Challenging times for international advertising campaigns

An outline of the current global advertising environment and an analysis of the approaches to convey a message across cultures

JESÚS MAROTO ORTIZ-SOTOMAYOR

PhD program in Translation and Intercultural Studies,
Universitat Rovira i Virgili, Tarragona, Spain

Abstract. *The communications boom that started in the 1970s with the invention of commercial satellite communication and market globalization led advertisers to invent "international" marketing strategies under the influence of the standardization approach: promoting the same product with the same brand name and the same strategy everywhere in the world. However, in order to ensure the accessibility of a campaign to different cultures, the practice of adaptation or localization seems to be a better alternative, particularly looking at the latest events in the global advertising environment.*

Introduction

The beginnings of global advertising can be traced back to the end of World War II. At that time, European nations increased international trade. A decade later, some attention had shifted to Latin American countries as US corporations led the way in looking for external markets. In the 1970's, non-US multinationals began overseas expansion, hoping to mirror the success of the US corporations. The globalization debate received an impetus in 1983 after Harvard Business School Professor Ted Levitt argued in his book *The Globalization of Markets* that the same products and services could be sold in the same way everywhere. Meanwhile advertising agencies re-positioned themselves to serve the clients with more emphasis on international expansion and global marketing. In the 1990s the collapse of the Communist regimes in central and eastern Europe opened up markets filled with consumers eager for new products and services. Since that decade, markets and clients have increasingly become more global and more complex, and the importance of global advertising has increased exponentially. For instance, "in 1960, international billings constituted only 6% of the gross revenues of the top ten US ad agencies. By 1991, this percentage had increased to almost 60%" (Ducoffe 1998: 303). In recognition of the situation, advertisers' associations such as the US Association of National

Advertisers and the UK Institute of Practitioners in Advertising have created global marketing committees in the last decade to help their members share problems and find solutions.

This rapid evolution has combined with what I think has been the most dramatically changing dimension of the advertising industry: the introduction of the Internet. Both have contributed to the birth of a new advertising environment. This paper will attempt to trace the logics of advertising within this changing environment.

The current global advertising environment

A global market with different local rules and expectations

Increasingly, it is possible to launch products worldwide. With the aid of the web, a traditional cheese-maker in a village in La Mancha, Spain, can serve the world (assuming that food regulations do not get infringed along the way). For many years, marketers have tried consciously to develop international advertising campaigns—and many were using them that way long ago, without stopping to think how they might be received in "foreign" parts. As a successful example, towards the end of 2001 the world welcomed a global hit movie: *Harry Potter and the Philosopher's Stone.* However, in the US it had to be called *Harry Potter and the Sorcerer's Stone.* Apart from that, the movie is a highly successful global brand, as are the books on which the current films are based. Harry Potter is, in fact, a nice illustration of the potential, and the pitfalls, of international marketing. If you can find a story with near-universal appeal, and attach it to a product that is very widely acceptable, you can have a global brand.

Not every marketer is so lucky. It is usually very hard to find how best to fit a brand into the often-conflicting needs, desires, attitudes and aspirations of several different cultures. The many complex practical, legal and logistical difficulties involved should not be forgotten, as well as all the problems arising from differences in culture and language, market maturity and market position.

One formula will not fit all. Jon Wilkins (2002) draws upon the findings of a very large database of advertisement pre- and post-tests in Europe and the Americas to demonstrate that few ads travel well. Differences from country to country in such factors as the position of the brand and the relations to persuasion of particular executional styles (for example, testimonial, demonstration, atmosphere or humor) mean that the advertising mechanisms that work best must reflect market conditions, cultural differences and brand history. There is thus a need to look for similarities in behavior and in attitudes that cross national boundaries, feed them into the creative development process and, if possible, produce ads that deliver good in-market results cross-nationally.

So, what are the factors that force us to look beyond globally harmonized advertising? I have followed Jon Wilkins' approach (2002: 2) and have grouped these into "market differences" and "consumer differences":

a) Market differences:

- *Economic factors*: The stage of development and state of the economy play a fundamental role. What is affordable to most in the US may be a luxury in less wealthy markets, affecting the tone and positioning of the advertising.
- *Media environment*: Although global media exist, all markets have their local media landscapes. This affects which media people encounter and how people consume advertising.
- *Advertising regulations/restrictions*: Sometimes regulations may prohibit advertising to certain target groups or products altogether—to children in Sweden, or for cigarettes in many countries. They can also restrict the content permitted.
- *Category development*: This is one of the most common variables facing advertisers and is a popular means of segmenting markets into less-developed and better-developed groupings. For example, categories are very different in mobile telecommunications markets in Western Europe and the Middle East.
- *Competitive development*: Though your own brand may be international, the competitive set can vary widely between countries, both in number and positioning. Contrast the competitive context for San Miguel beer in Spain and the UK. Equally, order of entry into the market may play a key role, even if the main brands are the same.

b) Consumer differences:

- *Cultural differences*: The cultural heritage, values and habits of a country (and different groups within it) influence perceptions and reactions to creative styles, driving the use of humor, settings, casting and tonality. The attitude toward consumption of snacks such as crisps in the UK is entirely different, for example, from Spain, where consumers generally follow regular meal patterns.
- *Communication syntax*: Each country has social habits or values that influence the expression of emotions, gestures, facial expressions, body language and even verbal communication.
- *Experience with the brand*: How consumers use, consume and interact with the brand may differ, as may their level of experience of the brand.

The consumer and market differences proposed by Jon Wilkins highlight some important factors that limit the scope for finding common conditions across markets. There are clearly many more detailed factors and examples that add further difficulties.

If we focus now on the cultural differences and follow Marieke de Mooij's hypothesis that "all aspects of consumer behavior are culture-bound and not subject merely to environmental factors",[1] it becomes clear that we need some help in order to identify the differences in consumer behavior across countries. At the end of the 20th century, the Dutch cultural anthropologist Geert Hofstede conducted very interesting research work that shed some light on the problem. He performed detailed interviews with hundreds of IBM employees in 53 countries. Through standard statistical analysis of fairly large data sets, he was able to determine patterns of similarities and differences among the replies. From this data analysis, he formulated his theory: that world cultures vary along consistent, fundamental dimensions. More importantly, he identified those dimensions and catalogued countries according to them. In my opinion, there are some weaknesses that invalidate his work to a certain extent. For instance, he maintained that each country has just one dominant culture, when that is not always necessarily the case. Nonetheless, the general framework he designed is very useful for marketers; it is a good starting point, as authors like De Mooij have acknowledged.

Hofstede (1997) identified five dimensions of culture: collectivism vs. individualism, femininity vs. masculinity, uncertainty avoidance, power-distance, and long- vs. short-term orientation:

a. *Collectivism vs. individualism:* Individualist cultures typically emphasize the goals of the individual, individual initiative and achievement, more dominantly than collectivist societies, which are more concerned with collective goals and the group as a whole. In advertising, individualist societies rely more heavily on facts and figures to determine the optimum outcome, whereas collectivist societies put a greater emphasis on personal relationships and group harmony.

b. *Femininity vs. masculinity:* Masculine cultures typically favor assertive, competitive and tough attitudes, whereas feminine cultures emphasize caring and tender attitudes. Typically, masculine societies offer higher rewards and favor a challenging and competitive environment, whereas in feminine societies the emphasis is more on good relationships and cooperation.

c. *Uncertainty avoidance:* The degree of risk aversion in a society is central to this dimension. Countries that score low in uncertainty avoidance typically favor taking risks, trying new ways and using novel ap-

---

[1] www.mariekedemooij.com

proaches. Societies that score high, however, tend to put greater empha-
sis on the "tried and tested" methods, are unlikely to take on high risks,
and are generally considered to be averse to ambiguity.

d. *Power distance:* This dimension is concerned with the respect for
authority, hierarchy and status. The respect for authority and status are
typically more dominant in high-power-distance countries than low-
power-distance countries, where decisions from the top can (and
should) usually be questioned and are typically based on reasoning and
factual information. In extremely high-power-distance countries, the
respect for authority figures, such as teachers, superior managers and
parents, is generally so high that their decisions are not questioned and
have to be obeyed.

e. *Long-term orientation:* This dimension is typically concerned with the
time frame in which the individual operates. Short-term orientation is
primarily concerned with the present and immediate future, such as
favoring immediate benefits over long-term gain. The emphasis in long-
term-oriented cultures is more clearly on the continuity of the past to the
future, such as the adaptation of traditions to modern life, and the perse-
verance towards slow gains.

Hofstede notes that some relativism is necessary since not everyone in a
society fits the cultural pattern precisely. However, there is enough statistical
regularity to identify trends and tendencies. The good thing for international
marketers is that these trends and tendencies, visualized in the country
ratings, can be used to their advantage.

"Post-globalization" markets are those regions in which most peoples'
needs and wishes are increasingly being homogenized—even with strong
opposition from anti-globalization defenders. They are significantly bigger
and consequently more attractive than the old home markets, but are also
infinitely more complex. There are many local rules and expectations,
particularly in terms of differences betweens markets and consumers.
Among the consumer differences, culture is one of the most important
aspects, since as Mooij (1998: 288) suggests, "consumer behavior is culture-
bound".

Atomization of the media

The first multinational brands could afford to tackle local markets one by
one, with local agencies using local creative work developed according to
certain guidelines. They could easily reach their target market via very
limited and centralized mass media. Since mass communication was new
and exciting, people were more receptive to its message, which was trusted
just "because it was on TV". The message was also seen as reliable because
consumers usually shared the values it expressed, as they were produced by

their own culture and for that culture. Over the years, that trust has been eroded, while the diversity of brands and the media has increased. Furthermore, with the advent of satellite, cable TV and the Internet, the media have become very atomized and specialized, making it difficult and expensive for brands to communicate effectively with their target audiences. At the same time, international travel, mass tourism and the Internet have eroded borders, making cross-border branding discrepancies apparent and increasing the level of consumer expectations.

Increased competition and consumer expectations

Big companies are facing a dilemma. For some, the only way to keep growing is to expand abroad, even though this means taking on the challenges of cross-cultural communication. The arrival of new competitors on the home turf creates a greater need to defend the brands at home by offering better communication and higher quality in products and services to compete with these foreign entrants. As a result, the total target market of each company is likely to become more multilingual and the share of the target population speaking the language of the company's home market will shrink. Cross-cultural communication will therefore become a way of life for brands, and very often the only way to survive.

Consumers interact with brands thanks to new media

The Internet and the rest of new media are responsible for another major shift in the brand-consumer dialogue. In the past, information about a brand came through TV and radio ads, printed material, and little more. Feedback was limited to a few postal exchanges, resulting in one-way communication. In order to know more about their target audience and how the brand was being understood, companies had to interview samples of people in the street, at home, or in focus groups. Gathering information took a long time. However, it was important, because "branding has traditionally relied on a two-way dialogue with consumers" (Jones 2004).

Mobile phones and especially the Internet have introduced brands into the era of two-way communication. Online communities, blogs and websites have become some of the major sources of information for and about brands. Thousands of consumers (and not only those in a focus group) have become accustomed to interacting with the brand, writing emails, volunteering information, and shopping online. They actually expect to be able to give feedback to the brands they feel identified with. Communication is now continuous and two-way; we are in fact already in the web 2.0 era, and one medium leads to the other (from TV and radio to Internet, for instance).

According to Mark McLaughlin, partner at the New York office of MVBMS Euro RSCG, "for everything that's changed in marketing the key is

still the relationship between the brand and the consumer" (2004). He also remarks:

> Web advertising has the opportunity to be the pivot, where we take an unknown but interested consumer and get the person to invite our brand into a dialogue. Strong Web media brands create that pivot point. The advertiser gets the opportunity to invite somebody who's in one relationship—with a media brand—into another one. It's not just about serving ads to the right person—it's about finding the right person in the right mindset to start a relationship. The ability to turn that critical corner, and start a relationship on an individual level, is what makes the power of the Web so incredibly exciting. (Mc Laughlin 2004)

This dialogue helps companies know their audience much better; it is a planner's dream come true. However, the audience has come to expect very high standards in service, speed of response, and quantity of information. Furthermore, what used to be the communication in pre-Internet times, i.e. TV and press advertisements, is now only considered a starting point for a discussion, a statement of intent, which is up for negotiation with the consumer in this brand-consumer dialogue. This is worth the effort because "the ultimate return on the investment is not click-through or even brand awareness, it's the actual business value added—the enhanced relationship with the consumer… and online has proven to be the most efficient way to build this relationship" (Mc Laughlin 2004).

The fact that this relationship-building and two-way communication process takes place in a global environment means that the brand is expected to be able to carry out its dialogue with the consumers in their own language: after all no politician would dream of asking you for your vote in a language other than the one you speak, since only in your language will they be able truly to reach you and persuade you. The same applies to brands.

In foreign markets, respect is measured in accordance with the effort that each brand shows in understanding the local culture. A new level of trust and respect between brands and consumers is more important than ever and, thanks to the Internet, more achievable. And respect is just the prerequisite a brand has to earn in order to gain the right to engage in a dialogue with the local target.

Consumers become multitasking prosumers

The relationship between brands and consumers has changed quite dramatically in the last 20 years. Brands have become very significant in consumers' lives, almost a political choice. Therefore consumers have learnt to search for information in order to make more informed decisions. As Antonio Bueno García put it "the receiver has been transformed into an active information seeker" (2000: 37, my translation). This new kind of proactive

consumer is also known as *prosumer* and, as Marian Salzman (2003: 196) explains "*prosumers* not only seek out information and opinions prior to purchase, they are marketing savvy and demand that retailers, marketers and manufacturers are aware of their value as consumers and treat them accordingly".

The Internet has become one of the prosumer's favorite tools to gather information about brands and products. On websites, people can find many answers, and when they do not, they can send an email to the company (or call the free phone number) to enquire about a certain issue. The company is expected to reply, often in real time. Failure to do so could alienate the consumer. If the issue is recognized as important, the website's communication should then be corrected. The Internet also affords the longest [2] interaction time between consumer and brand of all the media, as visitors on average interact with a brand for several minutes, compared to a few seconds for TV, radio and press ads. This means the content comes under much closer scrutiny, and therefore any error or gaffe is much more likely to be picked up.

Very often prosumers are well traveled and learned, multilingual and tend to multitask in their media consumption pattern. This means that reaching them requires great coordination of communication across media for best use of media synergies. This also means that international consistency in a brand's core values has to be reached to avoid confusing the global target, while local declinations of these values and other "by-values" can be added to add local flavor.

Budget limitations

All these changes, including the increased expectations, have taken place in the context of falling advertising budgets due to strong competition, thus forcing brands to rethink their strategies in terms of efficiency and return on investment.

Global Advertising Strategies

In the previous pages the reader has become more familiar with the current advertising environment. In this context, the purpose of examining global

---

[2] US Internet users are spending more time online and less with other media, according to research by Burst! Media. Their findings also show that consumers are continuing to spend their media time among various media types, which has made it increasingly difficult for marketers to not only reach their target consumer, but also get their attention. *eMarketer*, May 2005.

advertising strategies is to determine those practices that are employed by the widest range of international advertisers.

Standardization vs. adaptation of the original strategy

The communication boom that started in the 1970s led advertisers to invent "international" marketing strategies under the influence of the standardization approach: promoting the same product with the same brand name and the same strategy everywhere in the world.

The strategy of standardization has been successful in a multitude of cases and is approved by marketing managers due to its cost-effectiveness. Papavassiliou and Stathakopoulos in their 1997 paper "Standardization versus adaptation of international advertising strategies" list the reasons that make the standardization approach appealing to multinationals:

a) It allows the multinational corporation to maintain a consistent image and identity throughout the world.
b) It minimizes confusion among buyers who travel frequently.
c) It allows the multinational company to develop a single, coordinated advertising campaign across different markets.
d) This approach results in considerable savings in media costs and advertising illustrative material.

The standardization approach has also been at the forefront of the market globalization process. Dave Chaffey notes that:

> Globalization refers to the move towards international trading in a single global marketplace and also blurring between social and cultural differences between countries. Some perceive it as *Westernization* or even *Americanization*. (2002: 143)

However, a very important lesson that companies have had to learn in the age of globalization is that the blurring of cultural differences does not mean disrespecting the local culture. In order to overcome the cultural boundaries and to transmit a message across cultures effectively and respectfully, an emerging approach that seems to achieve better results than the standardization approach consists in the adaptation or localization of the original advertising strategy. Papavassiliou and Stathakopoulos (1997) provide a list of the arguments introduced by the proponents of the adaptation approach:

a) Separate messages should be used to reach buyers in different markets by fitting the message to each particular country.

b)   There are insurmountable differences (e.g. cultural, economic, legal, media and product dissimilarities) between countries and even between regions of the same country.

c)   These differences necessitate the adaptation or development of new/different advertising strategies.

d)   Assuming similar buying motives for consumers across foreign markets may be simplistic, or even dangerous.

Therefore an immediate consequence for organizations that wish to compete in the global marketplace, as noted by Quelch and Klein, is that they need an "in-depth understanding of foreign marketing environments to assess the advantages of its own products and services" (cited in Chaffey 2002: 143). Chaffey then acknowledges that:

> Language and cultural understanding may also present a problem. […] On the other hand Quelch and Klein note that the growth of the use of the Internet for business will accelerate the trend of English becoming the lingua franca of commerce. (ibid.)

The theoretical framework for the supporters of the standardization approach in the online arena is that a single website can operate efficiently as a company's link to the whole world by overcoming both physical and cultural boundaries. This seems to include the assumption that most Internet users can speak English. Thus English can operate as a lingua franca bringing this new digital world and its inhabitants closer together.

Relevant data show that this might no longer be the case. The notion that English is the dominant language on the Net is now considered outdated. The data offered by Nielsen/NetRatings and published by Internet World Stats (Figure 1) shows that more than 70% of the websites available in 2007 are written in a language other than English.

The idea that English will be the official language in business and that commercial transactions will in the future take place in a borderless world, under the same legislation and a homogenized culture, has been a common utopia in marketing circles for the last few decades. Facts show otherwise: geographical boundaries have just been replaced with cultural ones.

Scholars in the field of Translation Studies have also analyzed the issue of standardization vs. adaptation. Veronica Smith and Christine Klein-Braley in their paper "Advertising—a five-stage strategy for translation" (1995: 182, 183), group approaches to the translating of advertisements into five broad categories:

• Do not change advertisement: retain both graphics and text.

- Export advertisements: play on the positive stereotypes of the originating culture, retaining logo, slogan etc. in the original. If necessary, have additional copy in target language.
- Straight translation.
- Adaptation: keep visuals, change text slightly or significantly.
- Revision: keep visuals, write new text.

Top Ten Languages Used in the Web
(Number of Internet Users by Language)

TOP TEN LANGUAGES IN THE INTERNET	% of all Internet Users	Internet Users by Language	Internet Penetration by Language	Internet Growth for Language (2000 - 2007)	2007 Estimate World Population for the Language
English	29.5 %	328,666,386	28.7 %	139.6 %	1,143,218,916
Chinese	14.3 %	159,001,513	11.8 %	392.2 %	1,351,737,925
Spanish	8.0 %	88,920,232	20.2 %	260.3 %	439,284,783
Japanese	7.7 %	86,300,000	67.1 %	83.3 %	128,646,345
German	5.3 %	58,711,687	61.1 %	113.2 %	96,025,053
French	5.0 %	55,521,294	14.3 %	355.2 %	387,820,873
Portuguese	3.6 %	40,216,760	17.2 %	430.8 %	234,099,347
Korean	3.1 %	34,120,000	45.6 %	79.2 %	74,811,368
Italian	2.8 %	30,763,940	51.7 %	133.1 %	59,546,696
Arabic	2.6 %	28,540,700	8.4 %	931.8 %	340,548,157
TOP TEN LANGUAGES	81.7 %	910,762,512	21.4 %	181.4 %	4,255,739,462
Rest of World Languages	18.3 %	203,511,914	8.8 %	444.5 %	2,318,926,955
WORLD TOTAL	100.0 %	1,114,274,426	16.9 %	208.7 %	6,574,666,417

(*) NOTES: (1) Internet Top Ten Languages Usage Stats were updated on Mar. 10, 2007. (2) Internet Penetration is the ratio between the sum of Internet users speaking a language and the total population estimate that speaks that specific language. (3) The most recent Internet usage information comes from data published by Nielsen//NetRatings, International Telecommunications Union, Computer Industry Almanac, and other reliable sources. (4) World population information comes from the world gazetteer web site. (5) For definitions and navigation help, see the Site Surfing Guide. (6) Stats may be cited, stating the source and establishing an active link back to Internet World Stats. Copyright © 2007, Miniwatts Marketing Group. All rights reserved.

Figure 1. Source: www.internetworldstats.com/stats7.htm (2007)

Jettmarová, along with Piotrowska and Zauberga in their paper "New advertising markets as target areas for translation" (1995: 187), describe what they consider the three main strategies usually followed in the translation of advertisements:

- Major transfer = literalness (image and semantic contents preserved, exotic features of the original highlighted).
- Translation with minimum changes = advertising compromise = partial adaptation (various degrees of departure from the original, partly adapted discourses).
- Adapted translation = cultural transplantation = total adaptation (images and text transformed to appear more alluring to the target audience, exchange of picture and sound or text for a domestic milieu).

For clarity they quote Hervey and Higgins (1992: 28–35) and say that:

> Literalness and adaptation constitute extreme variants of translational
> policy, the continuum in between being filled in by various degrees of
> departure from the original advert.

This means that each instance of advertising or marketing is a unique one
and the strategy adopted is a hybrid of the levels introduced by the two
groups of linguists. Even in the same case of marketing translation, a
combination of strategies can be used with success.

The issue of standardization vs. adaptation is nothing new. In fact
Eugene Nida and Charles Taber discussed it in 1964 when they presented the
notion of dynamic equivalence and its counterpart, formal correspon-
dence/equivalence. In their own words:

> Messages differ primarily in the degree to which content or form is the
> dominant consideration. Of course, the content of a message can never be
> completely abstracted from the form, and the form is nothing apart from
> content; but in some messages the content is of primary consideration,
> and in others the form must be given a higher priority. (1964: 156)

This is the reason the translator must choose either to be faithful to the form
of the original message or try to convey to the readers of the target language
the same effect that the original text caused to its readers. Nida goes on to
explain that there are varying degrees of such translations:

> Between the two poles of translating (i.e. between strict formal equiva-
> lence and complete dynamic equivalence) there are a number of interven-
> ing grades, representing various acceptable standards of literary translat-
> ing. (1964: 160)

Nida and Taber describe these two poles fully in their book *The Theory and
Practice of Translation*. The two authors also observe a tendency of
translators to gravitate towards the first pole; that is translations seem to be
oriented towards dynamic equivalence as the essence of the message is
valued more than its form. It is true that Nida and Taber were primarily
interested in the translation of the Bible and not in marketing. However,
Nida and Taber actually claimed with respect to testing Bible translations:
"this is something like market research" (Nida 1969: 163). In my opinion,
both areas have many things in common. After all, evangelical religion, like
marketing, is about spreading a message to as many people as possible.

On the web, a translated website that is tied to the form of the original
website resembles the translations referred to by Nida and Taber as
"distorted ones that force the receptor", in our case the visitor to the website,
"to either misunderstand or labor unduly hard" (1969: 201). This is a luxury
that marketers cannot afford, as an article at *Business Week* reports:

> According to a study by the University of Minnesota, if a site doesn't capture Web surfers' interest within eight seconds, they're gone—off to another one with a click of the computer mouse. Even if they stay, the average visit is only seven minutes. That leaves precious little time for Web publishers, advertisers, and merchants to promote or sell anything. (Hof et al. 1997: online)

What makes things more interesting are the notions that Nida and Taber use in order to justify the choice of dynamic equivalence over formal correspondence. These are *the principle of equivalent effect* and *the notion of cultural translation* or *translation from culture to culture*. According to Nida and Taber, a translation that is based on the principle of equivalent effect "is not concerned with matching the receptor-language message with the source-language message, but that the dynamic relationship between receptor and message should be substantially the same as that which existed between the original receptors and the message" (1964: 159). This notion is, in my opinion, what marketers should ask for from translators when they localize websites, since linguistic equivalents in a cross-cultural environment signify successful localization. An absence of dynamic equivalence and a tendency towards formal correspondence signifies a less successful adaptation of the marketing strategy. This process can be applied to both iconic and linguistic segments of a website alike.

The strongest arguments in favor of the adaptation approach come from Marieke de Mooij, a scholar who has studied the cultural paradoxes in international marketing and who in her 1998 book *Global Marketing and Advertising* expresses her views on the subject of standardized advertising strategies in the following words:

> Markets are people, not products. There may be global products, but there are no global people. There may be global brands but there are no global motivations for buying these brands. (1998: 3)

In order to ensure the accessibility of a marketing campaign to different cultures, the practice of adaptation or localization seems to be the most appropriate approach. Every marketing strategy has a clear objective, to convince consumers to buy a service or a product. This is the desired effect of every marketing move, of every advertisement ever made, and this is the effect to be duplicated while translating them, to convince new consumers that speak another language to buy from the same source again and again. This is best achieved through an adaptation approach.

Final remarks

The world is now becoming a global market for an ever-increasing and varied number of companies with a common aim: to sell their products to as

many consumers as possible. However, the globalization of the market also means that companies nowadays are addressing an incredibly varied target audience, with many different languages and, more importantly, cultures. While until recently many international campaigns could afford to be little more than translated domestic campaigns, increasing competition and consumer expectations have enforced substantial changes. All this has happened at a time when many brands now depend heavily on foreign sales. Consumers have also become very sophisticated and demanding, and new media—in particular the Internet—not only have become new communication channels but have also introduced expectations of interaction and dialogue with the brand. Because of this, brands now have to be able to engage in a two-way communication with consumers and earn the consumers' respect in each market in order to increase sales and fight competitors. And respect can only be achieved through an adaptation approach. Indeed, "respect" has become the buzzword in the advertising industry. As Ralph Lacher, president of the US agency *La gente de RLR* said at the American Marketing Association meeting in 2004 in Los Angeles:

> Consumers respond best to marketers who invest in relationships— reaching out with respect—first to their hearts and then their wallets. To win, begin at the beginning: listen to your audience; market to their needs; and communicate on their terms. (Lacher, online)

References

Bueno García, Antonio. 2000. *Publicidad y traducción.* Soria: Diputación Provincial.

Chaffey, Dave. 2002. *E-business and e-commerce management: strategy, implementation, and practice.* Harlow: Financial Times/Prentice Hall.

Ducoffe, Robert, and Andreas Grein. 1998. "Strategic Responses to market globalization among advertising agencies". *International Journal of Advertising* 17 (3). 301–319.

Hof, Robert D., Seanna Browder, and Peter Elstrom. 1997. *Internet Communities.* Retrieved in July 2005 from:
http://www.businessweek.com/1997/18/b35251.htm

Hofstede, Geert. 1997. *Cultures and organizations.* New York: McGraw Hill.

Jettmarová, Zuzana, Maria Piotrowska, and Maria Zauberga. 1995. "New advertising markets as target areas for translation". In Snell-Hornby, Mary, Zusana Jettmarová, and Klaus Kaindl (eds.) *Translation as Intercultural Communication.* Amsterdam: Benjamins. 185–195.

Jones, Michael. 2004. "A Third, Powerful Dialogue". *iMedia Connection.* Retrieved in August 2005 from:

http://www.imediaconnection.com/content/4392.asp

Lacher, Ralph. 2005. "Follow the heart: Creating and transforming the brand essence". *Branding in Multicultural Markets*. Retrieved in May 2005 from:

http://www.marketingpower.com/aevent_event.php?Event_ID=24796& Content_ID=52&ActionType=WIMP

Levitt, Theodore. 1983. *The Globalization of Markets.* Boston, MA: Graduate School of Business Administration, Harvard University.

McLaughlin, Mark. Visited 2004. "Secrets of a better marriage". Retrieved in February 2004 from:

http://advertising.wsj.com/online/research/future_series/no1.html

Mooij, Marieke de. 1998. *Global Marketing and Advertising. Understanding Cultural Paradoxes.* Thousand Oaks, CA: Sage.

Nida, Eugene A. 1964. *Towards a Science of Translating.* Leiden: Brill.

Nida, Eugene A., and Charles R. Taber. 1969. *The Theory and Practice of Translation.* Leiden: Brill.

Papavassiliou, Nikolaos, and Vlasis Stathakopoulos. 1997. "Standardization versus adaptation of international advertising strategies: Towards a framework". *European Journal of Marketing* 7 (31): 504–527.

Salzman, Marian, Ira Matathia, and Ann O'Reilly. 2003. *Buzz, Harness, the Power of Influence and Create Demand.* Hoboken, NJ: John Wiley & Sons.

Smith, Veronica, and Christine Klein-Braley. 1995. "Advertising—A five-stage strategy for translation". In Snell-Hornby, Mary, Zusana Jettma-rová, and Klaus Kaindl (eds) *Translation as Intercultural Communication.* Amsterdam: Benjamins. 173–184.

Wilkins, Jon. 2002. "Why is global advertsing still the exception, not the rule?" *Admap,* February. Oxon: World Advertising Research Center.