# Chapter 8

## Intercultural Management
## 跨文化管理

As workforce become increasingly multicultural and businesses continue to expand overseas, management today have to ensure that they are understanding and being understood across cultural boundaries.

　　跨文化管理是 20 世纪末在欧美等西方国家应国际商务活动的需要而兴起的，主要研究和比较不同国家和文化中的组织行为，探讨如何提高管理者在不同文化中的管理绩效。跨文化管理包含三种文化：组织文化、合资企业文化及民族文化。实际上这三种文化以不同的方式影响着跨国公司的管理，如产品及服务、营销方式的选择、进入模式及合作管理原则等。中国人与西方人有着不同的思维模式：中国人是"曲线思维"，而西方人是"直线思维"。思维模式的差异无疑给跨文化管理带来诸多麻烦。中国人东方式的思维逻辑，是一种曲线式的形象思维和定性思维，先考虑建立一般原则上的共识，再降至具体细节层次。中国人的这种思维方法，反映到具体的商务实践与习惯上，就成了"先务虚、再务实"的解决问题的程序。即一事当前，应先就它的指导原则展开讨论以达成共识，然后以此去指导解决问题的具体方案的制定。这使得一些缺乏耐心而又喜欢单刀直入式谈判风格的外商觉得别扭，认为这种冗长的、泛泛的原则探讨是"废话与空谈"，是兜圈子、回避实质问题，"反映了东方人的圆滑与世故"。其实，中国人的这种思维方式有其优势所在，因为完全不谈原则就直接进入事务性的谈判比较容易失控。本章所涉及的内容包括：国际商务管理中的文化因素、文化差异的影响及对策、企业文化、团队的建设及国际营销策略等。通过本章的学习，你将会为今后成为一名优秀的跨文化管理者打下良好的基础。

# 1. Cultural Factors in International Business Management 国际商务管理中的文化因素

Cultural factors often play a crucial part in the performance of international businesses. It is therefore, of vital importance to have a clear idea about various cultural factors, for example, organizational culture, national culture and joint venture culture, how these cultures can be diagnosed, and what problems are likely to arise when different cultures collide. In fact, such factors should be kept in mind by those who are responsible for international business management so that they can cope with their daily management successfully and avoid cultural shock.

## 1.1 The Role of Culture in International Business Management 国际商务管理中文化的作用

When the U.S. phone giants *AT&T* and *MCI Communications* (now *MCI-Worldcom Inc.* after the merger) started up long-distance business in Mexico, they got a surprising lesson about competition from *Telefonos de Mexico SA (Telmex)*, the former state-owned monopoly. AT&T and MCI have invested a total of about $2 billion in joint ventures in Mexico, but their executives acknowledge that they will not be making money anytime soon. Their combined market share has slipped to about 25 percent from a peak of 28 percent.

Telmex, apparently, has taught them a thing or two about doing business in the developing world, and

> AT&T
> 美国电话电报公司
> MCI Communications
> 美国微波通讯公司
> MCI-Worldcom Inc.
> 美国世通公司
> Telefonos de Mexico SA
> 墨西哥电话公司
> outfox v.
> 以计击败
> Sprint
> 斯普林特（美国电信运营商）
> encroach v.
> 侵入，侵占

*outfoxed* them at very turn in defending its stake in the busy U.S.-Mexico long-distance corridor. Telmex has won out by understanding its markets and its people. The company fixed its prices aggressively, used its knowledge of Mexico's regulatory and legal systems to its advantage, and engaged in smart marketing. In addition, Telmex, in a joint venture with *Sprint*, has started *encroaching* on the U.S. market by selling a specialized long-distance service targeting on the 18 million U.S. residents of Mexican descent.

Telmex understands its customers, their needs and lifestyle, better than AT&T and MCI do. For example, at a regular weekend **swap meet** in **Tucson**, which attracts thousands of Mexican-Americans, one of their salespeople, Oscar Nava, attracts passersby with a compelling pitch. He tells a young landscaper named Juan Villegas that an account with Telmex means a phone

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|---|---|
| swap meet | 二手货集市 |
| Tucson | 图森（美国城市） |
| savvy *n.* | 实用技能 |
| blunder *n.* | 失误 |

can be quickly installed in his parents' house on the other side of the border. Mr. Villegas can then pay their bills right in Tucson and avoid sending money home through the costly money-order system most Mexicans use.

In addition, the service is much cheaper than accepting collect calls from his parents or using prepaid phone cards, the way Mr. Villegas normally communicates with his family—so he does not hesitate to sign up. Mr. Nava understands the importance of family contact and support to Mexican people, and he understands firsthand the problems with finances and infrastructure that many Mexican people have.

A critical skill for managing people and processes in other countries is cultural *savvy*, that is, a working knowledge of the cultural variables affecting management decisions. Managers have often seriously underestimated the significance of cultural factors; according to numerous accounts, many **blunders** made in international operations can be attributed to a lack of cultural sensitivity. Cultural sensitivity, or cultural empathy, is an awareness and honest caring about other individual's culture. Such sensitivity requires the ability to understand the perspective of those living in other (and very different) societies and the willingness to put oneself in another's shoes.

International managers can benefit greatly from understanding the nature, dimensions, and variables of a specific culture and how these affect work and organizational processes. This cultural awareness enables them to develop appropriate policies and determine how to plan, organize, lead, and control in a specific

international setting. Such a process of adaptation to the environment is necessary for implementing strategies successfully. It also leads to effective interaction in a workforce of increasing cultural diversity, both in the home country and in other countries.

## 1.2 Types of Organizational Culture 组织文化类型

Basically, organizational culture is the personality of the organization. Culture is comprised of the assumptions, values, norms and tangible signs of organization members and their behaviors. Members of an organization can soon come to sense the particular culture of an organization. Culture is one of those terms that are difficult to express distinctly, but everyone knows it when they sense it. For example, the culture of a large, for-profit corporation is quite different from that of a hospital or that of a university. You can tell the culture of an organization by looking at the arrangement of furniture, what they brag about, what their members wear, etc., in the similar way that you can get a feeling about someone's personality.

There are four types of cultures in terms of organizational culture in general.

**Academy culture.** Employees are highly skilled and tend to stay in the organization, working their way up the ranks. The organization provides a stable environment in which employees can develop and exercise their skills. Examples are universities, hospitals, large corporations, etc.

**Baseball team culture.** Employees are "free agents" who have highly prized skills. They are in high demand and can quite easily get jobs elsewhere. This type of culture exists in fast-paced, high-risk organizations, such as investment banking, advertising, etc.

**Club culture.** The most important requirement for employees in this culture is to fit into the group. Usually employees start at the bottom and stay with the organization. The organization promotes from within and highly values seniority. Examples are the military, some law firms, etc.

**Fortress culture.** Employees don't know if they'll be laid off or not. These organizations often undergo massive reorganization. There are many opportunities for those with timely, specialized skills. Examples are banks, large car companies, etc.

# 1.3 Joint Venture Culture 合资企业文化

We now turn to a closer examination of the culture of joint ventures. If a joint venture is to develop an independent culture, the first thing it needs is time. The employees from each of the partner companies need to become familiar with the culture of the other company, and learn to understand it before the first moves toward integration can take effect. Staff often have an inner resistance to change. They are inclined to believe that the company culture from which they themselves have come is the better and more successful one. Many employees therefore develop certain mechanisms for perceiving and judging other cultures. These usually take the form of stereotypes, which serve to simplify perception of the unfamiliar, reduce complexity and regulate behavior. In time, patterns of behavior developed on this basis become so strongly internalized that the individual is no longer aware of them. Unconscious constructions then become the prevailing interpretation of reality.

When we consider the different functions which organizational culture performs, we realize the importance of trying to understand cultural phenomena at all levels in the joint venture system, whether they spring from the different cultures of the partners or the newly emerging culture of the joint venture. Culture fulfills a number of functions:

**Integration.** Culture serves to create a general consensus on fundamental issues and facilitates decision making during crises.

**Coordination.** Shared values and norms can help to coordinate actions, because they exclude some alternatives from the outset, thus eliminating the need to make new decisions for every case, and can substitute for structural and human resources management.

**Motivation.** The change of values and the emphasis on the individual are increasingly responsible for crises of meaning, both in society in general and in the workplace. The division of work in big companies adds to this effect. Culture imparts meaning and satisfies basic needs; it increases motivation within the company and legitimizes external actions.

**Identification.** Culture offers ways of identifying with the organization and creates a "we-feeling."

## 1.4 The Influence of National Culture
### 民族文化的影响

In a multinational business, the intercultural dimension is most obvious when consideration must be made for specific aspects of local culture. In a situation of this kind, a business faces the challenge of harmonizing the goals and values of the national and local culture. National culture is an important influence on the development of joint ventures, and raises a number of important questions. The strength of the influence exerted by it is shown in a number of studies. A particular aim of these studies was to find out whether company culture or national culture was more likely to predominate in large, multinational companies. The result was surprising: Even in big companies like IBM, which have a unitary worldwide image and relatively strong cultural integration, national cultural differences have an important impact. However, this does not mean that they are the *paramount* factor in joint venture success. In practice, they are an extra limiting variable, which management must take into account. The different levels of culture, that is, individual, organizational or national, do not exist in isolation. They are always linked together.

> paramount *a*.
> 最重要的，主要的

## 2. Corporate Culture 企业文化

In simple terms, corporate culture is "the way things work in a corporation." Culture can perhaps best be understood as overlapping webs or patterns of widely shared and deeply felt values and assumptions in an organization, which drive behaviors and performance levels. In general terms, corporate culture is the look, the feel, the atmosphere of an organization and people within it. It is based on one's perceptions and assumptions of how things get done within that particular organization. A company's culture is greatly influenced by the management team

as they set the policies and practices for the organization. However, all employees within an organization contribute to its culture.

## 2.1 Understanding Corporate Culture 理解企业文化

Many articles and books have been written in recent years about culture in organizations, usually referred to as "corporate culture." Every organization has its own unique culture or value set. Most organizations don't consciously try to create a certain culture. The culture of an organization is typically created unconsciously, based on the values of the top management or the founders of the organization.

An organization's culture is not the *espoused* list of values developed by the executive team and framed on the wall in the lobby. These are ideals. What people strive to be and what values they hope to endorse may be different from the values, beliefs, and norms expressed in their actual practices

| espouse v. |
|---|
| 拥护，支持 |
| dispel v. |
| 驱散，消除 |

and behavior. It is critical that people find out who they really are as well as who they want to be. Awakening the emperor to the fact that he is wearing no clothes is often a risky and delicate first step in closing the gap between the real and the ideal. Cultural assessment can provide measurable data about the real organizational values and norms that can be used to get management's attention. It can *dispel* some of management's illusions about what really matters in the organization and will tell them how far off the ideals really are. Management may find that it is not practicing what it preaches. However, telling the management the truth about the organization can often be dangerous to your career progress. Delivering such a message takes skills as a coach and a willingness to take risks and confront conflicts.

To be specific, corporate culture can be looked at as a system. Inputs include feedback from society, professions, laws, stories, heroes, values on competition or service, etc. The process is based on our assumptions, values and norms, e.g., our values on money, time, facilities, space and people. Outputs or effects of our culture are organizational behaviors, technologies, strategies, image, products, services, appearance, etc.

The culture of an organization operates at both conscious and unconscious levels. Often the people who see an organization's culture more clearly are those from the outside, the new comers, or the consultants. When coaching or advising senior management, remember that culture comprises the deeply rooted but often unconscious beliefs, values and norms shared by the members of the organization. Those not living inside the culture can often see it more objectively. It's better to ask a New Yorker to tell you what Californians are like than ask a Californian.

Culture drives the organization and its actions. It is somewhat like "the operating system" of the organization. It guides how employees think, act and feel. It is dynamic and fluid, and it is never static. A culture may be effective at one time, under a given circumstance and ineffective at another. There is no generically good culture. There are, however, generic patterns of health and *pathology*.

Culture can be viewed at several levels. Some aspects of culture are visible and tangible while others are not. Basic assumptions that guide the organization are deeply rooted and often taken for granted. Avoidance of conflict is a value that is an excellent example of a norm that may have a major influence on the organization but is frequently unconscious. For an insider,

> pathology *n.*
> 病状，病变
> Hewlett Packard
> 惠普公司（美国）
> decor *n.*
> 装饰，室内装璜

this is difficult or impossible to see, particularly if the individual has "grown up" in the organizational culture. Recently hired employees, the external consultant and the executive coach are frequently in the best position to identify these unconscious assumptions or values. Espoused or secondary values are at a more conscious level; these are the values that people in the organization discuss, promote and try to live by. All employees of *Hewlett Packard*, for example, are required to become familiar with the values embodied in the "HP Way."

Some of the most visible expressions of the culture are called artifacts. These include the architecture and *decor*, the clothing people wear, the organizational processes and structures, and the rituals, symbols and celebrations. Commonly used language and jargon, logos, brochures, company slogans, as well as status symbols such as cars, window offices, titles, and of course value statements and priorities

are also visible expressions of the culture. An outsider can often spot these artifacts easily upon entering an organization. For insiders, however, these artifacts have often become part of the background.

The role of the leader in transmitting culture should be paid attention to. One of the critical factors in understanding a corporate culture is the degree to which it is leader-centric. If the CEO avoids conflict and tends to sweep it under the carpet, don't be surprised that avoidance of conflict is played out in the organization. The behavior that is modeled by the leader and the management team profoundly shapes the culture and practices of the organization. What management emphasizes, rewards and punishes can tell employees what is really important. The behavior of members of the senior team, their reactions in a crisis and what they routinely talk about, all set the tone of the culture.

# 3. Development of Teamwork 团队建设

Teamwork means cooperation among employees and employers. Today's high-performance organizations need team players that can communicate well, efficiently solve problems, and negotiate effectively. Team members must be flexible, adaptable, and able to work together to further their companies' goals to succeed and stay competitive.

In an intercultural team whose members have different backgrounds, some negative effects will arise. How cultural diversity can be turned to advantage is the challenge for today's managers.

In a global organization, leadership needs to be directed toward enabling building teamwork through purposeful actions. The central question for both members and leaders of teams is: How can we create an identity and a process that will enable us to build cohesive teams that integrate or coordinate various modes of operation of each local environment?

## 3.1 Selection of the Team 团队构建

The correct mix of talent and cultural backgrounds are key factors to a team's success. Selecting team members is crucial for the manager to form a successful

team. And there are several things that should be considered.

First, the composition of the team needs to be appropriate to the size of the team and the team's objectives. For example, if only members from India compose a global leadership team for an Indian company that operates in more than ten countries, it will encounter great difficulty in its operation. It would be better if it had members from several even all of the ten countries.

Second, the location of team members is another key consideration. Whether they are willing to stay or change location mainly depends on two factors: technology and attitudes.

The information technology can make the team members communicate quickly and gain all the relative information as soon as possible. Thus, if an organization does not pose a compatible IT *infrastructure*, they will meet frustration easily.

> infrastructure *n.*
> 基础设施

> In a leading multinational corporation, the members of a team for a global project found that the Latin American team members did not have easy access to the organization's intranet. If they were to fully meet the expectations associated with their team roles, they did not have at their disposal the tools, databases, and information that they needed. The lack of a global IT structure meant that the Latin American talent could not bring their whole experience to the project. This put them at a significant disadvantage for either global or local projects.

In terms of attitudes, the organization and the people involved are very important. The attitude of the organization is controlled by the level of the understanding of the personal difficulties caused by intercultural relocation. The people involved in the relocation are influenced by whether they can accept the mobility in a given environment. Lack of preparation and unsolved cultural problems will make the performance lower. Before making an appropriate decision of relocation, it is important to consider the local issue, evaluating support.

The third factor that should be paid attention to is that functional expertise is not sufficient for the success of a team. In many cases, it is only a basic requirement in the selection. If it is not complemented by excellent interpersonal, communication, and leadership skills, functional expertise may not benefit the team.

Fourth, success in the local condition does not equal to global success. It is not easy for an individual to succeed in the multicultural environment though he has succeeded in a local one. Cultural differences significantly affect the standard of success. Therefore, setting a global mindset is required to ensure effectiveness.

Finally, previous experience in a team does not guarantee success in future team collaborations. In the global business environment, intercultural teams are becoming increasingly common. It is important that those members with respect to communication and intercultural sensitivity are willing to share and continue their learning. An individual's attitude toward continuous learning should be a major criterion for selecting.

## 3.2 Establishment of Credibility and Trust
### 建立诚信

Individual members should establish credibility and trust among them by interpersonal skills. It is also important for a team to develop a sense of identity, cohesion and purpose. The tasks of the team leader are to foster relationship and team consciousness, provide direction, and ensure that the vision, mission, and goals of the team are understood and shared. To a great extent, it is the leader's responsibility to ensure the members are adequately informed of all the issues. This needs a thorough understanding with regard to how cultural difference and other factors affect the team and its members.

We should pay attention to the variation across cultures in the way that credibility and trust are established. When considering how a particular culture influences the establishment of trust and credibility, several factors are critical.

Is trust automatically built, or is it established gradually? In highly industrialized countries, such as the United States, the Netherlands, and the United Kingdom, trust is established quickly. While in some other countries such as India, trust is earned slowly and skepticism and distrust are the initial conditions.

Does credibility relate to status, achievements, performance, or the combination of these three? In countries such as China, Japan, Mexico, Spain, France, and Germany, the hierarchy power in their cultures greatly affects the process of

establishing credibility. The social status like age, position, and title helps in building credibility in such cultures. On the contrary, in societies such as the United States, Sweden, and the United Kingdom, the credibility is established by the actual performance, actions and activities of individuals.

Does good relationship depend on personal familiarity and closer connection or maintaining distance? In formal cultures such as Germany and Japan, good collaboration depends more on maintaining the correct distance than on personal familiarity. While in cultures that value informality, such as China and the United States, personal familiarity is a key factor of good relationship.

The factors above significantly affect the effectiveness of the team leader. For example, a team leader who values formality and considers his qualities as the foundation for his credibility may disconnect with team members.

We cannot overlook such differences. Team members need to devote time and energy to becoming acquainted and developing relationships and trust. Team leaders need to ensure that time is available and is used effectively. In the process of building relationships, it is important that the leader consider the specific cultural combination of the team.

> The Chinese leader of a team encountered significant problems in forming a multicultural team that included French and German employees among others. He found that the French and German members often got involved in some arguments about the process and procedures to be followed. Whenever these arguments threatened to break out, the team leader tries to reduce the tension and smooth away the issue. After all, he felt, not only these arguments were delaying the process, but they seemed to weaken the solidarity and confidence of the team. He noticed that the German and French members were hostile to each other and lacking team spirit. However, conversations with managers from both the German and French sides revealed that they not only enjoyed their debates, but also felt that their mutual criticism contributed significantly to the team's project by ensuring better quality. Each side welcomed the other's criticism as a challenge and an opportunity to display their knowledge and competence. And both sides considered the team leader as weak and less competent because he seemed to avoid debate and ignore important issues instead of clarifying them.

## 3.3 Conflicts of the Team 团队中的冲突

It contains a sense of conflict and crisis as team members become fully aware of the implications of cultural differences for the team management. In the process of building credibility, the team members have gained experience of the different personalities, working styles and cultural patterns of their fellows. They have generally been enthusiastic about their mission and slowly held the guidelines for collaboration. However, their experiences can also cause negative affects. The tensions are hidden among functional areas, cultural groups and individual personalities, expectations, and working practices. This is because that default behaviors that reflect cultural preferences tend to emerge most strongly in a conflict.

As conflict and friction are experienced, the key leadership task becomes managing conflict in a positive way and taking the opportunities contained in every crisis.

The diverse perspectives, personalities, styles, weaknesses, and strengths of the members will always induce conflicts. Avoiding such conflicts is an important step for any team, but it is particularly crucial for a multicultural team. It requires each team member to undertake constant learning and conscious adaptation of behaviors. The following are two areas where conflicts often arise.

**Attitudes toward work and personal time.** In many organizations, global managers are always on the phone with colleagues around the world day and night. This often needs a significant sacrifice of family life and leisure time. Needless to say, members of multicultural teams will feel the inconveniences and burdens. Expecting the working partners to be available at the same hours every week, for example, will create complaint especially when these sacrifices are not fully acknowledged.

In cooperative and order-oriented cultural environments, individuals may be less inclined to make sacrifices that threaten their quality of life. National and religious holidays also need to be taken into consideration. These considerations are especially important for the U.S. corporations, which provide relatively less vacation time and celebrate fewer national holidays. Usually, employees are willing to work overtime in the U.S. corporate environment. Individual achievement and a pragmatic attitude that motivates people to do whatever it takes to get the job done are both highly valued. In many U.S. corporations, managers assume that their counterparts are motivated by

the same values of achievement, and their employees are equally willing to devote their personal time. In this respect, European corporations have many differences from U.S. companies.

> Jason Brown, a U.S. manager in Italy, had great difficulties in establishing his credibility with his Italian counterparts. He frequently stay late in the office, and he was often the first one to be in the office in the morning. But after a few weeks, many of his Italian colleagues started to suspect that something was wrong with his family life. Since the balance of family and work life is prized in Italy and family obligations are taken as seriously as work obligations, they found it hard to understand how their U.S. colleague could consider work obligations a higher priority than spending time with his family.

Such differences in attitudes toward work and personal time often lead to difficulties and misunderstandings. Absence from work for vacations and holidays can lead to interruptions in work. Team members who work in cultures where there are fewer holidays, less vacation time, and a higher level of competitiveness tend to assume that their colleagues with more vacation time, more holidays, and cooperative cultural patterns are less productive. This hidden assumption can have a significant impact on relations among team members.

**Sharing and exchanging information.** One of the biggest complaints from many teams is that information is not shared appropriately. We are more likely to share important facts and information with people who are physically close to us than those who are physically far from us. We may present great details to a colleague whom we see regularly at the coffee bar but has nothing to do with the project, while forgetting to inform colleagues abroad who may be part of the project. When we do tell these colleagues about the project, our statements are often restricted to the facts.

Communicating through email can be equally problematic. Evidence suggests that people are more likely to send an email message to someone a few offices away than to someone in another part of the world. For most people, email has become an additional way of sharing information and communicating integrated into casual chatting, shared lunches, and informal meetings. These email messages may include

information that is not shared by distant colleagues or team members. However, the subjective, emotional, contextual information that lends meaning to a message is beyond the words seen on the screen.

## 3.4 Formation of Team Culture 团队文化构建

When the team has created its own principles and guidelines, it means that it has created its own culture. The team culture will enable all members to focus increasingly on issues related to the task. The following are the key requirements of creating a team culture.

The team should have moved from a low-context to a high-context communication style through personal, face-to-face communication with each other. A solid trust and credibility should have existed among them. This means that team members should trust one another, be responsible to the team, and provide help to one another.

The team should have established its identity, a high degree of cohesion, and a sense of collectivism. This means that the team should have developed its own unique, distinctive culture, with individuals feeling a sense of pride in their membership. A key element in this development is that the team celebrates its successes and develops unique features.

The team should be aware of its tendency to exclude "outsiders," which is an effect of cohesion and collectivism. Too much cohesion and collectivism can establish a sense of exclusivity that refuses new talent and resources. It may also affect the continued flexibility that allows the team to adapt when changes are necessary.

Leaders cannot be experts on every culture. However, by assisting new employees or team members through the processes of cultural adoption, establishing common interests among diverse expectations and work approaches, and enabling shared learning and development, they can actively establish collaboration among members. Then, the development of a multicultural team can be accomplished.

# 4. Strategies for International Marketers
## 国际营销人策略

Intercultural marketing is defined as the strategic process of marketing among consumers whose culture differs from that of the marketer's own culture at least in one of the fundamental cultural aspects, such as language, religion, social norms and values, education, lifestyle. Intercultural marketing demands marketers to be aware of and sensitive to the cultural differences and respect cultural traits of the consumers in various cultures and marketplaces. If the marketers want to be the winners in the intercultural marketing they must create the marketing mix that meets the consumers' cultural values.

Culture influences marketing and marketing influences culture. Marketers can act as agents of changes within a culture. The interactions between marketing and culture can be examined from three perspectives. Firstly, culture defines acceptable purchasing and product-use behaviors for both consumers and business. Take business gift as an example: In cultures where a business gift is expected but not presented, it is an insult to the host not to give him one. In countries where gifts generate an obligation, such as in Japan, it may be beneficial to engage in the practice. Yet, in other cultures, offering a business gift could be misinterpreted as inappropriate, thus offending the recipients. Secondly, each element of culture influences each component of the marketing mix. Promotion, for instance, is strongly influenced by the language. Product acceptance is affected by culturally based attitudes toward change. The distribution is influenced by social institutions, such as kinship ties. Thirdly, marketing also influences culture, especially by contributing to cultural borrowing and change. In the long run, as more markets become global and standardization of marketing mix increases, the rate of cultural changes will also increase.

## 4.1 Intercultural Acculturation in International Marketing 国际营销中的跨文化适应

In a sense, intercultural acculturation is a dual process for marketers. First, marketers must thoroughly orient themselves to the values, beliefs, and customs of the new society to appropriately position and market their products. Second, to

gain acceptance of a culturally new product in a foreign society, they must develop strategies that encourage members of that society to modify or even break with their own traditions. To illustrate the point, a social marketing effort designed to encourage consumers in developing nations to secure *polio vaccinations* for their children would require a two-step acculturation process. First, the marketer must obtain an in-depth preventive medicine and related concepts. Then, the marketers must devise promotional strategies that will convince the members of a target market to have their children vaccinated, even if doing so requires a change in current attitudes.

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|---|
| polio *n.* |
| 小儿麻痹症，脊髓灰质炎 |
| vaccination *n.* |
| 接种疫苗 |
| indigenous *a.* |
| 本地的 |

## 4.2 Alternative Multinational Strategies: Global Versus Local 跨国策略的选择：全球化与本土化

Markets must determine which intercultural differences are relevant to their situation in a new foreign market. Sensitivity to and tolerance for intercultural differences is a highly desirable trait for international marketing managers. Most international companies hire managers from the local culture because they bring an intimate knowledge of the *indigenous* culture to strategic decision-making.

Although intercultural differences can be large and distinctive, some marketers have argued that world marketers are becoming more and more alike and that standardized marketing strategies are, therefore, becoming more feasible. In contrast, traditional marketers still feel that cultural differences among various nations are far too great to permit a standardized marketing strategy. In a practical sense, a basic challenge for many executives developing multinational marketing is to decide whether to use shared needs and values as segmentation strategy, that is, to appeal to consumers in different countries in terms of their "common" needs, values, and goals. Or they should use national borders as a segmentation strategy, that is, to use relatively different "local" or specific marketing strategies for members of distinctive cultures or countries. Some marketers also tend to use the marketing strategy to change the local culture.

# 4.2.1 Adapting Marketing Strategy to Culture
## 营销策略对文化的适应

The traditional view of international marketing is that each local culture should be carefully researched for important differences from the domestic market. Differences in consumer needs, wants, preferences, attitudes, and values, as well as in shopping, purchasing, and consumption behaviors, should be carefully examined. The marketing strategy should then be adapted to fit the specific values and behaviors of the culture. In contrast to the marketing communication strategy that stresses a common message, the firms following the local strategy embrace a strategy that adapts their marketing messages to the specific values of particular cultures. The adaptation approach advocates modifying the product, the promotion mix, or any other aspect of marketing strategy to appeal to local cultures.

McDonald's is an example of the firm that tries to localize its advertising to consumers in each of its intercultural markets, making it a "global" company. For example, the Ronald McDonald that we all know has been renamed Donald McDonald in Japan, because the Japanese language does not contain the "R" sound. McDonald, today, is really a "multi-local" company. *Levi's* also tends to follow strategies that calculate cultural differences in creating brand messages for their products. It tends to position its jeans for American consumers by stressing a social-group image, whereas it uses a much more individualistic, sexual image when communicating with European consumers. Nestle

> Levi's
> 李维斯（牛仔裤品牌）
> Timex
> 天美时（手表品牌）

modifies the taste of its Nescafe coffee and the promotions for it in the adjoining countries of France and Switzerland to accommodate different preferences in each nation.

# 4.2.2 Standardizing Global Strategy Across Cultures
## 规范跨文化全球策略

This is not a new idea—Coca-Cola has used this basic approach for over 40 years, called "one sight, one sound, one sell." Other companies such as Eastman Kodak and *Timex* have marketed standard products in essentially the same way for several decades. This approach is often called global marketing. It argues for marketing a product in essentially the same way everywhere in the world. Because

of increased world travel and worldwide telecommunications capabilities, consumers over the world are thinking and shopping increasingly alike. Tastes, preferences, and motivations of people in different cultures are becoming more homogeneous. Thus, a common brand name, packaging, and communication strategy can be used successfully for many products. An increasing number of firms have created products that are manufactured, packaged, and positioned in exactly the same way regardless of the country in which they are sold. It is quite natural for a "world class" *upscale* brand of wristwatches like *Patek Philippe* to create a global or uniform advertising campaign to reach its sophisticated worldwide target markets. While the advertising copy is in a specific language, one might speculate that many of Patek Philippe's affluent target customers do read and write English. Nevertheless, to maximize their "comfort zone," it is appropriate to speak to them in their "native language."

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| upscale *a.*<br>高消费阶层的<br>Patek Philippe<br>百达翡丽（手表品牌）<br>Playtex<br>倍得适公司（母婴用品品牌）<br>General Motors<br>通用公司（美国）<br>Gillette<br>吉列公司（美国）<br>Estee Lauder<br>雅诗兰黛公司（英国）<br>Unilever<br>联合利华公司（英国）<br>Parker Pen<br>派克笔公司（美国）<br>Fiat<br>菲亚特公司（意大利）<br>Black & Decker<br>百得公司（美国）<br>tailor *v.*<br>修改，调整<br>affiliation *n.*<br>联系 |

Marketers of products with a wide or almost mass-market appeal have also embraced a world marketing strategy. Take the branding strategy as an example. *Playtex* has moved from a local strategy of nation-by-nation advertising to a global advertising strategy. Other multinational companies, such as *General Motors*, *Gillette*, *Estee Lauder*, *Unilever*, *Parker Pen*, and *Fiat*, also use global advertising for various products and services.

### 4.2.3 Mixed Strategy 综合策略

Some firms have followed a "mixed" strategy in recent years. For instance, Coca-Cola, Unilever, Playtex, and *Black & Decker* have augmented their global strategies with local executions. In taking such an adaptive approach, global marketers with knowledge of intercultural differences can *tailor* their supplemental messages more effectively to suit individual local markets. Take advertising as an example, a study has indicated that the U.S. consumers focus more on the product-related claims made in advertisements, while Chinese consumers focus more on the appropriateness of the ad, such as its aesthetic qualities. There is also some evidence to suggest that Spanish ads may contain a larger proportion of *affiliation* appeals than U.S. ads do because of

Spanish cultural inclination toward femininity in its social norms. Because concepts and words often do not easily translate, and many regions of the country have their own dialects, advertisements in China are likely to be more effective if they rely heavily on symbols, rather than on texts. It is also important to note that consumers in different countries of the world have vastly different amounts of exposure to advertisements.

## 4.3 Changing the Culture 文化改变

We have discussed three main approaches of strategies in international marketing. The first strategy we discussed argues for adapting marketing strategy to local cultures. The second strategy argues that intercultural differences are decreasing and in some cases can be ignored. The third strategy is the mixed strategy. Marketing strategy can also be developed to influence the culture directly to achieve organizational objectives. Marketing does not simply adapt to changing cultural values and behaviors of customers; it is an active part of the cultural changing process.

Marketing strategies can change culture and are changed by culture as well. For example, one long-run strategy may be to attempt to change cultural values and behaviors. Several years ago, Nestle marketed vigorously to convince mothers in some Third World countries to change from breast-feeding to using the company's baby formula product. The campaign was very successful in persuading mothers that breast-feeding was not as healthful for their children as the company's formula, and it dramatically changed their feeding practices. Unfortunately, because of poor water sanitation and improper formula preparation, infant mortalities increased. Thus, the preference for and practice of breast-feeding had to be reinstalled in those countries, which was done successfully. This company changed cultural preferences and behaviors, and then changed them back in a relatively short time.

# Summary 小结

## Cultural Factors in International Business Management

1. International managers can benefit greatly from understanding the nature, dimensions, and variables of a specific culture and how these affect work and organizational processes.

2. There are four types of cultures in terms of organizational culture in general: academy culture, baseball team culture, club culture and fortress culture.

## Corporate Culture

1. In general terms, corporate culture is the look, the feel, the atmosphere of an organization and people within it; It comprises the deeply rooted but often unconscious beliefs, values and norms shared by the members of the organization.

2. Corporate culture often operates at both conscious and unconscious level.

3. The behavior that is modeled by the leader and the management team profoundly shapes the culture and practices of the organization.

## Development of Teamwork

1. Teamwork means cooperation among employees and employers. Team members must be flexible, adaptable, and able to work together to further their companies' goals to succeed and stay competitive.

2. Members should establish credibility and trust among the team by interpersonal skills. Guidelines and principles should also be established to create team culture.

## Strategies for International Marketers

1. Intercultural marketing is the strategic process of marketing among consumers whose culture differs from that of the marketer's own culture at least in one of the fundamental cultural aspects, such as language, religion, social norms and values, education, and the living style.

2. Three strategies of international marketing are important for international marketer to bear in mind: adapting marketing strategy to local cultures, standardizing global strategy across cultures and the mixed strategy.