed in other countries, was built by the product offering itself. The product instigated its own demand.

Unnecessary extremes should be avoided in order to obtain a more accurate picture of the market, according to this same respondent. If a strictly "American style" approach is introduced elsewhere, lack of "American style" results can cause disappointment or formation of the erroneous conclusion that, based on economic and cultural differences, there is no market for the product. The truth is usually somewhere between these two ends of the spectrum. For example, just because fast food outlets do not spring up on every corner of all foreign countries does not mean there is no market for this product. It only indicates that the overall potential may be smaller and the growth pattern slower, according to one particular respondent. Media efficiencies are not the same everywhere as in the United States, and even real estate has to be viewed differently, among a myriad of other considerations. However, once these adjustments are made, even if they follow a few false starts, a healthy, profitable business in any developed nation is both possible and probable.

These respondents' replies indicate a considerable amount of thought goes into the evaluation and development of the advertisers' international advertising campaigns. Although the particulars may vary, the advertisers agree

that cultural sensitivity in international advertising and the questions it raises are to be dealt with in some phase of the operation. The people involved realize this and act accordingly.

A major point of similarity shared by the companies referred to here is their use of some type of foreign branch, affiliate, or agency, staffed by foreign nationals familiar with the market countries' cultures. In the area of international advertising, it is impossible for people in any one country to know everything about every other. The wise person admits this, learns all he can himself, and then seeks and relies on the experts who have the answers still needed. By doing this, the chances of developing a successful campaign are greatly increased.

Other businesses provide additional examples of international practices. The importance of the separation on international and domestic marketing is apparent in Ford's policies on Asia and the Pacific. The company feels that understanding the market can be achieved only through regular and frequent association with the international market. Ford maintains a staff of field representatives "spend approximately six months of each year in overseas markets on a basis of three weeks away and three weeks in Australia."¹²⁰ The members of this operation "must have the

¹²⁰ Simon, The Tongue-Tied American, p. 31.

responsibility and the authority to initiate action, where necessary and appropriate to minimize marketing performance, to alter existing products, or to introduce new products to satisfy the unique requirements of the international market."¹²¹

According to Ford's thinking, the overseas marketing operation should perform the following functions.

- Adapt domestic marketing policies and practices to the circumstances of the overseas market.

- Supervise the implementation of those policies and practices in the market place; and

- Coordinate the requirements of the market place with the facilities and resources of the supply/manufacturing source.¹²²

Consequently, not only does the establishment of an overseas or international market "suggest an awareness that marketing methods must be developed for overseas markets, but it must also recognize that overseas markets require different or modified products."¹²³ A company must acknowledge that it "must understand all aspects of the marketing environment... to meet the markets' unique demands."¹²⁴

¹²¹Ibid., p. 75.

¹²²Ibid.

¹²³Marketing Research Society of Australia, Marketing in the Seventies, (Sydney: West Publishing Corporation Pty. Ltd., 1968), pp. 199-200.

¹²⁴Ibid., p. 200.

Ford's method of handling foreign marketing operations through field representatives fits the company's needs, but different procedures may be better suited to other organizations. Companies heavily involved in international marketing do as much international preparation as they can themselves and then often locate an individual or small group of people in those people's native country or a small group of related countries to handle the specific and immediate marketing problems which exist in the particular area. As in the cases of the advertising agencies already mentioned, these local nationals "have more intimate access to information within their native country and better intuitive understanding of the human phenomena which will effect the local markets than an outsider could be expected to have."¹²⁵ This is beneficial because each country "constitutes a separate market in that it is influenced by a unique complex of social, economic, and political factors."¹²⁶ Marketing channels, consumer attitudes, laws, trade conditions, and financial conventions vary. Therefore, familiarity with these differences is a necessary part of conducting business.

Generally, there are a number of ways to handle international advertising, the promotional arm of international

¹²⁵Ibid.

¹²⁶Ibid.

marketing. A company may deal with it directly, but this requires trained personnel, local data, foreign language capacity, media information, a knowledge of foreign exchange, etc. and be available at all times. Even with all of these facilities, all business would have to be conducted long distance, which is not always appropriate for any urgent needs that might arise.¹²⁷

A more effective manner of handling international advertising is by purchase of foreign agencies, establishment of branch agencies in foreign countries, or acquisition of a controlling interest in foreign agencies.¹²⁸ These are expensive propositions but some that many companies have found are "worthwhile solutions to the complex problems of international advertising, especially for the more important markets."¹²⁹ Under one of these arrangements, a company is able to have on-the-spot supervision of advertising and direct control and authority in the local market.

Another method which had been effective in many cases is the practice of establishing joint agencies in foreign

¹²⁷Ibid., p. 202.

¹²⁸American Management Association, Inc., Market Research in International Operations (New York: American Management Association, Inc., 1960), p. 9.

¹²⁹Ibid., p. 11.

countries. These joining agencies "are separate entities controlled by the domestic agency and a foreign agency, both of which serve the domestic agency's accounts under a profit-sharing arrangement."¹³⁰ In this way, the domestic agency can maintain control over its own advertising in the foreign market and also utilize the talents of the foreign agency.¹³¹

An arrangement similar to the joint agency collaboration is the "minority-interest plan under which a domestic agency buys a minority interest in a foreign agency and thereby gains some authority over the operation of the firm."¹³² However, this method, as is the case with the branch office arrangement, requires either the establishment of procedures similar to these in each market or a combination of these methods in certain countries with use of associate or affiliate agencies in others to make certain all international audiences are covered.¹³³

Still another method is for domestic companies to become affiliated with an agency network system. There are such types of networks in Europe "that have formed an

¹³⁰S. Watson Donne, International Handbook of Advertising (New York: McGraw Hill Book Company, 1964), p. 205.

¹³¹Ibid.

¹³²Ibid.

¹³³Ibid., p. 206.

integrated group to offer local service, talents, and ideas on an organized exchange basis."¹³⁴ Although the member agencies function within a set of regulations adopted by each individual network, the regulations may differ in terms of effectiveness from one network to another.

A more common practice among domestic companies is to work through affiliate agencies in foreign countries. This method can be effective only if the domestic agency "has an international department set up with complex media files and some specialized personnel to supervise the operation."¹³⁵

There are also those domestic companies that find it effective and efficient to handle their foreign advertising "in combination with an international agency specializing in foreign advertising."¹³⁶ Although the international advertising agency itself may maintain branch offices or joint agency setups in some foreign countries, operation is chiefly through the use of associate agencies throughout the world. This method has the advantage of providing "an intimate knowledge of the policies and accounts possessed by the domestic agency combined with the knowledge of foreign advertising that is the specialty of the international agency."¹³⁷

¹³⁴Ibid.

¹³⁵Ibid.

¹³⁶Ibid.

¹³⁷Ibid.

Whatever method is preferred to handle international advertising programs, it is important that companies maintain some form of foreign affiliation. "Wrong marketing decisions...can be extremely expensive in any market; in a foreign market, such errors may be irremediable."¹³⁸

The need for careful research in dealings with foreign countries cannot be emphasized too strongly. Foreign affiliations often may be necessary to fine tune international programs, but the initial responsibility rests with the originating company which has to be sufficiently prepared to initiate activities and communicate with any affiliate liaisons. Preparation procedures cannot be taken lightly. In the U.S. Department of Commerce brochure, Factors Limiting U.S. Investments Abroad, the case for diligent market research is clearly stated.

"One of the most persistent causes of difficulty for foreign investors in the American Republic is the failure on the part of the investing firm to investigate properly and to do the necessary preparatory work before actually placing its capital. The investing firm too often fails to realize that every foreign country has its own set of laws, customs, currency, language, and point of view."¹³⁹

One cannot assume that people overseas wash, eat, drink, clothe themselves, sleep, act, or think as Americans do. They do not.

¹³⁸Ibid.

¹³⁹Ibid.

¹⁴⁰Ibid.

"Additionally, usually you will find their habits different in each overseas market. The only way to learn the difference is by experience--by investigation with due regard for the humanities of each local environment."¹⁴⁰

At this point, some general observations can be made. Overseas failures often are the result of ignorance of and inability to adapt to foreign ways. Whereas in the United States, people try to learn as much as possible about consumer groups, organizations, policies, competitor practices, etc., "we are willing to transact business with foreigners without understanding who they are, what makes them tick, how they view the world and...how their corporations work."¹⁴¹ According to Xavier Oliver, chief executive officer of Tiempo/BBDO in Spain, the idea of attempting to fit one strategy into various markets seldom works well either. There is too much diversity involved with different languages, cultures, and approaches to business.¹⁴² The best procedure is to align oneself and one's program with the direction of the other culture's effort, with the way its world is flowing, and take advantage and make the best of it. One must be prepared to study and adjust to the foreign culture. If one

¹⁴⁰Ibid.

¹⁴¹Copeland and Griggs, Going International, p. xxi.

¹⁴²Marilyn L. Cummins, "Getting Your Message Across," Agri Marketing, February 1984, p. 30.

is not willing to expend this effort, one is advised to stay out of international business.¹⁴³

¹⁴³Copeland and Griggs, Going International, p. xxi.

V. AVENUES OF ASSISTANCE

A person considering advertising internationally is not totally on his or her own. Help is available. However, at times there may be problems finding it. Logical sources of assistance may offer only disappointment. Locating worthwhile information may require some effort, but such information does exist.

In spite of what might be expected, the Federal Government plays only a minor role in promoting exports and, consequently, their promotional offshoot, advertising. The Government is involved mostly "in the areas of regulating trade between countries and in foreign loans for purchases of U.S. goods, but it historically has done little to encourage domestic manufacturers to enter the export market."¹⁴⁴ The private sector mainly has been responsible for handling import and export activities with large corporations playing the major role. There have been hints of increased federal support for exporters, but Department of Commerce budgets do not reflect this yet. "in fact, federal expenditures ~~to~~ to promote exports are roughly equalled by the combined

¹⁴⁴Kahler and Kramer, International Marketing, p. 515.

¹⁴⁵Wentz, "Local Laws," p. 20.

spending of the 50 states,"¹⁴⁵ and the states seem to be increasing their trade development at a faster pace than the Federal Government's programs are.

The growing exporting activity at the state level could be an encouraging sign for advertisers, but international advertising expansion will not be automatic. The advertising industry is not yet thinking internationally, and the small exporters are not receiving the guidance necessary for them to initiate an advertising spurt. It is apparent the government is not providing this guidance, and agencies which normally could assume this leadership role also seem to be unaware of the opportunities and needs in these areas. Some assistance is available from sources such as those previously mentioned, but it seems awareness must be the first order of business. This is no small task as those who are attempting education programs can attest. "It is difficult to get the message through. Companies are afraid, unaware of the value, and look for growth largely in the domestic market. They would rather not deal with the differences--such as incompatible sizing--in the international markets if they had access to a market, say, in Chicago."¹⁴⁶

¹⁴⁵Wentz, "Local Laws," p. 20.

¹⁴⁶Caroline Krebs, "Exports" Pushing U.S. Goods from the Grass Roots," Advertising World, February-March 1984, p. 11.

"This reflects the irony that the world's most productive economy remains relatively indifferent to exports compared with other industrialized free market societies."¹⁴⁷

In spite of these negative implications, a great deal of information is available to those desiring to enter international advertising. Each interested company must investigate these sources to determine which combination of resources will best suit its particular needs. If media assistance is required, for example, an excellent starting point could be the International Media Guide which includes six directories listing over "9,000 newspapers, and trade and consumer magazines worldwide, their advertising rates, circulation figures, audience description, contacts, mechanical specs, and closing dates."¹⁴⁸ The American Association of Advertising Agencies provides The International Service to its members and makes available foreign publication samples, media kits, and direct mail, outdoor, transit, and cinema advertising information. Additionally, several foreign organizations offer comparable information in the local language.

¹⁴⁷Ibid.

¹⁴⁸Jack Acken Smith, "Taking the Mystery Out of Advertising Internationally," Advertising World, April-May 1984, p. 35.

If marketing information is desired, good reference sources include The Statesman's Yearbook, Dun & Bradstreet's Exporters' Encyclopedia, the Concise Guide to International Marketing, Business International, Media International and Business Information Sources. These publications contain worthwhile material on communications, trade and marketing regulations and restrictions, currency, transportation, business, travel, population, literacy, languages, religion, climate, working hours, income, main towns, finance, forecasts, business problems, and opportunities, salaries, etc. Information on international trade can be obtained from the U.S. Department of Commerce International Trade Administration which published global, international and country marketing opportunities for particular products or services in specific regions or countries. Included is information on size of market, trends, prospects, competition, suppliers, end users, capital expenditures, demographics, market access, practices, tariffs, and standards.¹⁴⁹ Still other publications provide specific information on syndicated readership studies, subscriber studies, advertising expenditures, and advertising regulations.

¹⁴⁹Ibid.

Assistance also is available from the National Association of State Development Agencies (NASDA), an organization of approximately a half dozen states formulated, as have been previous trade development affiliations, to supplement and coordinate the various collaborations between the government and the private sector.

"Among NASDA's services to states is an annual International Trade Specialist Training Program presented in cooperation with the American Graduate School of International Management (Thunderbird) in Arizona. The intensive 5-day course reviews export techniques and concentrates on developing assistance and counseling skills by using academic instruction and participants in international trade."¹⁵⁰

The International Advertising Association, concerned with increasing the number of qualified people in the field of international advertising, has designed a course "not only for trainee executives but also those already well versed in certain aspects of marketing where an extension of their education can only be considered an asset to companies with existing or potential international involvement."¹⁵¹ The class syllabus includes discussion of the development of international trade, external influences on the market, the organization of international marketing,

¹⁵⁰Krebs, "Exports," p. 10.

¹⁵¹Mary P. Schroeder, "Reminder list for International Media Planners," Advertising World, April-May 1984, p. 35.

communications strategy, implementation of program research, creative approaches, media characteristics, non-media advertising, promotional activity, and the infrastructure of international advertising. The diploma awarded upon completion of the class "has been designed to become the highest qualification in the field of international advertising."¹⁵²

International Internship Programs Inc. of Seattle, Washington, is a "U.S. nonprofit corporation which has sponsored over 250 professional exchanges between Japan, Canada, Britain, and Austrailia since 1979 in education, journalism, and nursing."¹⁵³ The purpose of one of its recent exchanges with Japan was "to give professionals the opportunity to learn and exchange management ideas and business techniques on the job through direct observation and interaction rather than through passive book or seminar learning."¹⁵⁴ Before leaving for Japan, participants received a one-week orientation course on the Japanese language, customs, lifestyle, history, and business. This

¹⁵²Ibid.

¹⁵³Krebs, "Exports," p. 11.

¹⁵⁴"IAA Establishes course in International Advertising," Advertising World, December 1983, pp. 28-29.

may seem to be a relatively small amount of time to cover so many topics, yet it is better than no preparation at all provided the participants expanded their knowledge significantly once they arrived in Japan and began practicing what they had learned.

Still another organization, the Direct Marketing Association, established an international adjunct with its own officers, goals, agenda, and research facilities to handle the special interests of worldwide marketers. This new division, the International Council, is expected to expand national direct marketing associations around the world; and the possibility of reciprocal arrangements also are being explored.¹⁵⁵

Although there may not be a vast quantity of books available explaining international advertising in a nutshell, there are several that may be of assistance to someone entering the international field. One of the few to broach the subject in its entirety in one volume is Going International by Lenny Copeland and Lewis Griggs. The book is an excellent reference providing a worthwhile overview of the international business situation. It is one anyone involved in international advertising could benefit from reading. Other books providing good supplemental information

¹⁵⁵Ibid.

include International Marketing by Ruel Kahler and Roland L. Kramer, The Silent Language by Edward T. Hall, and International and Intercultural Communication edited by Heinz-Dietrich Fischer and John C. Merrill. Becoming familiar with the information contained in these books would be a worthwhile initial step for prospective international advertisers.

These few examples indicate that assistance with international advertising is available if one is persistent in searching for it. Hopefully, international advertising one day will be a much less complicated procedure than it is today. In the meantime, the problems involved must be rectified, but it may be no simple matter to do so. It has been shown that many factors must be considered in the preparation of international advertising, and it appears that it is only by hard work and attention to detail that progress will be made.

VI. WAYS TO AVOID PROBLEMS

Avoiding the pitfalls of international advertising such as those described earlier, is no simple feat. Yet it must be remembered that assistance is available. Becoming aware of cultural nuances, examples of which have been given already, is a necessary first step. Following the examples of those organizations with international advertising successes to their credit such as the advertising agencies and businesses mentioned in previous pages, is recommended also. Utilization of the "avenues of assistance" awaiting exploration is suggested. However, once a comprehensive background in the area of intercultural awareness and intercultural communication is acquired, guidelines are necessary to assist with the procedural aspects of an international project.

Guidelines

If one stays attuned to the existence of cultural differences, it is possible to avoid mistakes resulting from attempts to judge others by criteria valid in the U.S. but not necessarily accurate elsewhere. In order to do this, the fundamentals of culture must be remembered and taken into

considered in the communication process. For example, culture is:

1. learned;
2. passed from one generation to another;
3. social by nature;
4. a reflection of group habits, often conceptualized as ideal behavior;
5. a satisfaction of a need;
6. adapted to the geographic environment by borrowing from the social environment of neighboring people;
7. divided into elements which tend to form a consistent and integrated whole.¹⁵⁶

Keeping these points in mind will contribute to the cultural awareness necessary for intercultural communication.

Once general cultural observations have been made, application to foreign audiences is necessary. The following points can serve as guidelines in developing standards for evaluating foreign markets and avoiding cultural errors.

1. Make sure the appeal is compatible with the audience's life style and environment.
2. The audience must readily understand and absorb the advertising message and must not be offended by what is presented or the way it is presented.

¹⁵⁶Kahler and Kramer, International Marketing, p. 112.

3. A sound mastery of advertising skills and techniques is a must.
4. Familiarity with the advertising organization, its policies, and its products is required.
5. A thorough knowledge of the market, its people, their needs, wants, likes and dislikes is necessary.
6. Executive leadership with a worldwide perspective and a thorough and sympathetic understanding of the international field is beneficial.¹⁵⁷
7. Assume nothing. Invest in international research before investing in international advertising.
8. Do research and develop data country by country. The world should not be divided into the United States on one hand and everywhere else on the other.
9. Let those who have to use sales tools in foreign markets determine whether they help or hinder.
10. Corporate identity should originate in the home office, not in the field.
11. Wherever possible, maintain a uniform multi-national identity. A graphic pattern which can be associated with a company is helpful.
12. Translate in the vernacular and idiom of the trade.
13. Participate in trade expositions whenever possible. They are much more significant in other parts of the world because there is less intercompany visitation and travel.
14. Expect to pay more for international advertising and budget for it.

¹⁵⁷Fischer and Merrill, International and Intercultural Communication, p. 296.

15. Americans have been weaned on deadlines and due dates, but the rest of the world moves much more slowly. Plan further ahead to avoid disappointment.
16. Be professional. Pretest advertising with other professionals overseas. Listen to their evaluation of the media selected, the themes stressed, and the action anticipated.¹⁵⁸ "While all research methods and techniques should be utilized whenever possible in developing international advertising plans, nothing can be as rewarding as personal on-the-spot contacts with customers, prospects and the local advertising/marketing organization. Actual visits with these people can often provide more valuable information than bundles of correspondence and all of the research reports."¹⁵⁹ Of course, other forms of research, such as field studies, surveys, case studies, and content analysis, also have their place in the intercultural communication preparation process.¹⁶⁰

By remembering these types of guidelines, a marketing or advertising person will be better prepared to handle diverse situations and problems because, in general, the ultimate responsibility for market research in the international field rests with the advertiser.

A person desiring to know more about a particular culture also would be wise to study its advertising. Ads "reflect trends in language, fads, tastes in music and graphics, as well as changing political and social trends."¹⁶¹

¹⁵⁸American Management Association, Inc., Market Research, p. 34.

¹⁵⁹Fischer and Merrill, International and Intercultural Communication, p. 294.

¹⁶⁰Kahler and Kramer, International Marketing, pp. 118-119.

¹⁶¹Copeland and Griggs, Going International, p. 51.

Because successful advertising must reflect a knowledge, understanding and sensitivity to the distinctive way of life of the target audience, it also may in turn shape the culture of its readers or viewers.

"Whether it is good or bad, and aside from its direct economic effects, the cultural influences of advertising as it appears in various areas of the world, is tremendous. There would seem to be little question that cultures or life styles are influenced by ideas communicated through advertising. The way most of us think, dress and life reflect our exposure to advertising."¹⁶²

It appears that a country's advertising may serve as a short course in popular culture.

Practical problems should not be overlooked in international advertising either. Local printing capabilities, for example, should be examined before a piece requiring quality technical production is planned. Media usage also should be given special consideration. "American firms typically underspend in foreign media, and when they do invest in overseas advertising, they make two mistakes: they tend to stick to the publications they know, and they apply the same media-mix formula used in the United States."¹⁶³ The same media-mix seldom can be implemented in diverse

¹⁶²Fischer and Merrill, International and Intercultural Communication, p. 292.

¹⁶³Copeland and Griggs, Going International, p. 66.

countries because media habits and the options available are usually quite different. Ignoring the indigenous media is unwise because if one wants to reach a foreign audience, it is best to do so by means of the media presented in the language of that audience and in that familiar to those people.¹⁶⁴

More emphasis also must be placed on educating people for the international advertising field. Because it is not necessarily true that a person who can operate effectively in the U.S. can do just as well in the international areas, people should be trained specifically to be international communicators just as well or even better than foreign service officers for government positions and lawyers for big international law firms are trained. A suggested educational program might include "a strong liberal arts base with considerable stress on language and social science. The international adman should know psychology, cultural anthropology, economics, and marketing."¹⁶⁵ A basic knowledge of the philosophy and practice of advertising with particular emphasis on problem solving and decision making in the international field would be helpful also.

¹⁶⁴Ibid., p. 70.

¹⁶⁵Fischer and Merrill, International and Intercultural Communication, p. 314.

Although some people may have better aptitudes and personalities for work in the international field than others, "all can profit from the right kind of training."¹⁶⁶

Desirable Characteristics

As has just been mentioned, persons with certain characteristics may be better suited to the international field than others. An analysis of the personalities, attitudes, and skills of people who have achieved a high level of excellence in their international endeavors has resulted in the definition of several basic traits possessed by these people. These traits, coupled with those adaptations specifically required for operating in a particular country, seem to make a difference between success and failure no matter what the assignment or job abroad.

A person successful in international dealings should be flexible and adaptable. The qualities and attributes that make one a success at home also are required abroad. However, the difference in cultures and marketplaces, shifting currencies, and political relationships, in addition to fluctuating international realities, must be considered too. These people are neither weak, malleable, and compliant nor immovable and unimpressible.

¹⁶⁶Ibid.

Internationally successful people also have a sense of humor and a great deal of patience. An ability to laugh at oneself, to be ready for anything, and to persist over the long term make a person better able to develop a strong foothold in the global market. They are self-reliant, self-motivated, full of creative solutions, unafraid of taking responsibility alone, and more likely to enjoy and succeed by working with other people. They are not necessarily popular but rather possess the knack for establishing communications, trust and respect.¹⁶⁷ People who do well internationally have learned how to listen, which is a major accomplishment because it is often said that the greatest obstacle in the path of American international business success is Americans' poor listening ability. Words, body language, and actions must show empathy, consideration of the foreigners' needs, feelings, and viewpoints, respect for their ways and acceptance of the validity of their beliefs and customs. Tolerance, and appreciation of differences, professionalism, diplomacy, and tact are also prerequisites for international success.

Because international work inflicts stress, people who are emotionally insecure or unbalanced cannot hope to do well in foreign assignments of any duration. Not only must the person performing the overseas function be stable

¹⁶⁷Copeland and Griggs, Going International, pp. 210-211.

but his or her family must be also. All must be sufficiently adjusted to tolerate ambiguity, face the unpredictable without great frustration and hostility, and manage anxiety or confusion with dignity when the situation is uncertain.

To do well internationally, a person must want to be overseas. If a person or his or her family resists the situation or if one is going merely to escape from an unpleasant set of circumstances at home, it is best not to venture abroad. The whole new set of problems awaiting a newcomer will only compound any existing personal frustration. If one's energy is being taxed by internal concerns, sufficient attention cannot be directed to the job at hand. Not everyone is suited for an overseas assignment, and there is no shame in admitting one can perform better at home than abroad.¹⁶⁸

In general, Americans must remember that they are the guests and the "foreigners" when they are abroad. The way things are must be accepted. It is not a visitor's place to try to change any parts of a culture.

International success depends upon the associations between the Americans and the foreign countries being mutually beneficial. In their efforts to capitalize on their own efforts, Americans must not forget that their

¹⁶⁸Ibid., p. 213.

presence in foreign lands depends upon the host countries' satisfaction with the arrangement.

Americans must learn to proceed slowly. Other countries rarely maintain the hectic pace common to American business. Intercultural communication and business depend upon trust and must be founded on strong relationships. These preliminaries cannot be rushed or neglected. Friendship must be reaffirmed continually.

Listening, watching, learning and assimilating are paramount. Americans must remember that frequently foreign associates know English, read American books and magazines, and watch American television and movies. Consequently, they already know more about Americans than Americans know about them. To overcome this initial disadvantage, Americans must make a concentrated effort to learn as much as possible about the foreign culture in which they are immersed.

"Some people believe they can do their job without ever going outside the American community or their office, avoiding contact with all but the local social elite. They are ~~falling~~ fooling themselves. You have to be close to the customer and work with your suppliers and agents, or you will be headed for failure."¹⁶⁹

Although Americans must do all they can to learn about the countries they are dealing with, they must not go to the opposite extreme and think that, with effort, they can know

¹⁶⁹Ibid., p. 214.

everything. Even if the educational opportunities available were exemplary, which, as has been shown, they are not, complete intercultural familiarity is not possible. Only a native can possess this quality. Communicators should not be discouraged by this fact, however, but rather should use any resources and means possible to get as close to the desired results as they can. A positive but realistic attitude is necessary.

In spite of the demands and stresses of international assignments, Americans should be careful not to become so immersed in the local scene or so overwhelmed by the status of their foreign associates that they lose sight of their responsibilities and objectives. A respectful distance must be maintained to assure objectivity sufficient to perform the business at hand.

Physical, mental and emotional well-being are important for international business success also. One must not neglect his or her health because one's performance depends upon a certain amount of exertion to get the job done right. One must be comfortable with himself or herself. Assimilating a foreign culture is draining, so each person must admit this and adapt in the manner most personally comfortable.

People involved in international dealings need a strong positive attitude to succeed. Many failures abroad have credible explanations. However, people's own failures or those of others should serve as examples to be learned

from, not just rationalized away. Excuses serve no useful function. Success is a positive choice.¹⁷⁰

Additional Observations

In any international business venture, realistic objectives should be decided upon with limited expectations for short-term accomplishments. Priorities must be clear and few in number to begin with. Care must be exercised not to equate the degree and type of foreign success with that expected at home. Because the circumstances are very different, the results will be varying also. Authority and accountability should be established early in the preparation process.

Realistically, no one could or should try to complete single reference for an advertiser's use in determining the cultural habits of a particular area or country, mainly because these habits continually vary and change. "Too much emphasis cannot be placed upon the need for critical on-the-spot study of each (area) before preparing the advertising which is expected to stimulate a favorable response."¹⁷¹ Because each country, and even different sections of each country, may vary considerably in their characteristics, the successful advertisers must learn the local shades of difference. It is obvious this information

¹⁷⁰Ibid., pp. 214-215.

¹⁷¹Fischer and Merrill, International and Intercultural Communication, p. 292.

could not be obtained from a single reference. Consequently, the advertiser must exercise caution and consult as many sources as possible because "simple violations of life styles may offend or mark the advertiser as so unknowledgeable as to be unworthy of the reader's or viewer's business. However, appeals cleverly associated with the local customs can be used to bring a favorable attitude toward the product or the company."¹⁷²

Once the necessary background information on a foreign market has been obtained, ease with a new international style must be developed. Transferring academic knowledge to actual practice is not automatic.

"Growing up, we learn the nuances of our own culture so profoundly that we must be shaken loose from our old habits before we can hope to become comfortable with other ways of thinking and behaving. Like the natural talent of the musician or artist, cross-cultural skills must be developed. Just as we must practice when we are learning to play the piano, so we must work to become skilled in the ways of another culture. Not everyone can become a cross-culture Beethoven, but most people should be able to attain passable competence in a foreign culture."¹⁷³

Guidelines such as these are helpful and necessary but should never be interpreted as rigid rules. Each international situation will possess its own particular

¹⁷²Ibid.

¹⁷³Ibid.

nuances requiring adaptation and alteration of guidelines such as those presented in this paper, one takes that important initial step and therefore has the best possible advantage in the preparation process for any international undertaking.

Most of the information presented thus far has been concerned with the preparation necessary to approach and work with a foreign culture. One additional note should be mentioned for the benefit of those already involved in international dealings who should be familiar with much of what has been said here already.

Maintaining an awareness that cultural variations exist is as important as initially obtaining that knowledge. Cultural awareness is an ongoing process. Forgetting this and becoming complacent in ones efforts can be just as damaging as ignorance.¹⁷⁴ Success does not guarantee success. In fact, "success may actually promote vulnerability, may leave a firm more easy prey to hungry competitors."¹⁷⁵ Success brings with it the danger of becoming smug about one's status and disdainful of lesser competition. Complacency may breed resistance to change because change "can be traumatic and disruptive to what has...been

¹⁷⁴American Management Association, Inc., Market Research, p. 20.

¹⁷⁵George Black, "Ten Commandments for International Industrial Advertisers," Industrial Marketing, February, 1981, p. 60.

successful. Success encourages the viewpoint that the future is a mirror of the past."¹⁷⁶ If an organization becomes lax and develops a complacent attitude, a changing market environment can go undetected or be ignored for too long.

The fact that the environment is constantly changing needs to be realized by all organizations but especially by those with a history of success in the international arena.

"To rest on laurels is perilous. In view of a changing environment, which opens up opportunities as well as problems, a firm can be an innovator, a leader. Not all firms are willing to accept the rewards and risks of this. But a firm must at least be adaptive if it is not to be wounded by the changing environment."¹⁷⁷

¹⁷⁶Larry J. Rosenberg, Marketing (Englewood Cliffs, NJ: Prentice-Hall, Inc., 1977), p. 616.

¹⁷⁷Ibid.

VII. SUMMARY

"Culture is an expression of local life in all of its phases; Manners, habits, tastes, thoughts, emotions, and education. Culture determines the local life-style, the daily routine, the observance of religious laws. It is crucially important to know and respect them."¹⁷⁸

This paper has shown the types of problems that can occur in both international advertising and intercultural communication if cultural factors are ignored. Some of the errors portrayed were humorous, some were tragic, and all were embarrassing. All could have been avoided.

Cultural mistakes are regrettable in any kind of international dealings, but they are especially unfortunate in the field of international advertising where the objective is to persuade someone to spend money on a product or service being offered. When asking for something, which is what advertising is doing, it is never wise to offend, confuse, or frustrate the person being asked. No one does so intentionally, but unintentional laxities can cause as many problems as any planned sabotage could.

Because language is such a vital part of culture, and because it warrants special consideration by international

¹⁷⁸Ibid.

advertisers, a considerable amount of discussion relating to language was provided in this paper. To illustrate the types of ill effects culturally-related errors can cause in international situations, language and translation problems were cited. American foreign language deficiencies in education and elsewhere were explained. Steps being taken by some American organizations to rectify these deficiencies were mentioned.

Cultural errors are evident in areas besides language also. Problems occurring in color, number, shape, and symbol usage were discussed at length as were some of the customs and practices peculiar to certain foreign countries. These examples were selected as representative samplings of the types of cultural variations found in all foreign countries which advertisers must be aware of.

The international advertising arena is nothing new to some organizations, so a few examples were provided of the international policies and procedures employed by some companies in their international dealings. These examples were included in this paper to provide guidance to prospective newcomers in the international advertising field. Good example is a good teacher.

Taking the first step in any new venture is often the most difficult part of the ordeal, so some possible avenues of assistance were offered to help prospective international

advertisers with this initial effort. Organizations to contact and reference materials to investigate were suggested as sources of good background information.

Being aware of the problems inherent in international advertising and intercultural communication is a major accomplishment. Learning to avoid them is another. Consequently, a section was provided in this paper dealing with various guidelines for those embarking upon international assignments to follow. Suggestions on marketing, advertising, language, internationalability, and personal attributes were given as was advice on the wisdom of adequate preparation and the danger of complacency.

The examples and suggestions provided in this study are not intended to be complete listings. They were presented to increase awareness of the situations involved in intercultural communication, particularly as they affect international advertising. The purpose was to help develop an "international" mentality.

It is impossible to establish relationships, personal or business, if one cannot communicate. Communication implies a sender is transmitting a certain message to a receiver and having the receiver understand the transmitted message correctly. Language and culture are vital parts of the communication process, so it is to all communicators' benefit to become as culturally literate and aware as possible. International advertisers have a particular

stake in this process. Their purpose is to influence foreign audiences, and communication is a prerequisite for this. Consequently, all the criteria applicable to communication in general impacts advertising specifically.

International advertising is an endeavor requiring a great deal of thought, preparation, and effort. The genuine desire for expansion into the foreign marketplace and the belief one's product or service is marketable abroad are prerequisites of course. Research, review of precedents, development of cultural awareness, foreign affiliation, continual analysis, complacency resistance, dedication to success, and concentrated effort follow. If a company is willing to pay the price and expend the energy, the rewards are worth it--in the form of new markets, increased profits, and enriching experiences.

The field of international advertising is an intriguing and challenging one. The timid and fainthearted might find international involvement overwhelming, but for those who thrive on variety and are not afraid to work hard to reach worthwhile goals, the potential for growth, both commercial and personal, is limitless.

.

SELECTED BIBLIOGRAPHY

- ✓ Aburatani, Jun. "Profile of the Japanese Consumer." The ACCJ Journal, June 1985, pp.59-64.
- Alexandrides, C. G., and Moschis, George P. Export Marketing Management. New York: Praeger Publishers, 1977.
- ✓ All Language Services, Inc. Warning: Use Caution When Translating Technical Material. New York: All Languages Services, Inc., 1977.
- Aman, Reinhold, Dr. "New, Improved Dreck!" Spectrum Newsletter 3 (Spring 1980): 6 and 8.
- ✓ American Management Association, Inc. Market Research in International Operations. New York: American Management Association, Inc., 1960.
- "Are World Consumers Becoming Homogenized?," Advertising World, April-May 1984, pp. 4 and 60.
- "Association Expands International Operations," Advertising World, April-May 1984, pp. 62.
- Baker, James C., and Ryans, John K., Jr. Multinational Marketing Dimensions in Marketing. Columbus, OH: Grid, Inc., 1975.
- Bartels, Robert, ed. Comparative Marketing: Wholesaling in Fifteen Countries. Homewood, IL: Richard D. Irwin, Inc., 1962.
- Berry, Norman. "Uniquely Japanese." Ads, October 1984, pp. 20-29.
- ✓ Black, George. "Ten Commandments for International Industrial Advertisers." Industrial Marketing, February 1981, p. 60.
- ✓ Bunker, Robert Manson, and Adair, John. Intercultural Communication. New Brunswick, NJ: Rutger's University Press, 1959.

✓ Burke, Edward M. "The Practitioners' Role in Tapping Arab Arab Markets." Public Relations Journal, February 1975, pp. 1-2.

Carson, David. International Marketing: A Comparative Systems Approach. New York: John Wiley & Sons, Inc., 1967.

Casimir, Fred L., ed. Intercultural and International Communication. Washington: University Press of America, 1978.

Chamber of Commerce of the United States. Import and Export Business. Washington D.C.: Chamber of Commerce of the United States, 1962.

✓ ✓ Cherry, Colin. World Communication: Threat or Promise? London: Wiley-Interscience, 1971.

Collins, Virgil Dewey. World Marketing. New York: Arno Press, 1978.

"Communicating with the Middle East." Advertising World, December 1983, pp. 32-33.

Condon, John C., and Saito, Mitsuko, ed. Communicating Across Cultures for What? Tokyo: The Simul Press, Inc., 1976.

✓ ✓ Condon, John C., and Yousef, Fathi S. An Introduction to Intercultural Communication. Indianapolis: Bobbs-Merrill, 1975.

"Consumer Ads." Ads, January-February 1984, pp. 86-94.

✓ Copland, Lennie, and Griggs, Lewis. Going International. New York: Random House, 1985.

Crassa, Antoine. "Making Friends Instead of Faux Pas in the Middle East." Spectrum Newsletter 3 (Winter 1980): 6.

Cudlipp, Edythe. "U.S.-Based International Advertising Seems to be Growing." Advertising World, April-May 1984, pp. 6-10.

✓ "Cultural Blunders Can Ruin Foreign Business Deals." Omaha World-Herald Metro Extra, 26 June 1985, pp. 1 and 5.

✓ "Cultural Tabboos Abroad Present Packaging Perils." Spectrum Newsletter 3 (Summer 1980): 1.

Cummins, H. J. "Exchange Students Feel Homelands' Pull." Omaha World-Herald Metro Extra, 5 June 1985, pp. 1 and 6.

✓ Cummins, Marilyn. "Getting Your Message Across." Agri Marketing, February 1984, pp. 30-34.

"DOC Warns Against US Exporters' Use of English." Spectrum Newsletter 3 (Winter 1980): 3.

✓ Daniel, Norman. The Cultural Barrier: Problems in the Exchange of Ideas. Edinburgh: University Press, 1975.

Davidson, W.H., and Harrigan, R. "Key Decisions in International Marketing: Introducing New Products Abroad." Journal of World Business, Winter 1977, pp. 15-23.

✓ Day, Barry. "The Advertising of Ambiguity." Ads, October 1984, pp. 8-18.

Dodd, Carley, H. Perspectives on Cross-Cultural Communication. Dubuque, IA: Kendall/Hunt Publishing Co., 1977.

✓ Donne, S. Watson. The International Handbook of Advertising. New York: McGraw-Hill Book Company, Inc., 1963.

✓ "Experts List Dollar as Main Obstacle to Selling in Japan." Omaha World-Herald, 18 April 1985, p.30.

"Exporting Offers Many Advantages to Profit-Minded Smaller Firms." Spectrum Newsletter 3 (Winter 1980): 7-8.

✓ Fisher, Glen H. American Communication in a Global Society. Norwood, NJ: Ablex Publishing Corp., 1979.

✓ ✓ Fischer, Heinz-Dietrich, and Merrill, John C., ed. International & Intercultural Communication. New York: Hastings House Publishers, 1976.

"Fountain Bridges Gap between International and Domestic Market." Agri Marketing, February 1984, pp. 26-27.

Furniss, John D. "Test the Soil, Study the Climate: Simple Transplants Won't Work." Advertising World, April-May 1984, pp. 31-32.

Furuhashi, Hugh, and Evarts, Harry F. "Educating Men for International Marketing." Journal of Marketing, January 1967, p. 53.

"Global View Urged in International Sales." Advertising World, April-May 1984, pp. 61-63.

Grenner, Charles J. "The Long and Short of It." Spectrum Newsletter 3 (Spring 1980): 6 and 8.

Grove, Cornelius Lee. Communications Across Cultures: a Report on Cross-Cultural Research. Washington: National Education Association of the United States, 1976.

Hackett, D.W. "Penetrating International Markets: Key Considerations for Smaller Firms." Journal of Small Business Management, Winter 1977, pp. 15-23.

Hall, Edward Twitchell. Beyond Culture. Garden City, NY: Anchor Press, 1976.

_____. The Silent Language. Garden City, NY: Doubleday, 1959.

Hartley, Robert F. Marketing Mistakes. 2nd ed. Columbus, Ohio: Grid Publishing, Inc., 1981.

Heidingsfield, Myron S. Changing Patterns in Marketing. Boston: Allyn and Bacon, 1968.

✓ Helming, Ann. "Culture Shocks." Advertising Age, May 17 1982, p. M-7.

✓ Herendeen, James W. "How to Japanize Your Creative." International Advertising, September-October 1980, pp. 22-23.

✓ Hill, G. Christian. "More Firms Turn to Translation Experts to Avoid Costly, Embarrassing Mistakes." The Wall Street Journal, 13 January 1977, p. 32.

Hollywood Radio and Television Society. International Broadcasting Awards, Our Big 20th Awards Book. Hollywood, CA: n.p., 1980.

Horton, Thomas R. "International Problems and Prospects." Agri Marketing, February 1984, p.18.

✓ "IAA Establishes Course in International Advertising." Advertising World, December 1983, pp. 28-29.

"If You Want to Get Paid, Bill It in French." Spectrum Newsletter 1 (Fall 1978): 3.

"International Advertising Discussed at ANA Meeting." Advertising World, December 1983, pp. 29-30.

"Italians Get Dramatic, Irish Remain Stoic When They're in Pain." Omaha World-Herald Metro Extra, 17 April 1985, pp. 1 and 7.

"Japanese 'Internship' for U.S. Business People" Advertising World, December 1983, p. 33.

✓ Johnson, Deborah L. "Guests Mail New Tumor for Water Sheep Separation." Spectrum Newsletter 2 (Summer 1979): 7-8.

✓ Kahler, Ruel K., and Kramer, Roland L. International Marketing. Cincinnati: South-Western Publishing Co., 1977.

Karino, Tsutomu "Tom." "Little Things Can Mean a Lot in Dealing with Japanese." Spectrum Newsletter 2 (Fall 1979): 5.

Killough, J. "Improved Payoffs from Transnational Advertising." Harvard Business Review, July 1978, pp. 102-110.

Kramer, Roland L. International Marketing. Cincinnati, OH: South-Western Publishing Company, 1977.

✓ Krebs, Caroline. "Exports: Pushing U.S. Goods from the Grass Roots." Advertising World, February-March 1984, pp. 8-9.

Kristiansen, Leif. "Norway's Nifty Ads." Ads, July-August 1984, pp. 20-23.

✓ Lochlan, E.C. "Regulations Direct Ad Traffic Differently around the World." Advertising World, April-May 1984, pp. 39-40.

✓ Laurie, Dick. "The Irish Festival That Nearly Wasn't." Ads, January-February 1984, pp. 30-37.

Lee, James A. "Cultural Analysis in Overseas Operations." Harvard Business Review, March-April 1966, pp. 106-114.

- Leighton, David S.R. International Marketing: Text and Cases. New York: McGraw-Hill Book Company, 1966.
- ✓ Lesly, Philip, ed. Lesly's Public Relations Handbook. Englewood Cliffs, NJ: Prentice-Hall, Inc., 1978.
- ✓ Levine, Erika Engels. "International Media Planning Step by Step." International Advertiser, September-October 1980, pp. 30-32 and 45.
- Lewis, Edwin H. Marketing Channels: Structure and Strategy. New York: McGraw-Hill Book Company, 1968.
- Majaro, Simon. International Marketing. London: George Allen & Unwin Ltd., 1977.
- ✓ March, Robert M. "How Well Do Your Staff Sell & Negotiate for You?," The ACCJ Journal, June 1985, pp. 34-40.
- ✓ Market Research Society of Australia. Marketing in the Seventies. Sydney: West Publishing Corporation Pty. Ltd., 1968.
- McDaniel, Carl, Jr. Marketing. New York: Harper & Row, Publishers, 1979.
- ✓ "More Firms Turn to Translation Experts to Avoid Costly, Embarrassing Mistakes." Wall Street Journal, 13 January 1977, p. 32.
- Moreira, Mareio. "There's More Than an Awful Lot of Coffee in Brazil." Ads, May-June 1983, pp. 24-27.
- "Must Your International Marketing Communications Be in Foreign Languages?" Spectrum Newsletter 2 (Summer 1979): 5.
- "New Language Regulations Affect Food Exporters." Spectrum Newsletter 2 (Winter 1978/79): 4.
- "New Language Regulations Affect Food Exporters." Spectrum Newsletter 2 (Winter 1978/79): 4.
- Oliver, Robert Tarbell. Culture and Communication: The Problem of Penetrating National and Cultural Boundaries. Springfield, IL: Thomas, 1962.
- Patty, C. Robert, and Vredenburg, Harvey L., ed. Readings in Global Marketing Management. New York: Meredith Corporation, 1969.

- ✓ Phatak, Avind. Managing Multinational Corporations. New York: Praeger, 1974.
- ✓ Prosser, Michael H. The Cultural Dialogue: An Introduction to Intercultural Communication. Boston: Houghton Mifflin, 1978.
- Rapold, Richard. "Despite Economic Difficulties, Ad Campaigns Pay Off." Advertising World, April-May 1984, pp. 43 and 45.
- Read, William H. America's Mass Media Merchants. Baltimore: Johns Hopkins University Press, 1976.
- "Report Gives U.S. Colleges 'F' in Humanities." Omaha World-Herald, 26 November 1984, pp. 1-2.
- ✓ Rosenberg, Larry J. Marketing. Englewood Cliffs, NJ: Prentice-Hall, Inc., 1977.
- ✓ Rozhon, Tracie. "Ad Appeal . . . What sells Americans May Fall a Bit Short Elsewhere." Omaha World-Herald, 11 October 1981, p. 4-J.
- Ruben, Brent D., ed. Communications Yearbook 2. New Jersey: Transaction Books, 1978.
- "Russia: Reading, Writing and Recipe." Spectrum Newsletter 2 (Fall 1978): 3.
- "Safeway Shows the Way to Saudi Food Marketing." Spectrum Newsletter 2 (Summer 1979): 2.
- Sawyer, H. G. "It Costs Money to Back Overseas Efforts the Way Potential Would Warrant." Industrial Marketing, April 1977, pp. 55-56.
- ✓ Schroeder, Mary P. "Reminder List for International Media Planners." Advertising World, April-May 1984, pp. 35 and 60.
- Scott, R. "Producing Effective Export Promotion Materials." International Trade Forum, April 1978, pp. 7-9.
- Shannon, Dan. "Qualitative Research May Aid in International Marketing." Advertising World, December 1983, pp. 21-22.

- ✓ Simon, Paul. The Tongue-Tied American. New York: The Continuum Publishing Company, 1980.
- ✓ Smith, Jack Acken. "Taking the Mystery Out of Advertising Internationally." Advertising World, April-May 1984, pp. 11-20.
- "The Special Problems of International Media Buying." Agri Marketing, February 1984, pp. 64-65.
- Spectrum Composition Services. Cultural Attitudes towards Numbers, Shapes and Sizes, Symbols. New York: n.p.
- Stanley, Alexander O. Handbook of International Marketing. New York: McGraw-Hill Book Company, Inc., 1963.
- Stanton, William J. Fundamentals of Marketing. New York: McGraw-Hill Book Company, 1975.
- Stuart, Robert Douglas. Penetrating the International Market. New York: American Management Association, 1965.
- ✓ Sugarman, Len. "Hooray for Hollywood," Ads, May-June 1984, pp. 18-19.
- ✓ "Translating Copy Is a Tricky Business." Anny, January 17, 1975.
- ✓ "Two Decades for Grey-Daiko in Japan." Advertising World, February-March 1984, p.32.
- "Unique Conditions in Developing Countries." Advertising World, December 1983, p. 32.
- Von Brunt, E. "Overseas Advertising/Marketing Pitfalls." American Import/Export Bulletin, February 1978, p. 9.
- Weltz, Richard N. "Accent on French." Spectrum Newsletter 2 (Summer 1979): 5.
- ✓ Wentz, Laurel. "Local Laws Keep International Marketers Hopping." Advertising Age, July 11, 1985, p. 20.
- ✓ White, Don. "Creative Circle." Ads, May-June 1984, pp. 10-14.
- Wilson, Bryan R., ed. Intercultural Communication. Evanston, IL: Harper & Row, 1970.

Wright, John S.; Warner, Daniel S.; Winter, Willis L., Jr.; and Zeigler, Sherilyn K. Advertising. 4th ed. New York: McGraw-Hill Book Company, 1977.

"Yugoslavia--A Country Divided by Its Typographies."
Spectrum Newsletter 3 (Spring 1980): 6 and 8.