

**Mulțumim, și pe această cale,
autorilor acestui material, pentru
generoasa permisiune de a-l folosi
în scopuri didactice**

International Research

The Global Village Lives! From Cultural Silos to Global Methodologies

Jane GWILLIAM and Gyorgy PASZTOR



BACKGROUND

The Historical Context

HISTORICAL CONTEXT

- Historically marketing and research companies, even large global chains, have allowed much local autonomy
- Each country operating in a silo, with little sharing and exchange of information and a lack of comparability and consistency

Thailand



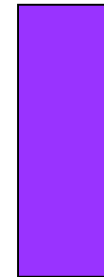
UK



Brazil



Russia



**But this no longer suits the needs of marketing companies
Much more complex, yet fluid requirements in
international marketing management now required
This has substantial implications for research**

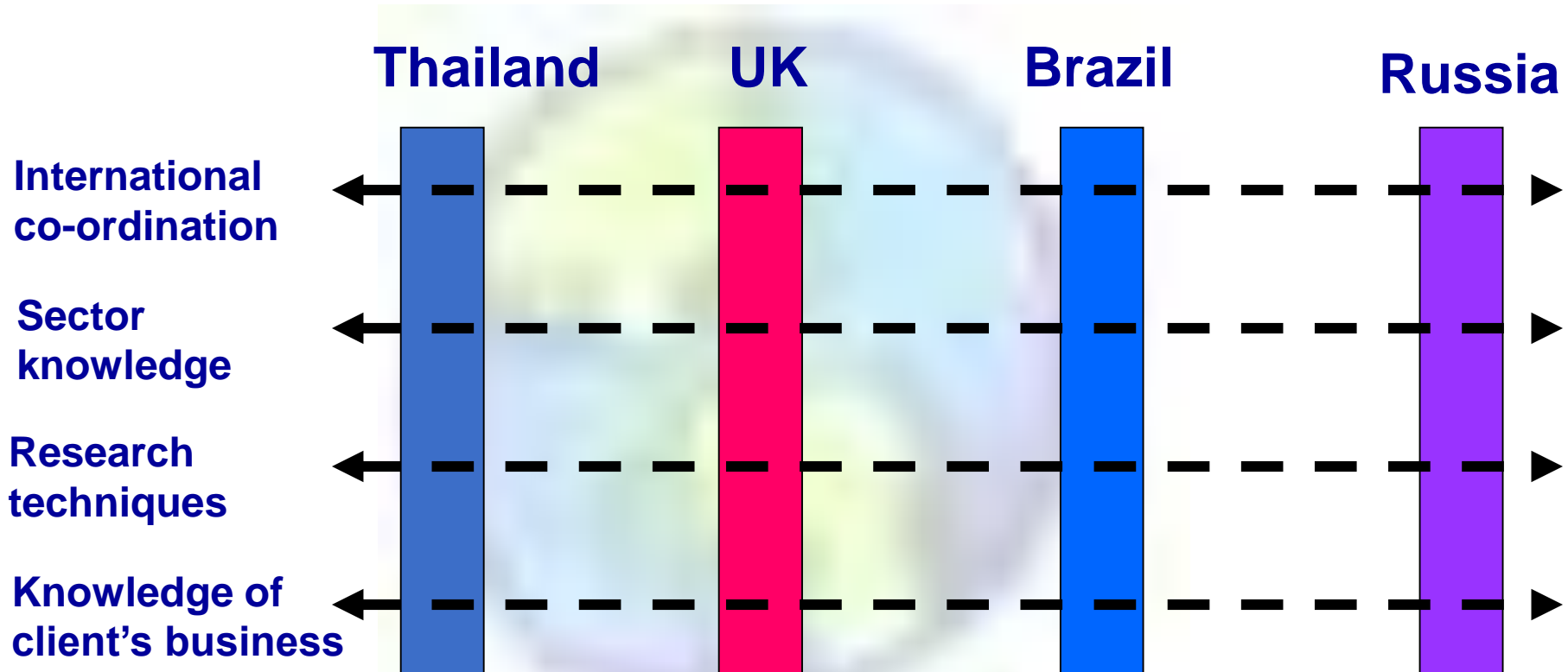
MODERN NEEDS FROM RESEARCH

- to understand and co-ordinate brands trans-nationally
 - control and comparability is essential
 - variations in research methodologies are not practical
 - mutual learning across countries is essential

Increasingly, marketing companies need, or ask for, agency structures based around specialisms

- international co-ordination
- specialist sector knowledge
- global research techniques
- intimate knowledge of the client's business

NEEDS FROM RESEARCH



INTERNATIONAL CO-ORDINATION

Requires

- A balance between the local country and global client needs
- Humility involving the local agency at the research design stage
- Co-ordinators who are respectful of other cultures
- Contact between researchers outside of project work
- Intelligence, open-mindedness and attention to detail

And, as a general principle, local moderation and interpretation of local data

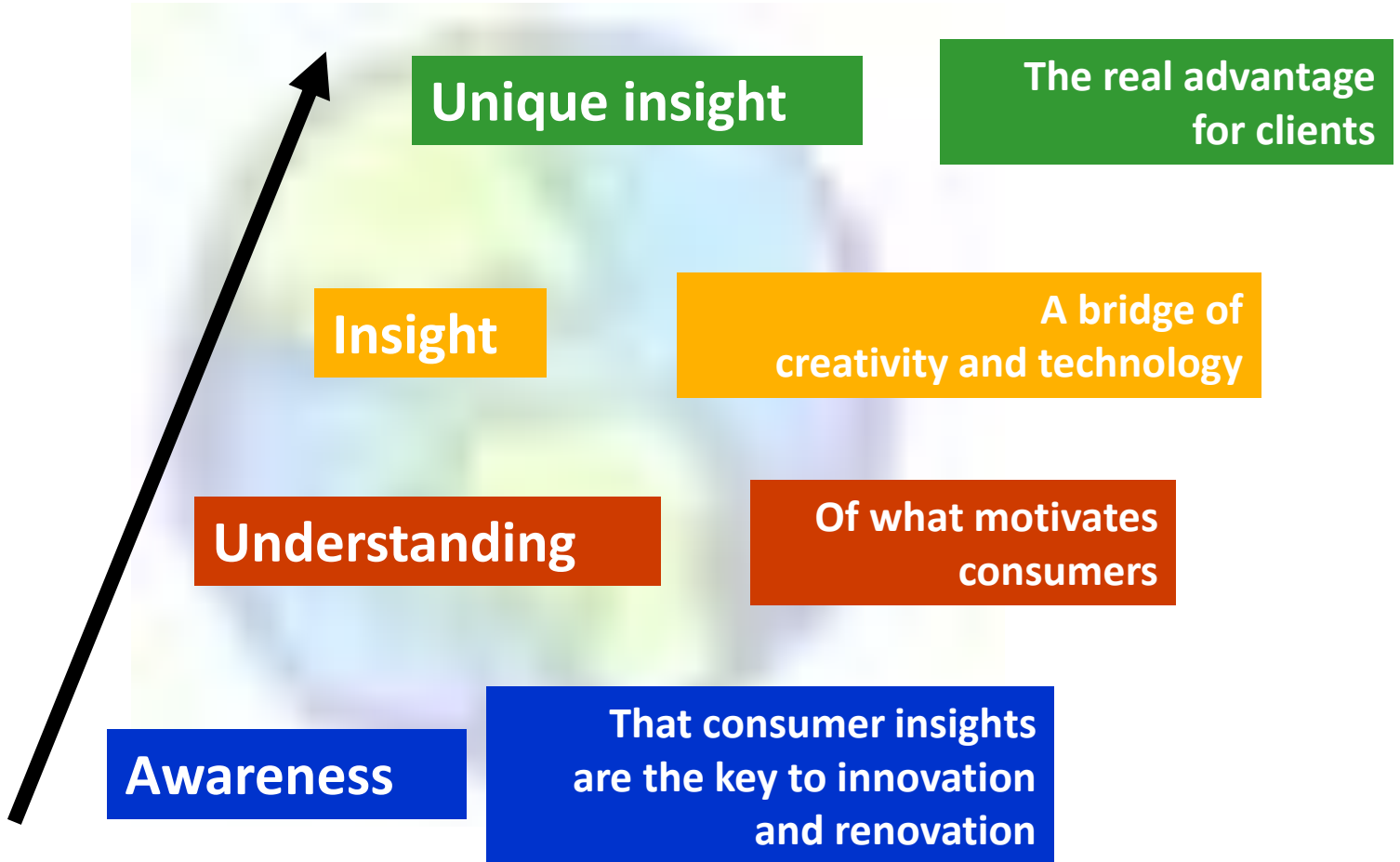
AND THE CONSUMERS?

- They and their markets do vary both within and across countries, regions
- But there are major elements of the human condition which do not vary: e.g.
 - love of children
 - filial piety (although the manifestation varies)
 - desire to find love and have a family (eventually)
 - optimism/pessimism
 - striving for improvement (advancement, education, money)
 - desire for freedom and security
 - to enjoy life especially with friends

BUT WHAT MATTERS IS

Consumer
Insight

Information



THE CHALLENGE

- To find techniques and methods which bring genuinely cross-cultural, comparable findings
 - there are 3 main ways in which to do this

Have a
battery of
techniques
to be used
judiciously

Conduct self
financed
studies

Develop and
validate
techniques
independently
of client projects

BATTERIES OF TECHNIQUES

- **In principle all good research should involve a variety of techniques even within a single market, the outputs of each to validate the others**
- **Experience dictates those techniques which do and do not work in different cultures, and the same experience throws up others which can replicate the requirements**

SELF FINANCED STUDIES

- Agencies can consider original, international research into the methodologies themselves
- To offset the cost these can be financed by clients or syndicates of them BUT then they are not available to use for other clients
- A really successful way of establishing methods which genuinely work consistently across cultures and also in identifying those which do not
- An expensive option for small organisations, however

VALIDATED TECHNIQUES

- **Visual tools are especially pertinent**
 - transcend language
 - overcome articulacy problems
- **Extend verbal tools to explore and measure emotional brand values**

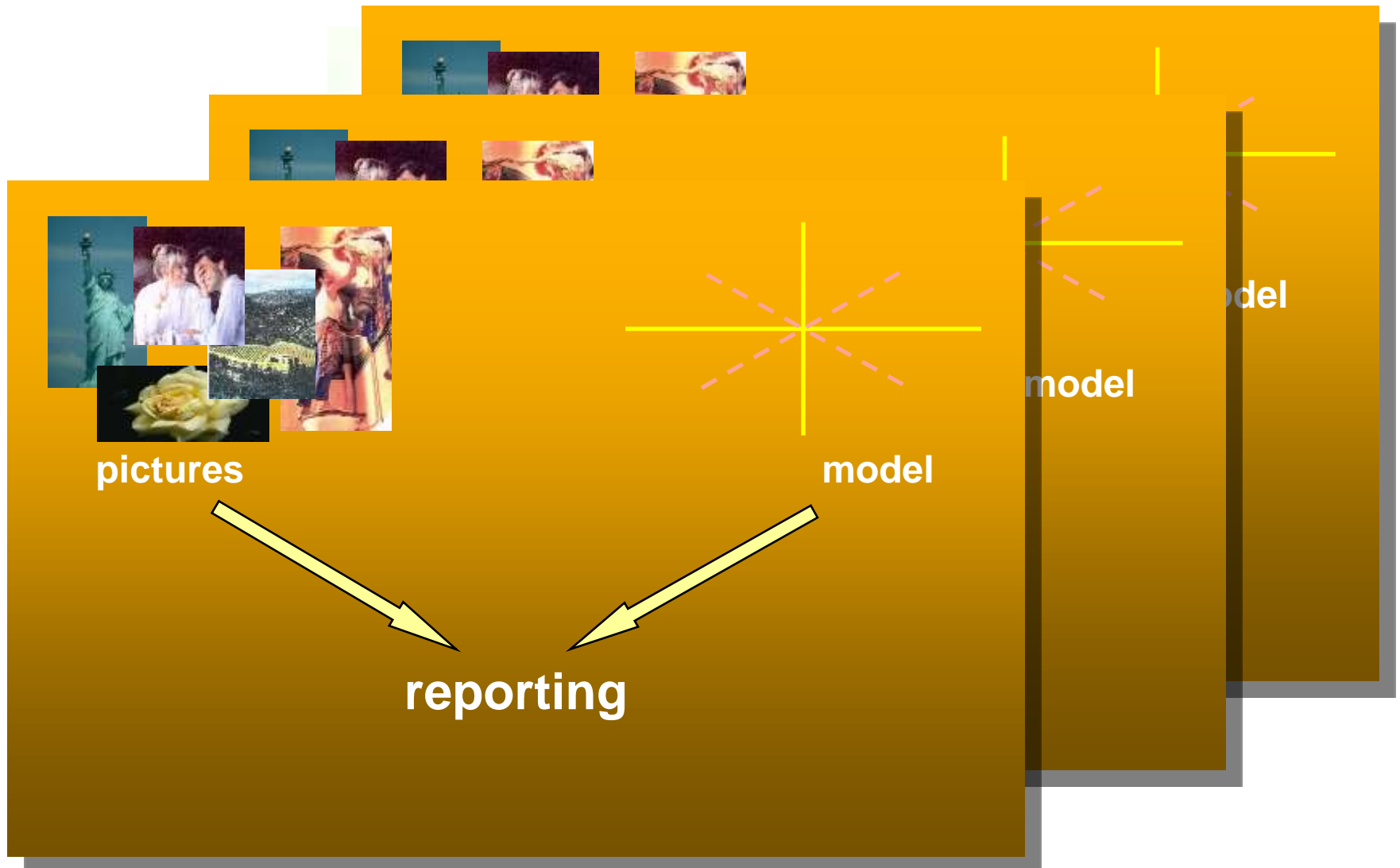
OUR EXAMPLE

- **Collections of images**
 - internationally standardised
- **Used projectively to trigger associations, sensations & feelings**
- **Can be used qualitatively or quantitatively**
- **Validation has shown that the visuals have clear, unambiguous meaning and are internationally consistent**
- **Validation also provides the model/framework for analysis**

USING THE IMAGES

- **In context of a specific brand, respondents:**
 - look at each image
 - select which images relate to the brand
- **Can be used quantitatively in place of attributes**
- **Can also be used to stimulate metaphoric associations**

A TOOL IN AN ANALYSIS MODEL



VALIDATED VISUALS VS PHOTOSORTS

**International
Standardised
Validated
Analysis model
Qualitative & Quantitative research**



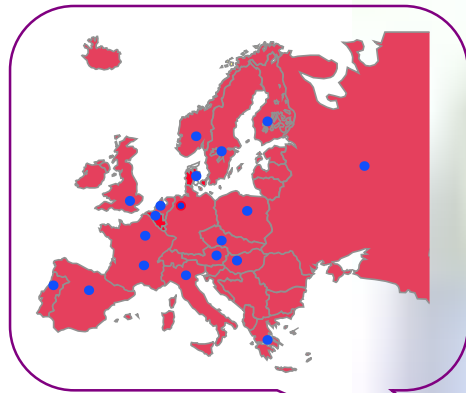
(Brand) diagnostic tool

A RANGE OF COLLECTIONS

A number of separate collections are needed to reflect different ways in which brands are expressed, e.g.

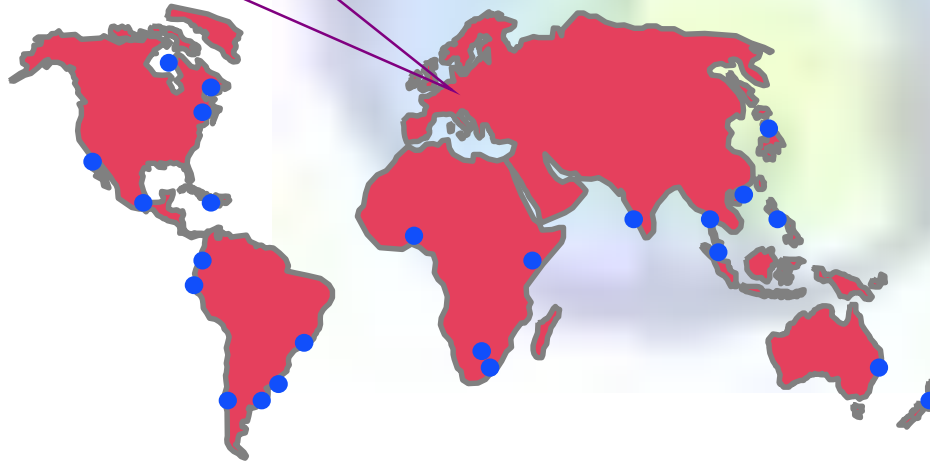
- Core Symbolic Values
- Brand Personality
- Needs
- Brand Relationships

CORE VALUES VALIDATION



140 group discussions
in 32 countries

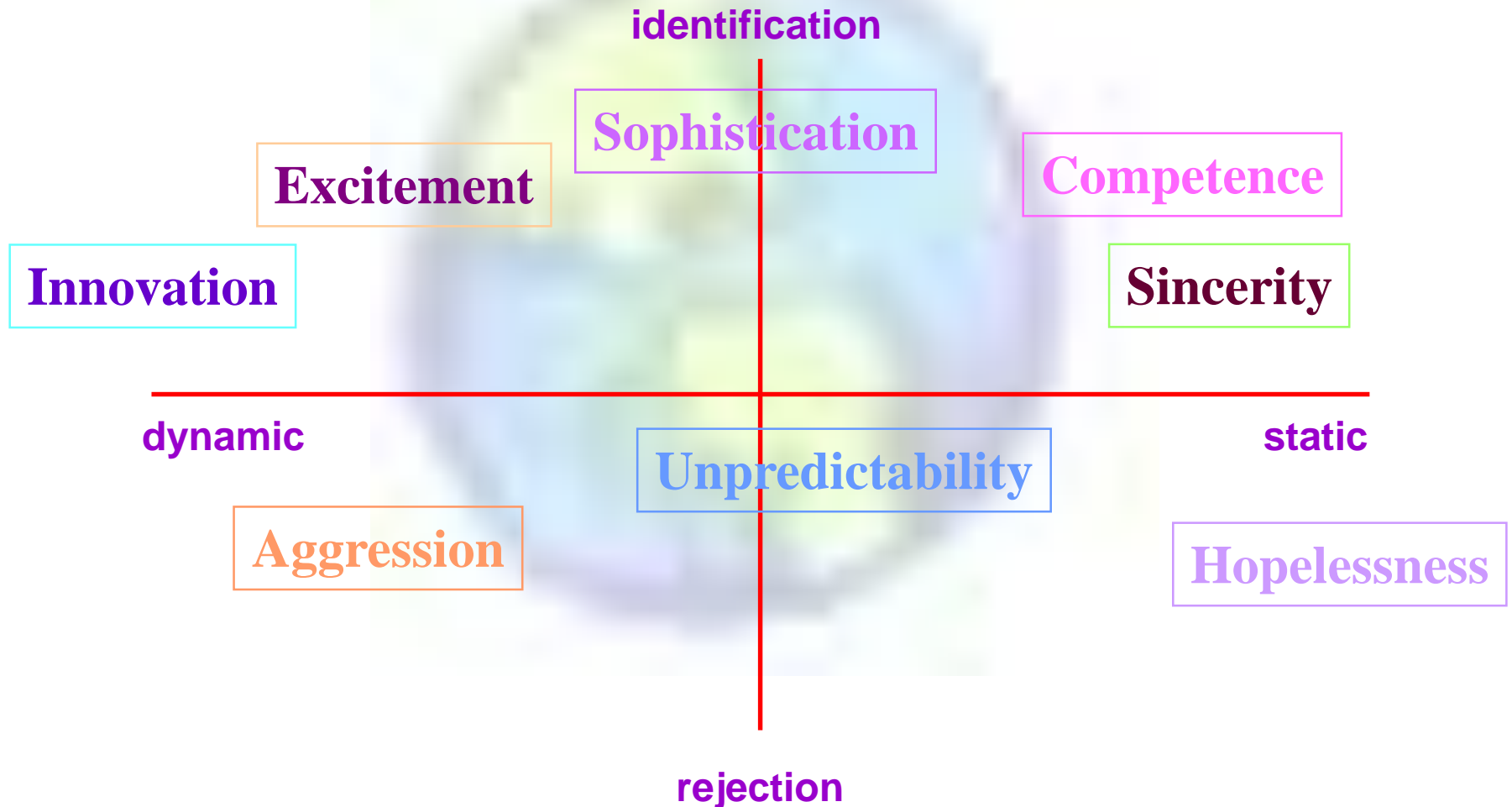
In Europe



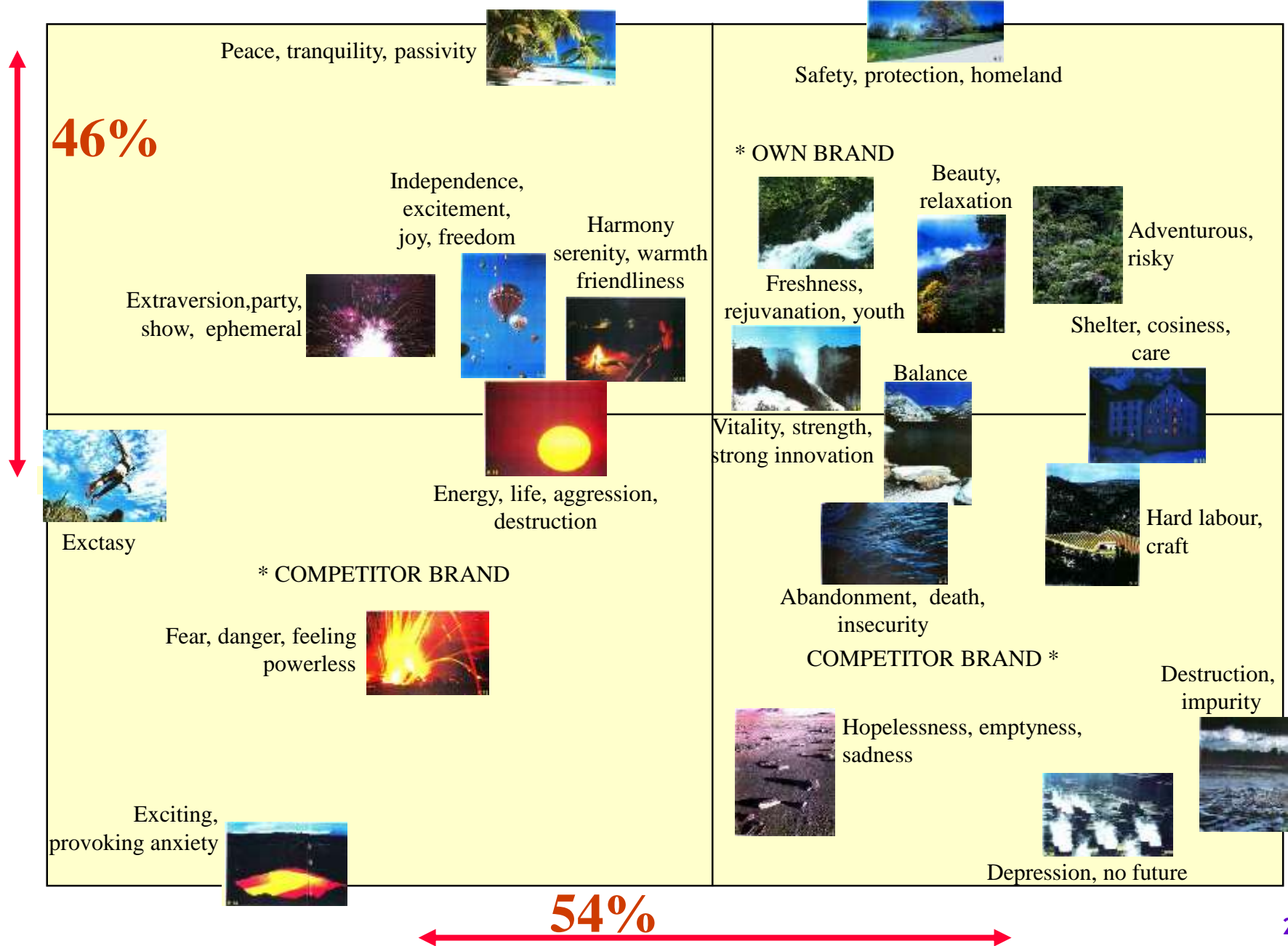
Outside
Europe

CORE VALUES COLLECTION

Underlying model



USERS OF BRAND XXX



BRAND PERSONALITY COLLECTION

The Brand as a Person

face



colour

gender

sounds



personality

age

discrete forms

social class

**A set of human characteristics
associated with a given brand**

15 PERSONALITY DIMENSIONS

Sincerity

Competence

Ruggedness

Excitement

Sophistication

Down to earth

Daring

Reliable

Upper class

Outdoorsy

Honest

Spirited

Intelligent

Charming

Tough

Genuine

Imaginative

Serious

Cheerful

Up to date

Source: Jennifer AAKER, JMR, 1997

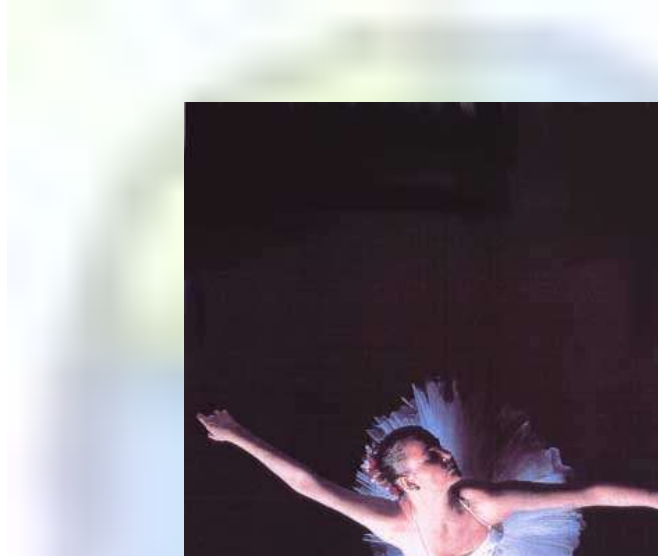
SINGLE IMAGES



SUCCESSFUL



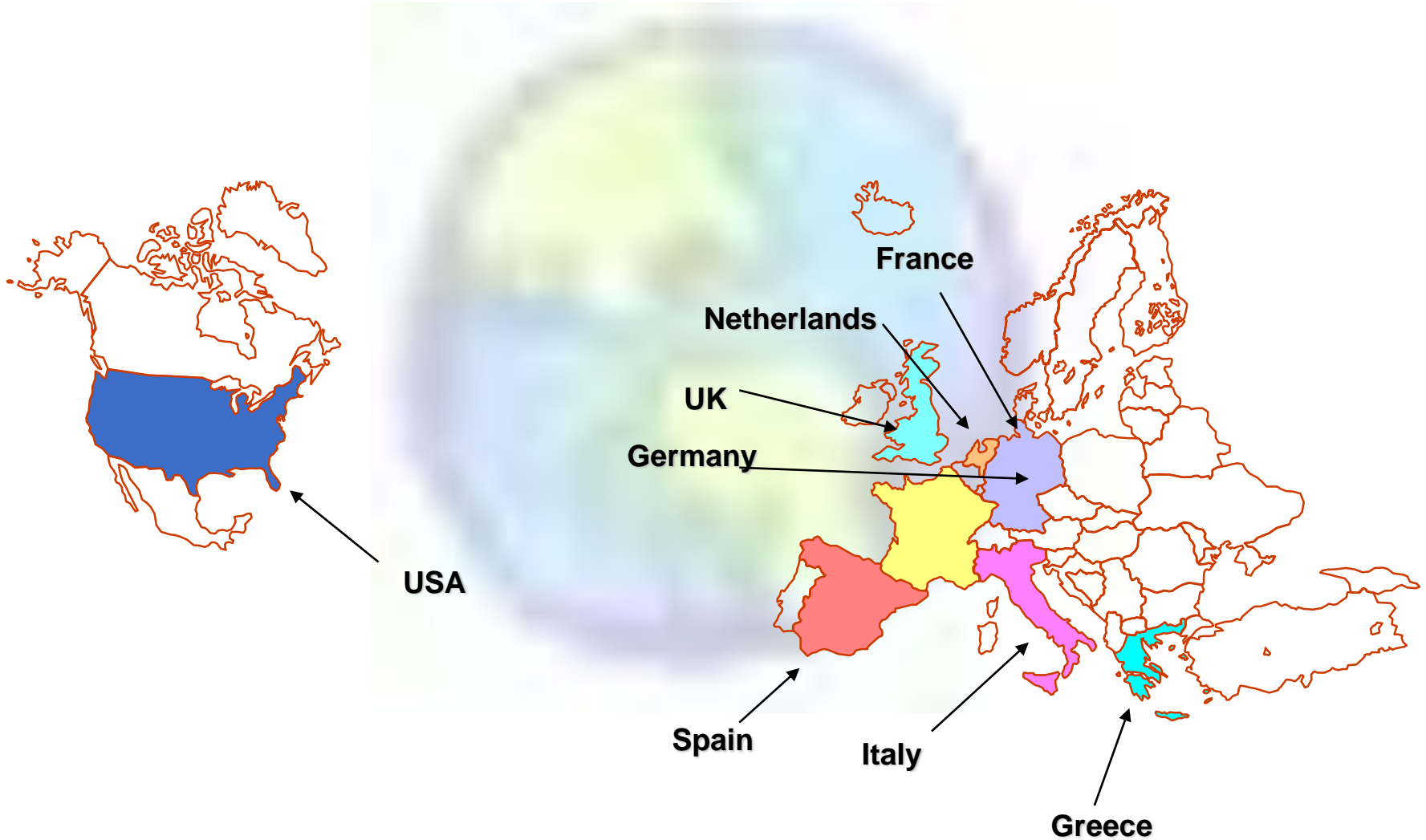
FEMININE



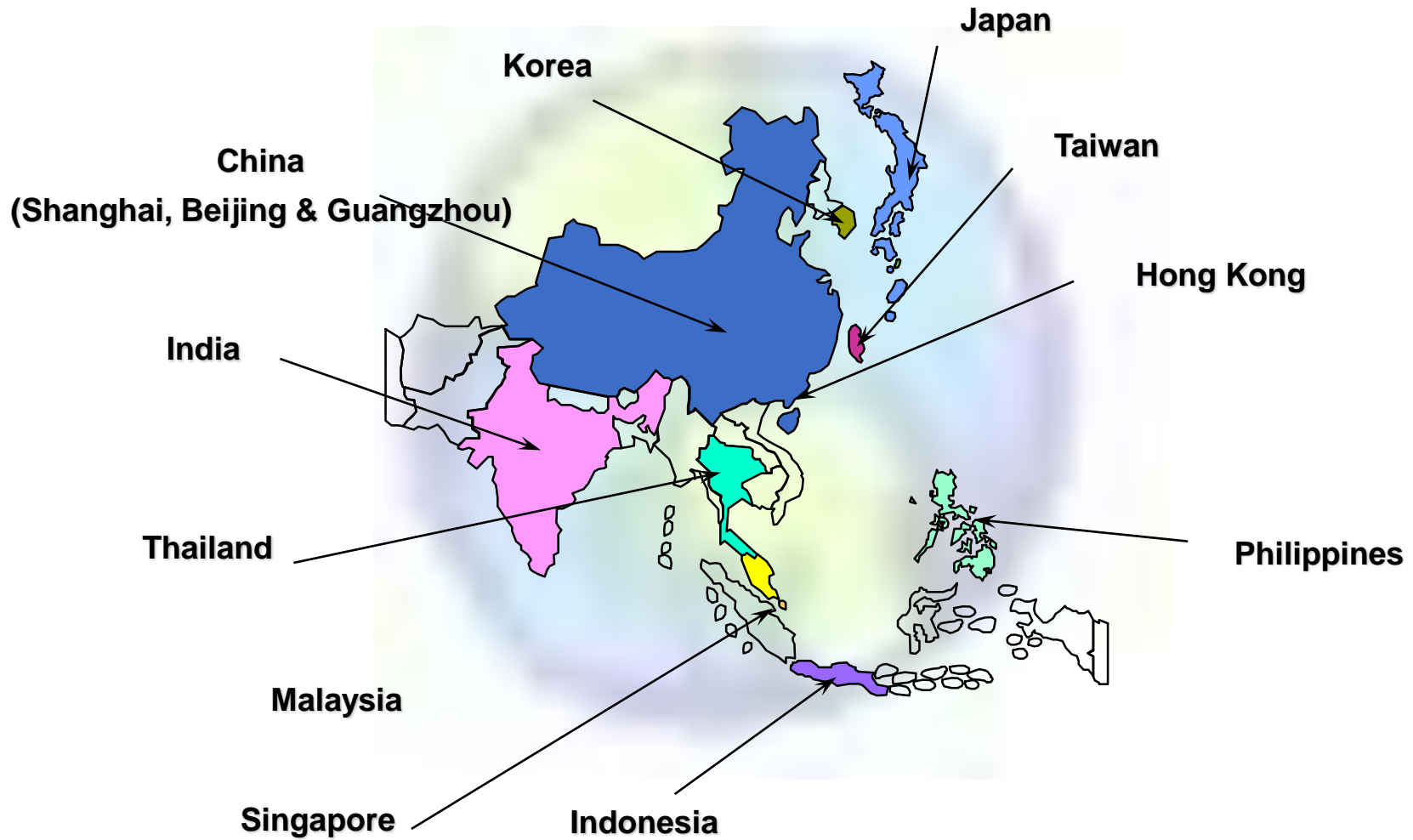
SCOPE

- **The brand personality framework is global**
- **But pictures used to illustrate them will be culturally dependent**
 - **Need to consider the West, Far East, Central and Eastern Europe, Latin America, Africa at a minimum**

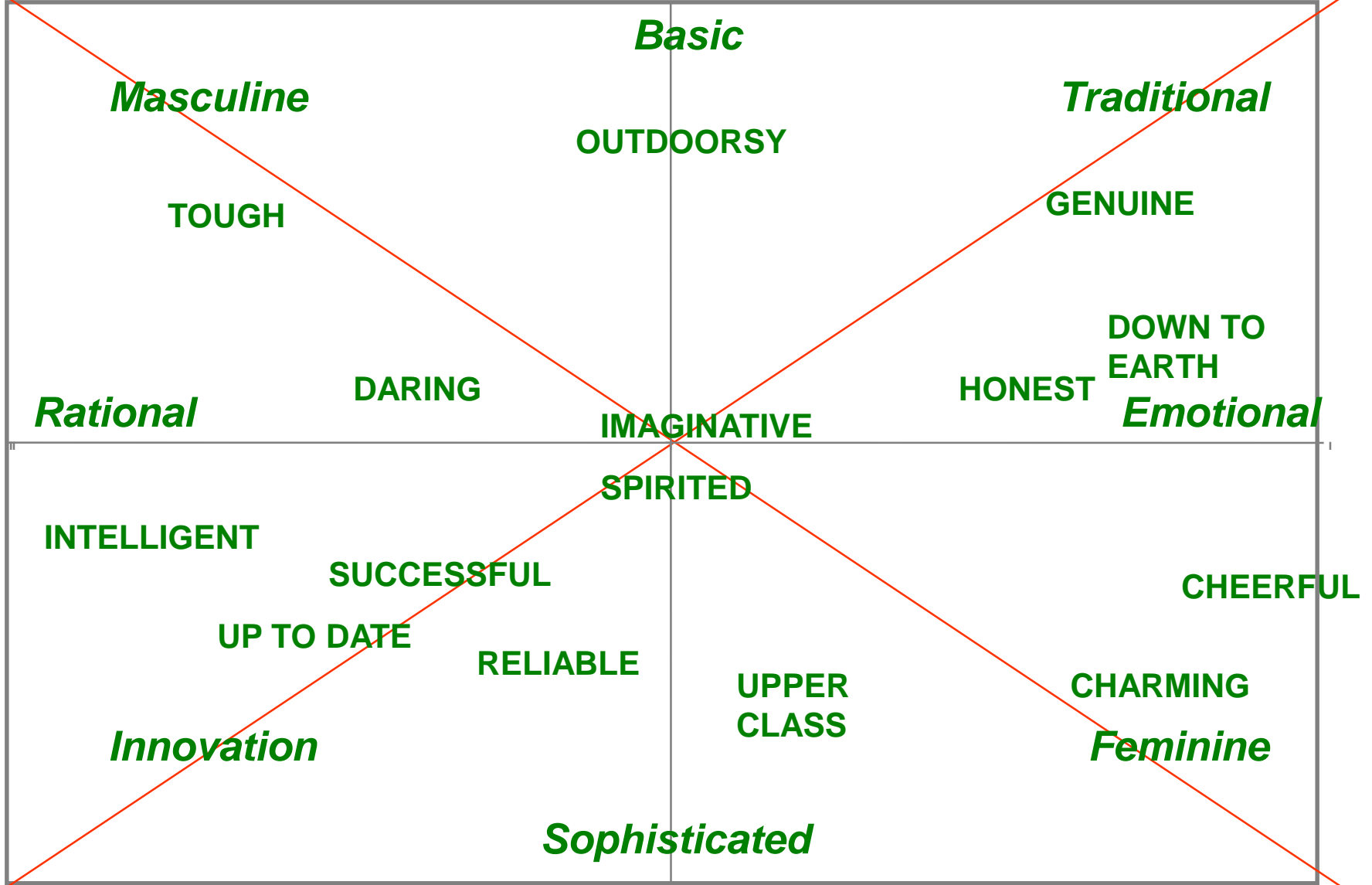
WESTERN VALIDATION



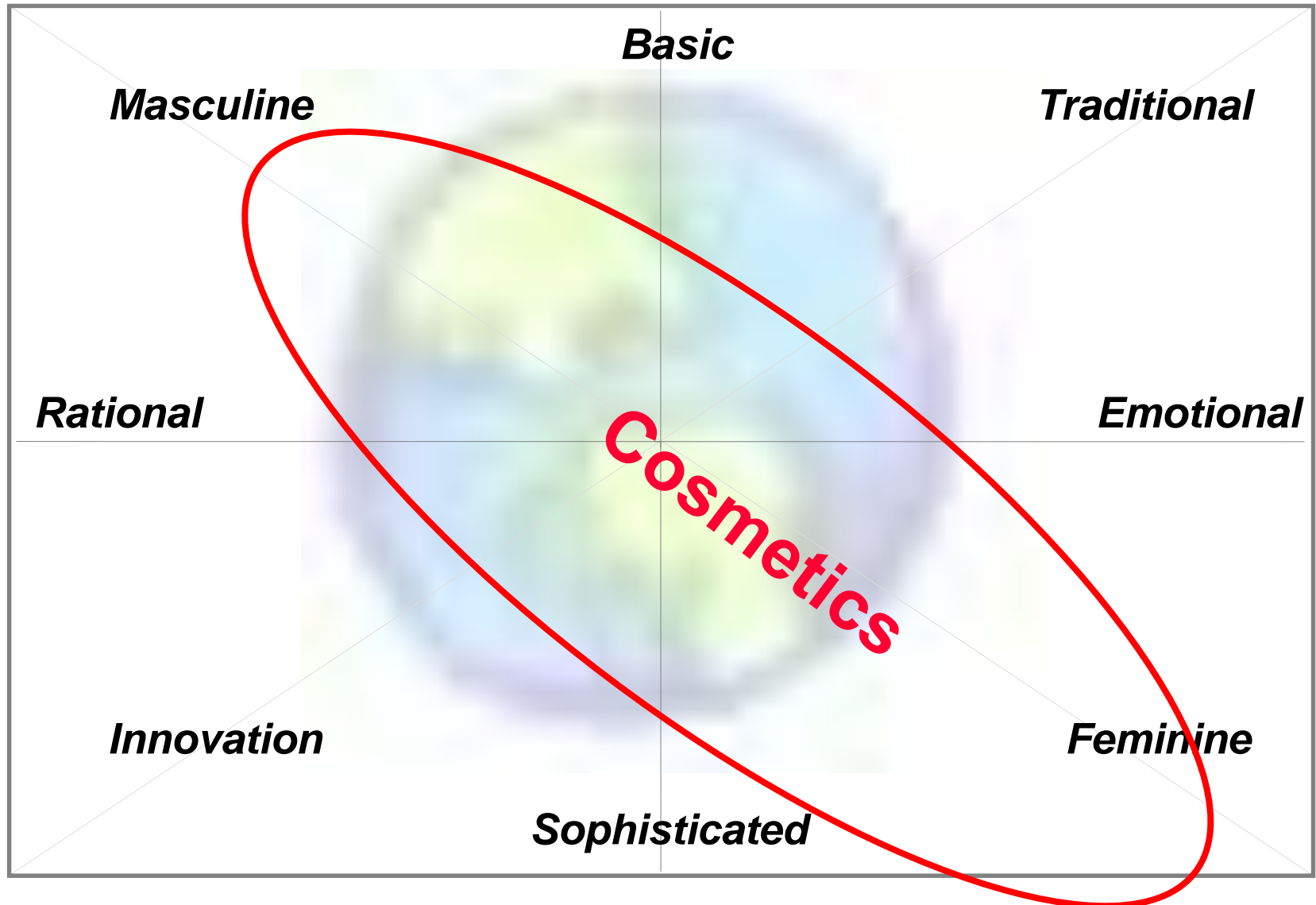
ASIAN VALIDATION



MAPPING THE PERSONALITY BOARDS



LOCATION OF CATEGORIES



ADVANTAGES

- **Location of the brand on personality map**
 - **tracking brands over time**
 - **examining differences between countries**
 - **examining differences between sub groups**

CONCLUSIONS

- **It is possible to develop methodologies and techniques that are relevant across and within cultures**
- **However, it cannot be assumed that what works in one market will work in another**
- **Careful validation is required to sift out those procedures which cannot transfer culturally and those which can**
- **From this we can develop flexible, analytical frameworks which provide the requisite consistency and comparability across markets**