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How to address cultural variety in global marketing campaigns?

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<p>The strategic focus of international firms should be aligned with Business Ethics principles. The consequences of not considering the ethical criteria, cultural diversity and globalisation process could lead to the failure and bad reputation that has an effect on company operations. It is especially seen in marketing and customer engagement practices due to direct contact with consumers. What is Marketing Ethics and how to speak with the consumer in the international environment?</p> <p>Developing the new language of communication firms address messages to an abstract consumer who has no characteristics but could be extremely sensitive to the content. There are no guidelines on how to speak, joke and use the language. One of the factors influencing multinational firms today in order to be consistent in decision-making is the globalization process, modern economy and national interdependence that forces to act and think ethically. The way international business is developing has a huge impact on business and marketing strategies of firms. Subsequently, the content of marketing campaigns should satisfy the cultural variety and be seen as ethical in the global context.</p> <p>The complexity of the development of global marketing campaigns is especially seen when campaigns have an ideological message and even simple product advertising could be the subject for ethical consideration. When a firm addresses an idea to the international audience it should consider all ambiguous interpretations that could arise.</p>	

Keywords	Global Marketing Campaigns, Marketing Ethics, Cultural Dimensions
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1 Introduction

1.1 Research Problem

The strategic focus of international firms should be aligned with Business Ethics principles. The consequences of not considering the ethical criteria, cultural diversity and globalisation process could lead to the failure and bad reputation that has an effect on company operations. It is especially seen in marketing and customer engagement practices due to direct contact with consumers. What is Marketing Ethics and how to speak with the consumer in the international environment?

Developing the new language of communication firms address messages to an abstract consumer who has no characteristics but could be extremely sensitive to the content. There are no guidelines on how to speak, joke and use the language. One of the factors influencing multinational firms today in order to be consistent in decision-making is the globalization process, modern economy and national interdependence that forces to act and think ethically. The way international business is developing has a huge impact on business and marketing strategies of firms. Subsequently, the content of marketing campaigns should satisfy the cultural variety and be seen as ethical in the global context.

The complexity of the development of global marketing campaigns is especially seen when campaigns have an ideological message and even simple product advertising could be the subject for ethical consideration. When a firm addresses an idea to the international audience it should consider all ambiguous interpretations that could arise.

1.2 Research Question

The central question of the thesis is “How to address cultural variety in global marketing campaigns?” being the basis for exploratory studies with the case study as the main research method. The question “how” is the most appropriate to the research, because it is being asked about “a contemporary set of events over which the investigator has little or no control” (Yin 2009: 13). The purpose of the work is to develop recommendations by identifying theoretical frameworks and examining how marketing decisions are implemented in the global context, what makes them ethical.

This topic involves the following subjects: business ethics, globalisation process, cultural varieties, marketing studies, and ethics.

1.3 Research Design

The purpose of the research has an exploratory origin: the study seeks new insights, asks questions and assesses phenomena in a new light. (Saunders 2007: 133) The thesis includes a case study that defines the structure of the research design. According to Yin (2009), there are five components of research design that are especially important when the case study is the main method of the research (Yin 2009: 27):

- a study question;
- its propositions, if any;
- its units of analysis;
- the logic linking the data to the propositions;
- the criteria for interpreting the findings.

The Research Design of the following work represents 5 stages (see Figure 1).

As proposed earlier by Yin the research question is the first component of the research design. This thesis addresses the question “how”, that is why the case study method is the most appropriate tool to seek the answer. The question, presented in section 1.2, identifies further academic work and analysis. Propositions are the next phase of research design. However, in the case of the exploratory research, the main question could be complemented by the purpose statement, “as well as the criteria by which exploration will be judged successful”. (Yin 2009: 28) The purpose of the research is to identify the comprehensive techniques and develop recommendations to avoid the problems identified in section 1.1. The criteria of the successful outcomes would be the application of the proposals and positive outcomes.

According to Figure 1. literature review and direct observation in addition with qualitative and quantitative data collection is the largest part of the research design that defines the research strategy and methodology and while developing theoretical frameworks and

research propositions. This third component defines and forms the case study. The selection of the appropriate unit of analysis is highly connected to the research question and purpose. However, new discoveries and research flexibility are relevant for exploratory research as well. (Yin 2009)

Key findings and data from the case study constitute the analytical part of the research design. This stage refers to the fourth and fifth components developed by Yin (2009), linking data to the main question and interpreting findings by measuring the criteria. The actual analysis connects the case study with the initial study purpose. (Yin 2009: 34)

Summary and recommendations, the last stage of Research design, is the part where outcomes from both theoretical and practical parts are presented in the format of recommendations.

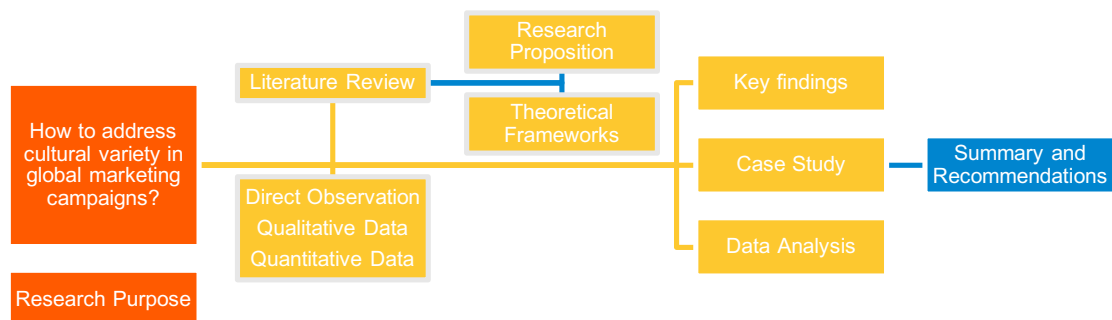


Figure 1. Research Design.

Revealing the research questions and objectives, research design defines the structure of the project that is undertaken for the exploratory purpose. From Figure 1, it is seen that the model of the research is mixed and combines quantitative and qualitative data collection techniques and analysis procedures that take place in all stages. (Saunders 2007)

1.4 Thesis Structure

Section 1. Introduction

This chapter is dedicated to the explanation of the research problem, question, and design. Introduction to the research work help to identify the key aspects and subjects to consider in the Literature Review section and define Research Methods for the analytical part of the thesis.

Section 2. Literature review

The second section of the research presents the key academic findings that are particularly useful while analysing the company case. This chapter is divided into 5 sections: business ethics, globalization, cultural criteria, marketing universals, and marketing ethics. The first topic is particularly important as it presents the general environment and factors influencing the business today. Globalization process as the separate and the most important accelerator of the progress of international firms. Moreover, cultural criteria are also important when a firm act in the global environment. Marketing universals and marketing ethics chapters are the key academic frameworks for the case study. The first answers the question “are marketing campaigns which apply local cultural variety seen as ethical in the global context?” and presents the systematic approach that helps to identify common patterns. Marketing Ethics section presents the theoretical framework that describes how the decision-making process should look like when the ethical contents are involved.

Section 3. Research Proposition

The third chapter of the work introduces the key findings from the literature that are presented in statements. Also, this section presents the key propositions that are particularly useful analysing the company case.

Section 4. Research Methods

This section explains the methods, techniques, and attitudes towards the analytical process. The case study is the central part of the work, methodological frameworks define how to approach qualitative and quantitative data that has been gathered during the data collection process.

Section 5. Research Analysis and Results

This chapter is the application of theoretical frameworks and methodological approaches used to analyse the company case. The section is divided into four parts: case study presentation, developing a global marketing strategy, identifying the key consumer profile and recommendations.

Section 6. Conclusion

While the case study method is the application of academic frameworks that seek to find the answer to the research question and to develop recommendations, section six summarizes the outcomes of the research project.

Section 7.

The last section presents the literature pieces used in the following work.

2 Literature Review

2.1 Business Ethics

“Business Ethics: Facing up to the issues” book by Moon brings up the issues that influence ethical criteria in business practices. Discussion is based on a survey done by London Business School and work of academic and business organizations representing international perspectives, mainly the UK and the US. Authors have different professional backgrounds, such as consultancy, academic research, and business: enterprise development, corporate social responsibility and risk management. The book reviews business cases and practical frameworks for companies operating in a global environment and discusses the subjects involved in the business ethics definition.

Authors claim in the introduction that there is “no universal set of ethical principles exists and what is right and what is wrong often depends on the circumstances” (Moon 2001: 2). However, understanding of the factors influencing the global economy can help to avoid potential risks associated with a company’s reputation. According to Moon and Hagan (2001, ch.1), there are four powerful forces driving the change: technology, globalization, intangible assets and “war for talent”. Although the book was published in 2001

the thoughts on technological perspective still have the value today. For instance, the misuse of communication technology and the flow of information that has become even more complex still appears in the business environment nowadays. Therefore, understanding the influence of technological development help companies prevent ethical problems associated with information and communication within companies. Intangible assets and “war for talent” are other forces that should be taken into account when dealing in the global environment. Unlike tangible assets, intangible have greater influence in the global context: those who have better innovations, workforce, customer loyalty, solid reputation, and non-financial performance are likely to be successful. The key to maintaining a sustainable and socially responsible company is to know your brand, stakeholders, their expectations and maintain a sustainable economic network in order to survive in the “new economy”. “Today’s highly complex business environment is one in which organizations have to connect in order to survive, let alone succeed. Thus companies are linking together into economic networks and in the process transforming the way they do business”. (Moon 2001: 15)

2.2 Globalization

Another force discussed in the book is globalization. This has been always a complex subject always evolving through time, mainly because of international relationships, legislation, and infrastructure. The key element driving globalization is rather issues happening on the national level rather than technological and infrastructural changes that become even better and faster. On the national level companies tend to defend their own interests and values, politics and international relationships are always subject to change: globalisation is the merger process. Following common interests such as free trade of goods and free movement of people, companies take advantage of the access to foreign market information. But when it is influenced by the external circumstances e.g. changes in the political situation and human behaviour it is much harder to find the way to adopt and operate. (Moon 2001)

Speaking about the local perspective of globalization, the Authors claim that in general globalization can damage domestic industries and increase the gap between poor and rich nations. On the business level, global consistency of successful global firms such as Coca-Cola and Microsoft could affect if not replace local diversity. Some consequences are hard to avoid if the nation accepts “the rules” of global firms. Thus it is highly

important to have the knowledge of an industry, how local markets are built in order to smooth the influence of global firms. (Moon 2001, ch. 1)

Ethics has a particular meaning in the era of globalisation. The article by Sirkku K. Hellsten, the professor of philosophy and ethics at the University of Dar es Salaam, Tanzania, discusses the theoretical and practical side of global ethics, providing different points of view on how to consider ethics in the changing and complex environment such as global markets. The author states that “rapid scientific and technological development, global markets and consumer trends, the rise of international radicalism and terrorism, the new trends in multilateralism, development cooperation and the need of humanitarian responses, environmental problems and the effects of the climate change have altogether made both the academicians and the politicians acknowledge that studies in ethics must have a global scope”. Thus, globalization addresses the question of how to improve the global situation and solve ethical problems such as environment, epidemics that affect the globe. One of the solutions could be found in the development of the universal value framework that takes into account cultural and national factor, but in practice, it is almost impossible assuming the cultural diversity. Thus, the need for a fundamental understanding of ethical dilemmas and problems that should be solved is the most efficient way to improve the rapidly changing environment. (Hellsten 2015)

The study of ethical theories, such as deontology, consequentialism, and teleology, can be the foundation when making decisions, however, this is rather a philosophical discussion that aims to develop the “universal value framework”, that is difficult to derive if not impossible. In practice, the discussion of those could be a dispute between nations, because of different belief systems. That is why it is crucial to be critical because the “universal human capacity for logical reasoning” is something that is common between us and helps to find solutions and solve problems. (Hellsten 2015: 84)

Another contributor to ethical studies is Drydyk. His article is based on a series of workshops, seminars, and meetings dedicated to global ethics at international institutes such as the University of Delhi, Carleton University and the University of Assam. Drydyk (2014) introduces the general idea of what is ethics and what are the boundaries. Firstly, according to Drydyk global ethics is identified by its problems, and these problems are identified by their source: global interconnection and interdependence. This article questions the foundations of global ethics and how people see it. The discussion of ethics in the modern world is quite difficult to organize, however, it is the core for the productive

outcomes and effective solutions for the society. The author has identified the key elements that could help to shape the discussion and address the main issues that form global ethics. He claims that “the end [of global ethics] is a set of comprehensive moral ideas (values and responsibilities)” and means are “critical discussion and inquiry” that helps to analyse proposals and statements. This approach could be applicable to the business field as well. Since ethics deals with complex situations and the discussion of those should be structures.

In the business environment is global ethics cannot be thought of in negative terms. According to Drydyk problems shapes the global ethics and “global interconnection and interdependence are the sources to the opportunities and global development. Therefore, global ethics become a forward-looking subject in the business environment, whereas addressing problems makes it a backward-looking subject in the global context.

From both articles, it is seen that the global economy in the modern world and national interconnectivity has a major influence in the understanding of business and global ethics concepts. Both Hellsten and Drydyk see a possible solution to arising unethical practices in understanding global ethics and its origin by developing the structured discussion and using logical reasoning. Ethical theories such as deontology could help to identify the universal value framework, but assuming the variety of belief systems and variation of situations this approach becomes unpractical.

2.3 Cultural criteria

When developing marketing strategies and content cultural criteria are always a subject for consideration. The main contributors to the subject are Hofstede and Trompenaars. The book *Riding the wave of culture* by Trompenaars and Hampden-Turner (1997) is the main reference of the research in the discussion of cultural dimensions. The study is particularly relevant for the understanding of various cultural perspectives that should be taken into account when dealing with people of different nationalities. A big part of the information is statistics presented in graphs and tables, the analysis of respondents answers and aims to help when operating within international markets. Authors differentiate nations by 7 dimensions which help to differentiate countries and understand the behaviour, how people interact with each other within one cultural environment. These dimensions are universalism and particularism; individualism and communitarism; affective

and neutral cultures; specific and diffuse cultures; ascription- and achievement-oriented cultures; time and environment orientations. (see Table 1)

Table 2. Trompenaars cultural dimensions (1997)

Universalism/Particularism	Cultures based on universalism focus more on the rules than the relationship, whereas in particularist cultures people will find relationships more important than rules.	<p>Universalist cultures: Canada, the U.S., the U.K., and Australia.</p> <p>Particularist cultures: Latin America, Korea, China, and Russia.</p>
Individualism/Communitarism	<p>This dimension is defined by the question: "do we work as a team or as individuals?"</p> <p>In individualistic cultures, decision makers make decisions without any consultation, at speed taking the responsibility whereas in cultures based on communitarism, decisions are the result of the group tendency.</p>	<p>Individualistic cultures: Canada, the U.S., the U.K., and Australia.</p> <p>Communitarian cultures: Japan, much of Africa, China, and Latin American countries.</p>
Affective/Neutral Culture	In neutral cultures, people tend not to share their emotions which is not the case in affective cultures where it is normal to express the emotion in the workplace.	<p>Neutral cultures: Germany, Netherlands, and the U.K.</p> <p>Affective cultures: Italy, Spain, and Latin America.</p>
Specific/Diffuse Culture	<p>This dimension is defined by the question: "how separate is our personal and professional life?"</p> <p>In a specific culture, people tend to keep their personal and work life separate. These cultures don't see</p>	<p>Specific cultures: Germany, the U.S., the U.K., and Netherlands.</p> <p>Diffusive cultures: China, India, Argentina, and Spain.</p>

	<p>an overlap between the two spheres.</p> <p>Diffusive cultures in contrast see their personal and work life as interconnected. These cultures believe that objectives can be better achieved when relationships are strong.</p>	
Ascription- /Achievement-oriented Culture	In neutral cultures, people tend not to share their emotions which is not the case in affective cultures where it is normal to express the emotion in the work place.	<p>Neutral cultures: Germany, the Netherlands, and the U.K.</p> <p>Affective cultures: Italy, Spain, and Latin America.</p>
Sequential/Synchronous time	<p>This dimension is defined by the question: "Do things get done one at a time or do many things get done at once?"</p> <p>In sequential time cultures, time is extremely important. Being punctual and complete projects in stages are the key characteristics.</p> <p>In synchronous time cultures, people see the past, present, and future as connected. People in synchronous time cultures do several things at once. Plans and deadlines are flexible.</p>	<p>Specific cultures: Germany, the U.S., the U.K., and the Netherlands.</p> <p>Diffusive cultures: China, India, Argentina, and Spain.</p>

Internal/External direction	<p>This dimension is defined by the question: “do we control our environment or are we controlled by it?”</p> <p>In an internal direction culture, people believe that they can control their environment to achieve their goals. A winning attitude is prevalent, the focus is selfish. Whereas in external direction cultures people should work with their environment to achieve the goals. In other words, relationships to achieve the goals.</p>	<p>Internal direction cultures: the U.S., the U.K., and Australia.</p> <p>External direction cultures: China, Russia, and Saudi Arabia.</p>
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The main purpose of the book is to provide practical tips for doing business with various nationals. There are various definitions of the word culture, but one is particularly relevant to the business field - culture deals with problems meaning that the environment defines what kind of actions will be taken to resolve issues. One of the main points that is presented by authors is that because of this diversity there is no best and universal way that suits all countries. The culture has the structure of onion that has lots of layers and hidden components. (Trompenaars and Hampden-Turner 1997: 6) Moreover, in the article by Dawar and Parker (1994) individual factor is considered to be stronger and more relevant in the international marketing strategic decisions. The result of the study shows that “cultural universals, as discussed in virtually all marketing text, are general human behaviour that has been observed to be common across cultures” (Dawar & Parker 1994: 92). Thus, country boundaries can be less considered rather than individual factors, when implementing global actions. Cultural dimensions help to classify countries and identify the key points for successful business dialog. However, the application of all the tips and recommendations could be harmful, in other words stereotyping, because the statistics represent the point of view of the majority of people. In the separate situation,

the individual factor is likely to be considered in the first place, because in practice business people could deal with individuals with a diverse background combining non-cultural related attributions.

There are 7 areas identified by Trompenaars and Hampden-Turner but continuous studies show that there could be more or fewer dimensions and arguments, exceptions to the rule around each concept. One of the most used frameworks was developed by Hofstede and there are 5 cultural dimensions: Masculinity/Feminity, Individualism/Collectivism, Power distance, Uncertainty avoidance, and Long-term orientation. "Hofstede's framework constitutes a simple, practical, and usable shortcut to the integration of culture into studies. In spite of some criticisms to his dimensions, the argument that they capture cross-country differences has received extensive support". (Soares, Farhangmehr & Shoham 2007: 283) Table 2 shows the similarities between the frameworks in accordance with Hofstede's studies.

Table 3. Comparison of Hofstede's cultural framework with other models (Soares, Farhangmehr & Shoham 2007)

	Masculinity/ Feminity	Individualism/ collectivism	Power distance	Uncertainty avoidance	Long-term orientation	Other
Hofstede (1984)						
Hofstede (1991, 2001)						
Inkeles and Levinson (1969)*	Conceptions of self		Relation to authority	Primary dilemmas or conflicts		
Triandis (1995)		Integration				
Chinese Cultural Connection (1987)	Human heartedness				Confucian work dynamism	Moral discipline
Clark (1990)*	Relations to self		Relation to authority	Relation to risk		
Trompenaars (1997)	Neutral/emotional	Universalism/particularism Individualism/communitarianism			Attitudes to time	Specific /diffuse Achievement/ascription Attitudes to the environment Paternalism
Dorfman and Howell (1988)						
Schwartz (1994)	Mastery/harmony	Autonomy/conservantism	Hierarchy/ egalitarianism			
Smith et al. (1996)		Loyal involvement/ utilitarian involvement	Conservantism/ egalitarianism			Discussion of a third dimension 3 deferred
Keillor and Hult (1999)						National heritage/culture homogeneity/belief system/ consumer ethnocentrism
Steenkamp (2001)*		Autonomy/collectivism	Egalitarianism/hierarchy	Uncertainty avoidance	Mastery/ nurturance-	

* Refers to theoretical contributions. The remainders are empirical studies.

Dimensions are the way to discover and compare cultural behaviours. There are alternative frameworks that could be used in accordance with the particular business practice. However, beyond there are cultural attributions such as gestures, the use of language and humour that is impossible to classify and study within a framework. Mickalites (2001)

identifies potential barriers when buying, selling and sourcing in a variety of national cultures. The article is based on the studies of Richard Gesteland that targets those who deal with unfamiliar business cultures. In his work, he has identified what practices are considered to be judgmental, what are the differences in the humour and gestures, verbal and nonverbal etiquette. The authors state that Gesteland observations have rather “individualized, subjective nature of any intra - and intercultural communicative situation by way of seeking to provide recommendations for cross-cultural behaviour in the guide-book formula” (Mickalites 2001: 427).

2.4 Marketing Universals

“Culture-independent” behaviour in Marketing practices was also discussed by Dawar and Parker (1994). Having the academic background in Marketing, authors discuss the signals of product quality, such as brand name, price, physical appearance, and retailer reputation. The research is based on cultural studies such as Hofstede's cultural dimensions and sampling methodology represented in statistics aiming to prove the existence of marketing universals, “consumer behaviours within a segment and toward a particular product category that are invariant across cultures”. (Dawar and Parker 1994: 81)

The authors are testing the similarities among cultures within economic and demographic criteria matching the samples. Lots of factors such as profession and marital status influence consumer behaviours, that are rather heuristic then normative. The theory proposes that if there is a smaller difference in cultural criteria the marketing universal is likely to occur. For instance, brand name is always ranked highest among the four signals, retailer reputation as lowest and price and physical appearance signals in between that are seen as common among countries. Although the importance of these could vary among countries, these are the marketing universals that influence more on individuals without the dependence on cultural criteria. (Dawar and Parker 1994: 88)

Dawar and Parker (1994: 92) propose the systematic approach of 3 stages that helps managers in approaching multinational markets and detecting marketing universals:

1. The use of multiple definitions and operationalization of culture.
 2. Matching samples from segments across a large number of countries or cultures (allowing for the attribution of differences).
-

3. Testing universality on three levels: existence, relative importance, and absolute importance.

The model is seeking to identify the common marketing behaviours that are based on individual criteria and at the same time is aiming to develop consistent international strategy taking into account cultural consumer habits. The theory is an example of a good balance between standardization and adoptive approaches. It looks at marketing practices at 3 levels: (1) the existence of specific consumer behaviours and (2) relative order of importance of behaviours across cultures and (3) the independence of behaviour from culture. (Dawar and Parker 1994: 83)

Sampling is playing the main role in the research of this kind, accurate analysis of respondents' background is crucial and at the same time does not guarantees the ideal format that applies to every country. However, marketing universals help to recognize some areas of marketing that are likely to be different and simplify a global marketing strategy. "Managers of multinational companies who find that a given aspect of consumer behaviour does not vary across cultures are more likely to take the standardized approach to developing marketing strategies" (LeBlanc & Herndon 2001: 504). Therefore, marketing universals help to develop a consistent standardized strategy.

2.5 Marketing Ethics

The theoretical framework that helps to measure the ethical criteria in marketing is identified in the article called "General Theory of Marketing Ethics" by Hunt and Vitell (1986). The work is based on marketing and traditional ethical studies and aims to be a suitable framework for the decision-making process for marketers dealing with issues that have ethical content and potential alternatives.

The author introduces the concept of the deontological and teleological evaluation process that is supposed to develop ethical judgement and implement decisions. The first process focuses on the individual and his/her decisions whereas teleological focuses on consequences and results. (Hunt and Vitell 1986)

This theoretical model takes place only if the individual deals with ethical content and there are different alternatives to resolve the ethical problem. (see Figure 2) The heart of the model is "an individual's ethical judgements (for example, the belief that a particular alternative is the most ethical alternative)" that is based on the previous teleological

and deontological evaluation processes. Evaluation of both has a controversial discussion because some people rather aim at the results and others perceive ethical actions as the most important. However, the combination of evaluations is empirically testable according to authors.

The strongest factors influencing the decision-making process are cultural, industry and organizational environment. Ethical criteria are measured by satisfying the greater number of people, in a business case, stakeholders, but people tend to evaluate differently the cases measuring their behaviours or aiming for results. Moreover, “situational constraints may also result in behaviours that are inconsistent with intentions and ethical judgements”. (Hunt and Vitell 1986: 10) Personal experience is seen as the major learning construct because it has “a number of dimensions such as the individual’s level of moral development, the individual’s personality and life experience” (Hunt and Vitell 1986: 10)

FIGURE 1
GENERAL THEORY OF MARKETING ETHICS

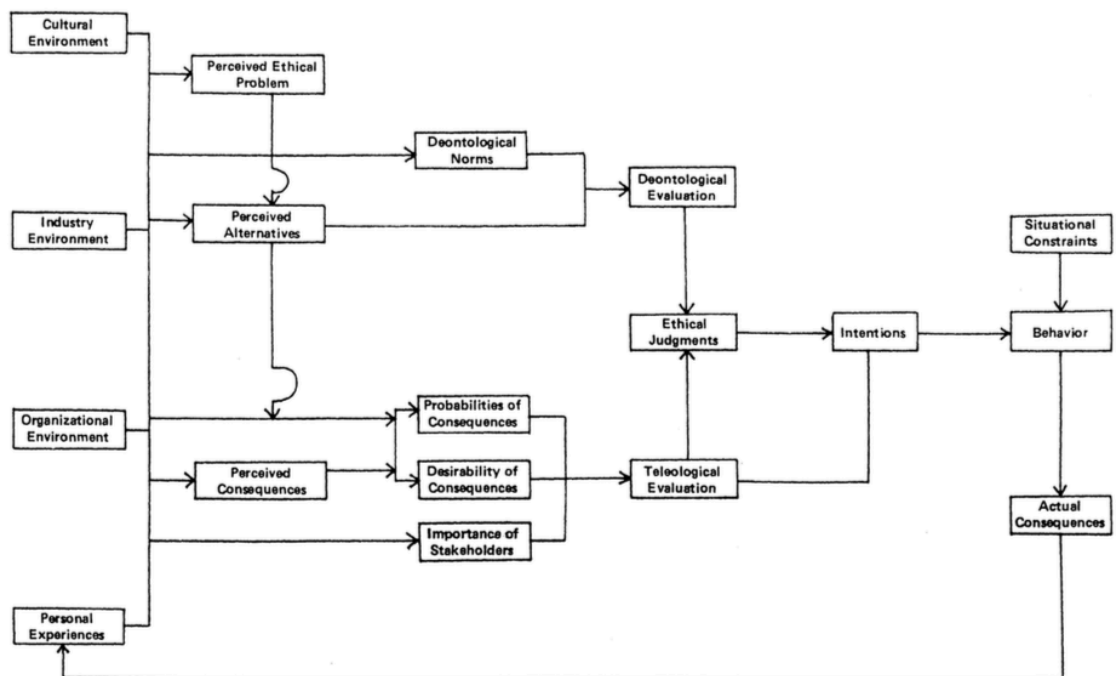


Figure 2. General theory of Marketing Ethics (Hunt & Vitell 1986: 9)

The theory could help to measure ethical criteria of the separate decisions made by marketers assuming that each has different backgrounds. Even though the model aims to be a guide for empirical research, it's mainly based on normative knowledge and moral reasoning, whereas in real life managers likely to use "intuitive approach". This topic is discussed by Egorov et al. (2018) the authors claim: "The moral intuition perspective significantly contributes to effective ethically-oriented leader development". Marketing specialists in practice would rather use the statistical data and take into account the points of view of a targeted audience rather than applying theories while making strategic decisions. Intuition at this point plays a major role seeking for the proofs in data and respondents' point of view. Moreover, moral intuition is a result of both generic proposition and personal experiences, embedded in a specific cultural environment. (Haidt 2001) Thus, the normative approach has a little to do with real life, but without it, there are bigger chances for the unethical behaviours since intuitive approach should be complemented with the rational approach and fact to obtain the optimal impact of ethically-oriented strategies. The framework developed by Hunt and Vitell considers practical evaluation based on ethical theories thus it is relevant to the following academic research and could be applied to the existing business practices. Although there could be various contradictions in each step of the process, such as teleological and deontological evaluation processes, the model represents the systematic approach for the decision-making that is inevitable to implement in the particular business case.

A more fundamental solution in resolving unethical content could be seen in education. Loe (2015) discusses how to approach Marketing ethics subject and why it is crucial to distinguish the subject from the general Business Ethics theory. It is stated in the article: "The primary goal from these teaching techniques has been to expose students to ethical issues relative to marketing decisions and the marketing process in order to sensitize them to potential ethical situations" (Loe 2015: 4). A brief review of Marketing Ethics includes the description of relevant materials that are relevant to the subject and form the literature frames that are relevant for the discussions. A normative and descriptive approach to ethics proposes the study of marketing research works, including Hunt and Vitell General Marketing Ethics Theory. Some of the pedagogical practices include the use of seminars, case studies, role-plays and experientialism. The practical nature of the Marketing Ethics course brings the subject closer to the business environment and lets students face the ethical dilemma and experience the complex situation that could appear in the marketing decision-making process. Although ethics is a "soft" subject, that

is highly subjective, in the event of the dynamic environment marketers should be effective in the decision-making process. Thus, the course touching sensitive topics could develop in each student the course of action in any situation and at the same time recognizing ethical criteria. (Loe 2015)

2.6 Literature review limitations

The Literature review section contains secondary sources of qualitative data. A limited amount of academic works may imply for selection and reporting biases. (Yin 2009) Articles and books reviewed in the previous section are selected for the course of the existing research project and aimed to assist the company case method presented in section 5.

For the Business Ethics, Globalization and Cultural Criteria chapters, it would appear that the investigator is relying on material that is likely to be out-of-date, e.g. Moon (2001), Hunt and Vitell (1986) and Dawar and Parker (1994).

Another potential limitation of the study is that most of the subjects discussed in section 2 have a philosophical origin, although the purpose of the study is to develop practical recommendations for marketers. The selection of literature may imply for selection and interpretation biases. Attitudes towards ethics, globalization, and culture presented in the literature review section are selected exclusively for business analysis.

Dawar and Parker (1994) study, one of the main theoretical frameworks of the project, may have possible limitations in the origin of the systematic approach that is based on the statistics. As stated by Dawar and Parker, "the sample consists of a relative homogeneous group of respondents across countries. The homogeneity of the sample could be a limitation if it was the source of the similarities observed across cultures".

One of the key limitations of Hunt and Vitell's model, another theoretical framework, is that its application is entirely liable on the actor perceiving an ethical issue (Hunt & Vitell, 1986). In a consumption context, it is thought that the ethical issues are not necessarily clear and would not be perceived by all consumers, rendering this model less useful. (Bray, 2011)

Nevertheless, literature sources may imply limitations and biases, in the context of existing research, academic papers are seen as reliable and still relevant in terms of time.

The findings from the literature review helped to analyse the up-to-date marketing practice and form research theories. In spite of the limitations identified earlier, literature has assisted in the data-collection process and the development of analytical frameworks.

3 Research Proposition

3.1 Key findings from the literature review

Key findings from Section 2 help to formulate Research Proposition and identify theoretical frameworks for Case Study as Research Methods. From the literature sources, 6 statements have been developed in order to develop the discussion of “how to address cultural variety in global marketing campaigns”.

Statement 1. There are 4 forces driving the global business environment: technology, intangible assets, “war for talent” and globalisation.

Statement 2. Globalisation is a merger process that provokes the rapid change of international relationships and economies having both positive sides, e.g. solving the climate change problem, and negative, e.g. harming operations of local companies.

Statement 3. The fundamental understanding of dilemmas and problems, logical reasoning and structured discussion are crucial when dealing with global ethics.

Statement 4. The theory of cultural dimensions helps to classify and compare countries and nations providing practical tips for business communication. However, individual factors should be taken into account in the first place.

Statement 5. Dawar and Parker’s systematic approach of 3 stages helps to address cultural variety in marketing campaigns and develop Marketing Universals.

Statement 6. General Theory of Marketing Ethics describes the decision-making process and factors influencing the development of ethical judgments when dealing with ethical contents.

3.2 Propositions

Based on key findings from Literature Review and previous statements, the research proposition is *to combine standardized and adoptive approaches when developing a global marketing strategy*. While cultural diversity and perception of ethics propose adoptive approach globalization process and external international event, in contrast, dictate the general direction and provoke standardized strategy.

Thus, there is a business dilemma: is it right to choose one of the following strategies - adoptive or standardized, while there are contradictions and questions for both, such as in Statement 4 when cultural diversity is seen as less relevant than individual criteria.

Another proposition is *to develop Marketing Universals as well as to recognize common consumer patterns that are of value within targeted consumers in order to avoid unethical content and practices*. This approach refers to Statement 4 and satisfies the idea that individual factor is more important than cultural.

General Theory of Marketing Ethics is used to identify whether decisions applied are seen as ethical in the global context.

4 Research Methods

The thesis plan is based on the exploratory approach, which allows to be open to the potential outcomes when developing and applying theoretical frameworks. Case study as the main strategy of the research is guided by the research question and its purpose. This format is represented in deductive analysis: testing theories and propositions identified in Section 3. (Saunders 2007)

4.1 Case study method

The case study is the main research method of the work that is an empirical inquiry, aimed to answer the research question, that has an exploratory origin. The case study is usually applicable when “the boundaries between phenomenon and context are not clearly evident”. (Yin 2009: 18) Section 5 represents investigates a contemporary phenomenon in depth and within its real-life context.

There are three general strategies to analyse the data which are to rely on theoretical propositions (1), to develop a case description (2), to use both qualitative and quantitative data (3) and to examine a rival explanation. (Yin 2009)

4.1.1 Case Company background

Salomon SAS is a French sports equipment manufacturing company located in Annecy, Rhône-Alpes. The company is a part of Amer Sports group, which is a Finnish headquartered sporting goods company.

Salomon was born in 1947 in the heart of the French Alps and the birthplace of modern alpinism. Salomon's is known for innovative design and new concepts in bindings, boots, skis, and apparel for both alpine and nordic skiing. One of the most important achievements of Salomon is its footwear. Today the company designs and manufactures apparel, equipment for snowboarding, adventure racing, mountaineering, hiking, trail running, and many other sports.

The structure of the company mainly refers to the type of winter sports (snowboard, alpine and nordic), including footwear, apparel and gear departments, meaning there are several commercial, marketing and design teams. The separate department that develops general marketing direction for the company and brand representation worldwide is Brand department.

Brand department of Salomon is divided into 8 sections:

- Digital and E-commerce
 - Strategic Planning
 - Communication and PR
 - Sports Marketing
 - Consumer Data
 - Consumer and Marketing Insight
 - Snowsports Marketing
-

- Running and Outdoor Marketing

Returning to the research question Running and Outdoor Marketing team activities are the core of the case study analysis. However, the work examines the general Marketing strategy of the company as well. The central part of the case is the study of global campaign development timed to be launched in Spring/Summer 2019 season. This campaign is called “SS19 Women campaign”. The organization of the case study is represented in the 4.2 section of the Research Method chapter.

4.2 Case Study model

The case study represents itself as a holistic single-case study (see Figure 3). The research is based on the main and single unit of analysis - the development of SS19 Women campaign however the context, the circumstances in which the case develops, is also the subject for theory application. A single case study is a revelatory case, meaning that the investigator has an opportunity to observe and analyse a phenomenon within conditions changing over time, collect, compare and test the sources of the research. (Yin 2009)

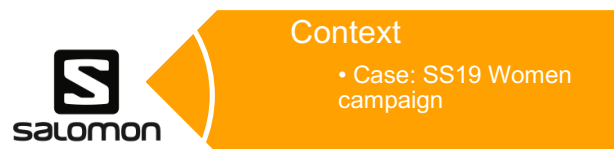


Figure 3. Holistic Single-case design model

A single case is a rationale to use when it represents the critical in testing a well-formulated theory, a set of propositions as well as the circumstances within which the proposition is believed to be true. “A single case, meeting all the conditions for testing the theory, can confirm, challenge, or extend the theory. The single case can then be used to determine whether a theory’s propositions are correct or whether some alternative set of explanations might be relevant”. (Yin 2009: 47)

The comparative analysis of the SS19 Women Campaign is seen in the context of the literature review in order to make recommendations and answer the research question – “how to address cultural variety in global marketing campaigns?”.

4.3 Sources of evidence

According to Yin (2009), there are six sources of evidence when doing case studies:

- Documentation
- Archival records
- Interviews
- Direct observations
- Participant-observation
- Physical artifacts

The current research is based mainly on Participant-observation, Interviews and Documentation evidence. As it is stated by Yin, quality control is the main objective during the data collection process for case studies. There are 3 principles to ensure that the information collected is quality. Firstly, to combine multiple sources of evidence help to compare data and withdraw irrelevant components. Secondly, to create a case study database where all the collected is stored for the analysis. This database increases the reliability of the entire case study. Part of the files is represented in the appendix section of the work. Thirdly, to maintain a chain of evidence between the database, sources and research question with clear cross-referencing to the methodological procedure and presenting results. (Yin 2009)

4.3.1 Participant Observations

The investigator is classified as a complete observer who does not reveal the purpose of the research. The role is applied in studying the decision-making process of marketers and the patterns of behaviour. Data collection and analysis are based on the structured approach due to some disadvantageous of the participant observation including the closeness of the researcher to the situation being observed, access to managerial activ-

ities, ethical dilemmas and time frames. (Saunders 2007) Whereas structured observations help to code quantitative information and simplify the analysis, observe the frequency of events and connect empirical studies with normative frameworks.

The data collected is highly related to the research question and propositions. Case study data is classified as descriptive observation, meaning the researcher is concentrated mainly on “the key participants, their activities, their sequence and the attendant processes and emotions involved” (Saunders 2007: 290)

The participant observation method was applied in the research to test “General Theory of Marketing Ethics” developed by Hunt and Vitell (1986). The structured approach of observations helped to analyse the communication between company marketing specialists and creative agency to identify behavioural patterns and to test the theoretical framework.

4.3.2 Interviews

During the research two interviews were conducted:

- Interview 1 with Salomon marketing specialist 1 (see Appendix 1)
- Interview 2 with Salomon marketing specialist 2 (see Appendix 2)

These interviews could be classified as semi-structured which is particularly used for exploratory studies. This type of interview has a specific organizational context for the questions that are encountered in relation to the research topic, however, additional questions may arise during the discussion to broaden the investigation. (Saunders 2007)

Interview 1 aimed to identify target markets, test Statement 4 about individual and cultural criteria, presented in Section 3.1. and research propositions on the bases of the literature review, presented in Section 3.2. Results of Interview 2 helped to create the context for the case study as well as to gain qualitative data for the analysis of research propositions.

Preparation was crucial for discussions to be productive, thus, the literature review was completed before interviews were conducted; opening comment were identified and presented to interviewees; interview location and appropriateness of the researcher’s appearance were examined beforehand, attentive listening and note-taking were identified

as key for the successful data collection. (Saunders 2007: Data Quality Issues and Preparing for the Interview)

4.3.3 Documentation

Documentation provides specific information that plays an explicit role in any data collection during case studies. This type of evidence reflects on both quantitative and quantitative information for the general purpose of the study. The content is stable and exact, that could be referenced and analysed within developed theoretical frameworks. However, there is a limited amount of files for the research due to deliberately withheld access, that is why selection and reporting biases should be considered. (Yin 2009)

The research is based on the following documents:

- Survey data about SS19 Women campaign (see Appendix 4)
- Administrative documents, e.g. seasonal proposals and consumer profiles
- SS19 Women campaign visuals (see Appendix 3)

Documentation, as well as interviews and participant observations, is the subject for both qualitative and quantitative analysis that involves different approaches identified in Sections 4.4 and 4.5.

4.4 Approach to qualitative analysis

The research project is based on the deductive position where the researcher uses existing theories and adopts the qualitative research process and aspects of data analysis. Research propositions stated in section 3 help the researcher to develop a theoretical framework and direct data analysis. The main analytical approach of the work is the pattern matching technique that consists of 3 characteristics: the existence of conceptual framework, theory utilization, adequacy of the framework testing. The results could arise from dependent and independent variables that develop direct or alternative explanations of the phenomenon. (Saunders 2007: Deductively-based Analytical Procedure)

4.5 Approach to quantitative analysis

Quantitative information is presented in survey results (see Appendix 4). Within units of analysis, there are ranked categorical data, that is classified into categories and rank orders, e.g. consumer motivations from survey data, and continuous quantifiable data, that is measured numerically as quantities, showing relative difference between variables and theoretical value within a range, e.g. campaign statements testing from survey data. (Saunders 2007: 410)

Data is presented in a simple data matrix format with two variables for an individual case or question, that is coded for the purpose of campaign testing. The results show the percentage of positive and negative attitudes within the targeted audience and campaign initiatives. Specific values, highest and lowest values, trends, propositions, and distributions are the key aspects of an exploratory data analysis approach. Once survey data is analysed, interdependence and relationships are established in accordance with theoretical frameworks and research propositions. (Saunders 2007: Exploring and presenting data)

A potential limitation of the quantitative data used in the research analysis (see Appendix 4) is sampling size in particular the unequal number of respondents of various markets. While the survey aims to test future marketing campaigns in different countries, main consumers still are situated in the U.S., France, and Canada.

4.6 Ethical issues during data collection

The investigation remains within the objectives of the intended research project once the access to the company's information has been granted. Confidentiality of units of analysis and anonymity of individuals are maintained for the reason of the objectivity that is another principle that defines the accurateness of research analysis and reliability of results. Moreover, it excludes the ability of external parties to process sensitive information further for purposes out of research objectives. Thus, the Appendix section is not publicly visible.

Ethical principles are applied when conducting face-to-face interviews and using observation techniques. Therefore, preparation could help to solve ethical issues. The investigator is aware of the fact that reactivity, "the reaction on the part of those being investigated to the investigator and his or her research instruments" (Bryman 1988: 112), may

be negative. That is why debriefing stage is an important part of the project: after the observation has taken place the investigator informs those parties that have been observed and asks permission to keep the analysis of observations. Thus, ethical concerns are excluded and parties are informed about the research process. (Saunders 2007: Research Ethics)

5 Research Analysis and Results

5.1 Case study presentation

Salomon SAS is a French sport manufacturing company originated in 1947 by Francois Salomon. Well-known for its innovative concepts and high range of products it enables people to play, progress and connect with nature while doing their favourite sport. Salomon design and manufacture clothing, and shoes for Snowsports, Outdoor and Running as well as equipment for snowboarding, alpine and nordic skiing. The company operates globally, but the key markets are France, Germany, Austria and the US. Seasonality defines the working process for all departments inside the company. The executive year is divided into Spring/Summer (SS) and Fall/Winter (FW) periods, when the new range of products is presented.

In SS19 season Brand department of Salomon is launching Global Marketing campaign dedicated to Outdoor sports and in particular for Female audience. It is called SS19 Women campaign. The concept is that the text is the opposite of what is shown in the picture. By this the campaign makes fun of gender stereotypes or clichés. (see Appendix 3.) The visuals will appear in international markets, in the US, France, Austria and Germany at the first place. According to Salomon Strategic Specialist (see Appendix 2.) an idea of the campaign appeared two years ago and its aim was to be a long-lasting campaign that will be transformed from season to season. SS19 is the first season when it will be launched. The main motivation behind was survey results that showed that more than 50% of people in the key markets who did Outdoor sports were women and 45% of them did not know the Salomon brand. The second motivation was the competition: most of the competitors have been already creating the contents for women.

The main goal for Salomon was to raise awareness by launching SS19 Women campaign and showing the strong point of view on the issue, create the buzz, because only then you have an impact. Besides, there are a lot of sports brands that take this kind of decision and despite negative feedback there are often positive results for the company.

“To test the campaign we created the questionnaire that was identifying how relevant was the campaign to our consumers, whether they understand and how they understand what the company wants to tell. It was not simple to find the balance when the wording and photos that would satisfy everyone. Because it has the strong message that should stay strong” says Salomon marketing specialist.

The content of the campaign is the subject for ethical consideration, because it makes fun of gender stereotypes which differ across cultures. Since it is a long-lasting campaign it is especially important to identify possible strategic directions that takes into account ethical criteria at firsts stages of the campaign development.

5.2 Developing global marketing strategy

The research analysis aims to answer the research question using an example of the situation given in the case study presentation.

Results of interview 2 showed that there are 7 stages in marketing strategy development process:

1. to report on trends monthly
2. to choose the strategic direction
3. to identify the key consumer profile by creating a focus group
4. to develop marketing campaign content
5. to test the campaign during the first internal event among subsidiaries
6. to develop new propositions taking into account the feedback from subsidiaries
7. to test the campaign during the second internal event among subsidiaries

As pointed out by Moon (2001), knowing globalization, technology, intangible assets and “war for talent” are 4 forces that drive the economic change. Considering the first stages of the marketing strategy development process of Salomon brand, intangible assets such as reputation and customer loyalty are within the focus of the company. Analysing the trends and identifying consumer profiles gives the company an advantage of brand loyalty phenomenon and avoiding possible risks associated with a bad reputation.

Structured discussion of the campaign content aimed for global markets is seen as a common process. According to Drydyk (2014) in the discussion of ethical issues, it is extremely important to know the end of global ethics, a set of comprehensive moral ideas, and its means, critical discussion and inquiry. Stages after the marketing campaign content development process represent the process of critical discussion of the global contents is forward-looking subject seeking for new ideas and opportunities.

However, there are some challenges in the content development process:

- to identify the key consumer profile and motivations due to standardization policy of the campaign
- to develop the content (clichés) that suits all markets

5.3 Identifying key consumer profile

From the documentation evidence source, the key campaign consumer was defined as follows:

- Women
- Aspirational Active
- 25-year-old
- Practice multi-sports
- She lives in a city next (max 2h) to nature (ocean/mountain)
- She goes outside for one day and mix activities
- She connects with women communities
- She takes pictures/videos and tells about adventures on social media

According to the information presented in the case study. Key markets of the campaign are the U.S., Austria, Germany, and France. Therefore, the key consumers should represent the characteristics of those cultures. However, according to the strategic policy, the company identifies one profile that is relevant in creating the content. Therefore, there is a challenge in developing a standardized strategy that suits all markets.

Possible solutions:

- to create more assets for subsidiaries chose
 - to create a separate consumer profile for each market
-

The first solution has already been practiced by Salomon. SS19 Women hiking campaign visuals (see Appendix 3) are distributed to key markets, which, in turn, choose what suits their consumers.

The second solution is seen as time and money consuming. Thus, the key consumer has no cultural characteristics and rather individual values are taken into account. According to Salomon marketing specialist 1, individual factor plays the main role in the campaign development process, because the company promotes different sports and sportsman's values are quite similar around the globe. However, in the case of SS19 Women campaign cultural criteria should be the part of the ethical assessment process.

According to Trompenaars and Hampden-Turner (1997) cultures could be classified as universalist/particularist, individualistic/communitarian, neutral/affective, specific/diffusive, achievement/ascription, sequential time/synchronous time. (see Table 1.)

Taking into consideration one dimension, e.g. affective/neutral, it could show that key markets of SS19 Women campaign deal with consumers that have different attitudes towards whether to express their feelings or not. The content of the campaign is rather emotional than with the "strong message", as stated by Salomon marketing specialist. According to the statistics shown in the book "Riding the Waves of Culture" (Trompenaars and Hampden-Turner 1997: 70), the U.S. and Austrian markets could be classified as neutral whereas French and German consumers represent affective cultural environments.

This factor could be an obstacle while delivering the message as well as receiving feedback from subsidiaries while developing the content. Dimensional testing could tell the company what kind of attitudes could arise across cultures, particularly within the key audience.

Identifying the customer profile and her motivations is a complicated process that should take into account individual factor as well, as stated by Salomon marketing specialist earlier, sportsmen environment is less culture-driven. Although the campaign contains ethical contents, personal sportsmen experience is crucial.

From literature review findings, Dawar and Parker's systematic approach of 3 stages could be applied to the case. Following the logic of approaching multinational markets specialists should

1. use multiple definitions and operationalization of culture
2. math samples from segments across a number of countries or cultures
3. and test universality on three levels: the existence of the particular consumer behaviours, its relative and absolute importance

This approach helps to develop and conduct the survey for campaign testing across key markets. The questionnaire results presented in Appendix 4, show the summary of the key results of the research. Between January 18th and January 31h, 357 respondents from the U.S., France, Germany, the U.K., Austria, Canada, Japan, and China gave their feedback and impression of SS19 Women campaign. The greater amount of respondents comes from the key numbers, that increase the assurance of the sampling - 199 respondents, 55%, come from Germany, France, and the U.S. This questionnaire contains 8 closed and open-ended questions that aim to assess the new communication campaign for women hikers on likability, understanding and relevance. The target group can be identified as follows: women, 18-40 years old, who practice at least one of the following sports: day hiking, backpacking, active walking, and nordic walking.

The approach satisfies the theory developed by Dawar and Parker and show some common consumer attitude that could be also identified in the context of Marketing Universals. Survey data is ranked according to relative and absolute importance, showing the company what are common attitudes toward the campaign. Generally, the similar amount of respondents perceives the campaign message as clear and understandable. However, the portrait of real women in the campaign is more relevant to the Austrian market, 83%, rather than French consumers, 65%. Therefore, these criteria are the subject for further ethical consideration.

The theory is empirically testable and shows results that could answer the question of whether decisions on campaign content are ethical or not. As stated by Dawar and Parker (1994), the independence of behaviour from culture, in survey relatively small difference between indicators, is recognized as a common attitude, which means decisions made are ethical.

5.4 Developing global content

Campaign visuals are presented in Appendix 3 of the research project. There are two parties in the development process: Salomon brand department and creative agency specialists. Results and analysis of the communication are based on structured participant observation on the content creation process within the theoretical framework developed by Hunt and Vitell (1986).

To apply “General Theory of Marketing Ethics” it is necessary to satisfy two criteria: the existence of ethical content and various alternatives. The concept of SS19 Women campaign is to make fun of gender stereotypes. This is a humor based approach that is the subject for ethical consideration. There are different alternatives in the form of photos and clichés developed by Salomon brand and creative agency. The decision-making process takes place within one cultural environment - France, within the sport industry, in accordance with the company environment and participants with various personal experiences.

The communication of Salomon specialists and creative agency is represented in the form of correspondence. The participant observation results showed that ethical judgment is based on teleological and deontological evaluation processes.

There are various motivations for teleological evaluation identified mainly in creative agency motivations and results:

- to meet the deadline
- to meet company’s quality requests
- to act in accordance with the budget provided

Salomon specialists make decisions relying more on deontological evaluation, controlling each step of the content creation in order to:

- to follow the company’s standards and brand guidelines
 - to satisfy key stakeholders, e.g. subsidiaries, retailers, agencies
-

- to plan the photo shoot sessions
- to make sure the content is clear and ethical

A big factor influencing the behavior after the ethical judgment has been made are situational constraints, e.g. new requests from the stakeholders.

The decision-making process is rather intuitive than takes into consideration the survey outcomes identified in the previous section. That proves the points made by Haidt (2001) that moral intuition is a result of both generic preposition and personal experiences, embedded in a specific cultural environment. Moreover, the results of Interview 2 shows that for Salomon specialists it is important to consider the personal opinion and walk in the consumer's shoes, "see yourself as a consumer". Therefore, the decision-making process is intuitive and based on personal observations mainly.

5.5 Recommendations

Based on the research analysis of the company case, recommendations were developed as follows:

- the existence of statistical difference in survey results could show the existence of ethical mismatch
- cultural dimensions are likely to be considered especially when developing the campaign with ethical contents
- the deontological evaluation process could rely more on survey results rather than personal experiences
- marketing ethics training could help in the ethical judgement development process

6 Conclusion

When firms go global and try to develop international marketing strategies there are no clear guidelines and consumer profiles. Manager of multinational companies dealing with the global content would rather take into account individual factor rather than considering

each country as a separate market. In other words: “think individually and act globally”, because it’s more intuitive and excludes the risk of characterisation. “While cultural studies are important in understanding and clarifying some features in cultural interpretations of different concepts, values, and moral principles, there is a danger that very narrow culturally oriented views provide very static views of different communities and their ideas” (Hellsten 2015: 87) Moreover, it is more common to use standardized approach, the case study example, because it is more convenient from the content development perspective. However, when marketers deal with ethical content it makes more sense to use adoptive strategies because marketing campaigns are seen as ethical in local markets.

Choosing standardized approach, there is the risk that the content will be seen as unethical within a single market. But implementing adoptive strategies, a global firm spends lots of time and money satisfying every single request from subsidiaries. Thus, a good balance between adoptive and standardized strategy could be an optimal solution to the research question.

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Interview 1 with Salomon marketing specialist 1

Who is the target audience of marketing campaigns?

It depends on the type of sport. For example, for trail running, we have 8 target markets: the US, the UK, Spain, Italy, Switzerland, Germany, Austria, and Canada. Whereas for road running, China and Japan. The market size defines what the target audience is.

Since the markets are different, do you consider more cultural factors or individual when developing marketing campaigns?

I would say, individual because we promote different sports and sportsman's values are quite similar around the globe. But of course, there are campaigns such as WMN hiking campaign about gender stereotypes and marketers consider the cultural perspective.

Do you use adaptive or standardized strategy?

Mainly standardized approach and within Asian and American markets it is a more adaptive strategy. However, A-campaigns (the most important campaigns) are mandatory and unchangeable for all markets. For B- and C-campaigns subsidiaries decide whether the content is relevant for the market or not. For example, the Asian market is a particular one that is why campaigns are recreated and modified in terms of content and colours, whereas European subsidiaries usually accept all contents.

How do you test the campaigns?

Salomon works with an agency that tests campaigns' concept. The company gathers the opinion of 500 respondents from the key countries identifying what consumers like about a marketing campaign and what should be improved.

Interview 2 with Salomon marketing specialist 2

Please describe Salomon general strategy development process

Strategic marketing specialists work together with the marketing research team, that collects data and report on trends every month and creative agency that develops the campaign content. There are 3 main sports the brand department promotes, running, outdoor and winter sports within the key markets - the US, France, Austria, and Germany.

One of the main task of the marketing research team is to create a profile and identify the key consumer. To do so the responsible employee interviews consumers and create a focus group to identify what they like.

The main goal is to find someone who is relevant. In some cases, it is challenging to present and target only one profile that represents the whole concept of outdoor activities. For example, for outdoor, there is only one consumer but campaigns promote all kinds of activities related to outdoor.

All campaigns are created within Salomon headquarters mainly by French people. How do you test marketing campaigns in order to suit all the different markets?

There are two events during sell in a period when campaigns are in the development stage - BP1 and BP2. During the first one campaigns are shown to the key countries. The brand presents the strategy and receives feedback on assets and concepts. For example, at this stage, it is important to receive critical feedback from subsidiaries so that everything is taken into account when the campaign goes public. During BP2 we make a new proposition after the feedback received at the first meeting with subsidiaries.

Do you use adoptive strategies or standardized approach while creating the content and campaigns?

Campaigns are the same for all the markets, it is they who decide what will work within their market. There are some items that are promoted only within one market and we make the assets according to the particular needs of one country. Our department creates more assets to make sure subsidiaries can play with it.

However Asian market does not accept understand most of the assets we develop, meaning that in the future there should be a separate department developing the content

for this market, visual and content are not relevant to the consumers since the environment and people shown in the campaigns are different. A big shift towards the Asian market meaning the adoptive approach will be used.

How to address cultural variety in global marketing campaigns? From your experience

The most crucial thing is to receive feedback. Before we did not do it and it was a mistake. The key is to understand the consumer insight, but besides the statistics and figures, it is important to consider the personal opinion and see yourself as a consumer. Make your own research relying on intuition and observations.

How has SS19 Women campaign been created?

We've started to develop the campaign two years ago and it is aiming to be a long-lasting campaign that will be transformed from season to season. SS19 is the first season when it will be launched. The key markets for this campaign are the US, France, Austria, and Germany. The main motivation to launch it was the statistic that showed that more than 50% of people in the key markets who do outdoor sports are women and 45% of them do not know the Salomon brand. The second motivation was the competition, most of our competitors create the contents for women. The campaign touched the gender stereotyping topic, which is an extremely sensitive topic when it comes to different markets. Since Salomon develops the same visuals for all the markets how do you satisfy the position of subsidiaries?

The main goal for Salomon was to raise awareness by showing a strong point of view on this issue. Create the buzz, because only then you have an impact. There are a lot of brands that take this kind of decision and despite negative feedback, there is quite often positive results for the company. This campaign shows different clichés associated with women. The concept is that the text is the opposite of what is shown in the picture. By this, the campaign makes fun of gender stereotypes. It was not simple to find the balance when the wording and photos would satisfy everyone. Because it has a strong message that should stay strong. To test the campaign, we created the questionnaire that was identifying how relevant was the campaign to our consumers, whether they understand and how they understand what the company wants to tell.

SS19 Women Campaign visuals



SS19 Women Campaign survey results

HIKING WOMEN 18-40 y.o.

Study carried online among women aged 18-40, practicing Hiking and members of the community "Salomon research"

Fieldwork from January 18th to 31st, 2018

red values = small bases

Q5_STATEMENTS

% Net Agree	Total	country						
		UK	US	FR	DE	CH	CA	AT
Total	357	49	82	83	34	24	67	18
Is clear and easy to understand	84%	94%	79%	78%	79%	100%	87%	78%
Is new and different	83%	71%	77%	87%	97%	96%	79%	89%
Is impactful and easy to remember	81%	84%	80%	76%	71%	92%	84%	89%
Portrays real women	72%	63%	71%	65%	74%	92%	76%	83%
Fits the way I see outdoor sports	71%	61%	62%	71%	82%	92%	73%	78%
Shows that Salomon has taken into consideration needs of women hikers like myself	69%	59%	66%	65%	76%	100%	64%	89%
Fits the image I have of Salomon	66%	57%	61%	63%	71%	92%	64%	83%
Makes me want to learn more about it	65%	57%	62%	63%	62%	100%	61%	83%