

Cross-Cultural Variations in Consumer Behavior

Multiple Choice Questions

1. What are the major challenges facing Walmart, Carrefour and Tesco in the Chapter 2 opener?
 - A. The superstore and hypermarket formats do not always work in Latin America and Asia
 - B. Higher levels of selection are generally required in the Latin American and Asian stores compared with the European and North American stores.
 - C. The sizes of the Latin American and Asian markets are attractive, but they are complex in nature and are very different from European and North American markets.
 - D. a and c
 - E. b and c
2. Which of the following is a cultural factor that affects consumer behavior and marketing strategy?
 - A. demographics
 - B. values
 - C. language
 - D. nonverbal communications
 - E. all of the above
3. Howard Industries is a computer manufacturer located in Laurel, MS. This company is interested in expanding internationally. Which of the following is a cultural factor that affects consumer behavior and marketing strategy that Howard Industries needs to be aware of?
 - A. nonverbal communications
 - B. natural resources
 - C. economic conditions
 - D. exchange rates
 - E. all of the above

4. Which of the following statements is FALSE regarding cross-cultural marketing?
- A. Marketing across cultural boundaries is a difficult and challenging task.
 - B. Increasingly, globalization means mutual influence as products, brands, cultures, and values move back and forth across the world.
 - C. There are both subtle and direct ethical issues involved in international marketing.
 - D. While marketing strategy is heavily influenced by cultural factors, it does not influence aspects of cultures.
 - E. Cultures may differ in demographics, languages, nonverbal communications, and values.
5. Which one of the four segments of world citizens feels positively about international brands, values their symbolic aspects, and is less concerned about corporate responsibility?
- A. Global citizens
 - B. Global dreamers
 - C. Antiglobals
 - D. Global Agnostics
 - E. Global trendsetters
6. Which one of the four segments of world citizens feels positively about international brands because they view them as a signal of higher quality?
- A. Global citizens
 - B. Global dreamers
 - C. Antiglobals
 - D. Global Agnostics
 - E. Global trendsetters
7. _____ is the complex whole that includes knowledge, belief, art, law, morals, customs, and any other capabilities and habits acquired by humans as members of society.
- A. Reference group
 - B. Government
 - C. Culture
 - D. Authority
 - E. Gestalt

8. Which of the following statements is true regarding culture?
- A. Culture is a relatively simple concept.
 - B. Culture is acquired.
 - C. Culture often provides detailed prescriptions for appropriate behavior.
 - D. The nature of cultural influences is such that we are consciously aware of them.
 - E. all of the above
9. In the United States, promptness is considered a virtue. Americans are expected to be on time to an event, and they expect others to do so as well. Which aspect of culture best explains this behavior?
- A. Culture is a simple concept.
 - B. Culture is something one is born with.
 - C. Culture is unique to each individual in a society.
 - D. Culture is time-bound.
 - E. Culture is acquired, that is, it is learned.
10. The boundaries that culture sets on behavior are called _____.
- A. rules
 - B. norms
 - C. prescriptions
 - D. precepts
 - E. sanctions
11. _____ are rules that specify or prohibit certain behaviors in specific situations.
- A. Norms
 - B. Precepts
 - C. Sanctions
 - D. Prescriptions
 - E. Values

12. Karen's father is an executive for a major international corporation and has been transferred to various countries over the years. With each move, Karen is enrolled in a new school. Even though English is spoken in the schools she attends, there are students from all over the world whose parents have jobs similar to Karen's father. With each new school, Karen spends the first few weeks merely observing the other students to learn which behaviors are appropriate in specific situations because she's learned that at each school the kids behave differently. Karen is attempting to learn that student body's specific _____ regarding behavior.

- A. rules
- B. guidelines
- C. precepts
- D. norms
- E. prescriptions

13. Norms are derived from _____.

- A. cultural values
- B. laws
- C. education
- D. international protocol
- E. law enforcement officials

14. _____ are widely held beliefs that affirm what is desirable.

- A. Laws
- B. Religions
- C. Edicts
- D. Cultural values
- E. Sanctions

15. Marketers that wish to expand internationally need to understand a culture's widely held beliefs that affirm what is desirable. To do this, marketers should study _____.

- A. laws
- B. religions
- C. cultural values
- D. sanctions
- E. edicts

16. Violation of cultural norms results in _____, or penalties ranging from mild social disapproval to banishment from the group.
- A. norms
 - B. sanctions
 - C. proclamations
 - D. ostracization
 - E. sentencing
17. Robert is fifteen years old and has recently moved to a new town, and therefore, a new high school. He was trying to get accepted by a group of kids that he wanted to be friends with. When they asked him to attend a party over the weekend, he said he'd have to ask his parents for permission. This group of students laughed at him and called him a "momma's boy" and told him he can't be one of them because they don't ask parents for permission, they just do what they want. This social disapproval of Robert's behavior is an example of a(n) _____.
- A. norm
 - B. violation
 - C. sanction
 - D. precept
 - E. edict
18. Which of the following is NOT a broad form of cultural values?
- A. other-oriented
 - B. environment-oriented
 - C. self-oriented
 - D. object-oriented
 - E. all of the above are broad forms of cultural values
19. _____ values reflect a society's view of the appropriate relationships between individuals and groups within that society.
- A. Other-oriented
 - B. Environment-oriented
 - C. Self-oriented
 - D. Externally-oriented
 - E. Internally-oriented

20. Asian societies (i.e., Japan) value collective activity. That is, consumers look toward others for guidance in purchase decisions and do not respond favorably to promotional appeals focusing on individualism. Which category of cultural values does this represent?
- A. internally-oriented
 - B. environment-oriented
 - C. other-oriented
 - D. self-oriented
 - E. group-oriented
21. _____ values prescribe a society's relationship to its economic and technological as well as its physical environment.
- A. Other-oriented
 - B. Self-oriented
 - C. Externally-oriented
 - D. Internally-oriented
 - E. Environment-oriented
22. Sam has learned that a country to which his company desires to expand places a high value on cleanliness and admires nature immensely. Which category of cultural values does this represent?
- A. other-oriented
 - B. self-oriented
 - C. environment-oriented
 - D. externally-oriented
 - E. internally-oriented
23. _____ values reflect the objectives and approaches to life that the individual members of society find desirable.
- A. Other-oriented
 - B. Self-oriented
 - C. Environment-oriented
 - D. Externally-oriented
 - E. Internally-oriented

24. Which of the following is an example of an other-oriented value?

- A. problem solving/fatalistic
- B. postponed gratification/immediate gratification
- C. religious/secular
- D. individual/collective
- E. risk taking/security

25. Which of the following is NOT an example of an other-oriented value?

- A. youth/age
- B. extended/limited family
- C. tradition/change
- D. masculine/feminine
- E. diversity/uniformity

26. Which of the following is an example of an environment-oriented value?

- A. active/passive
- B. tradition/change
- C. extended/limited family
- D. masculine/feminine
- E. material/nonmaterial

27. Which of the following is NOT an example of an environment-oriented value?

- A. cleanliness
- B. tradition/change
- C. nature
- D. competitive/cooperative
- E. problem solving/fatalistic

28. Which of the following is an example of a self-oriented value?

- A. religious/secular
- B. individual/collective
- C. risk taking/security
- D. tradition/change
- E. diversity/uniformity

29. Which of the following countries tends to value individualism over collectivism?

- A. Mexico
- B. India
- C. United States
- D. Korea
- E. Japan

30. Jake is in the market for a new car. He's looking at brands such as Mercedes, Lexus, and BMW because he feels they tell other people that he's successful in life. This is an illustration of which value?

- A. collectivism
- B. youth
- C. masculine
- D. individualism
- E. active

31. Which culture has traditionally valued the wisdom that comes with age?

- A. American
- B. Australian
- C. British
- D. European
- E. Asian

32. Which of the following statements is FALSE regarding youth and age?

- A. Mature spokespersons would tend to be more successful in Asian cultures because they have traditionally valued the wisdom that comes with age.
- B. Arab countries are becoming increasingly youth oriented.
- C. American society is youth oriented.
- D. Children in all countries have a significant influence on purchases.
- E. China's policy of limiting families to one child has produced a strong focus on the child.

33. What is the basis for virtually all societies?

- A. family unit
- B. government
- C. schools
- D. religion
- E. workplace

34. Which of the following statements regarding the masculine/feminine value is FALSE?

- A. Basically, we live in a masculine-oriented world.
- B. The roles of women are changing and expanding throughout much of the world.
- C. Women in South Korea frequently participate more in sports and exercise than men.
- D. Many Japanese women feel guilty preparing frozen vegetables in a microwave rather than preparing fresh vegetables.
- E. Traditional and modern segments with regard to this value exist simultaneously in many cultures, so marketers must adapt not only across but within cultures.

35. The United States is comprised of a culture that accepts a wide array of personal behaviors and attitudes, foods, dress, and other products and services. Thus, the United States values _____.

- A. uniformity
- B. collectivism
- C. power
- D. diversity
- E. cooperation

36. _____ refers to the degree to which people accept inequality in power, authority, status, and wealth as natural or inherent in society.

- A. Cooperation
- B. Power distance
- C. Collectivism
- D. Individualism
- E. Status

37. Which value relates to tolerance for ambiguity and uncertainty avoidance?

- A. youth/age
- B. risk taking/security
- C. individual/collective
- D. masculine/feminine
- E. diversity/uniformity

38. Which value has a strong influence on entrepreneurship and economic development as well as new-product acceptance?

- A. individual/collective
- B. competitive/cooperative
- C. tradition/change
- D. risk taking/security
- E. masculine/feminine

39. _____ tend to feel they don't have control over the outcome of events.

- A. Fatalists
- B. Individualists
- C. Collectivists
- D. Females
- E. Males

40. Marie has purchased a brand that she has purchased before. However, the first time she used this brand, the product failed and she was dissatisfied. Unfortunately, the second time she purchased this brand, the same thing happened. She's frustrated and wants her money back, but she doesn't feel as though she has any control over this situation. She's decided that she just needs to accept this poor quality and not expect so much from the next product she purchases. Marie can be described as a(n) _____.

- A. individualist
- B. fatalist
- C. collectivist
- D. cooperativist
- E. other-oriented consumer

41. The fact that Americans are prone to engage in physical activities and to take an action-oriented approach to problems can be explained through which self-oriented value dichotomy?

- A. sensual gratification/abstinence
- B. competitive/cooperative
- C. diversity/uniformity
- D. active/passive
- E. age/youth

42. What are the two types of materialism?

- A. primary and secondary
- B. internal and external
- C. instrumental and terminal
- D. masculine and feminine
- E. individual and collective

43. Which type of materialism is the acquisition of things to enable one to do something?

- A. primary
- B. secondary
- C. terminal
- D. means-end
- E. instrumental

44. James used his birthday money to buy a skateboard so that he can be out with his friends at the park skateboarding. Which type of materialism does this represent?

- A. primary
- B. secondary
- C. terminal
- D. instrumental
- E. means-end

45. Which type of materialism is the acquisition of items for the sake of owning the item itself?

- A. primary
- B. secondary
- C. terminal
- D. instrumental
- E. end state

46. John and his wife love art and travel the world to purchase artwork that is representative of a country's culture. Which type of materialism does this represent?

- A. terminal
- B. instrumental
- C. cultural
- D. primary
- E. secondary

47. In Germany, one concern retailers have is ensuring that cash drawers have enough money to make change when consumers make purchases. One company went so far as to use a computerized model that monitored the weight of the cash drawer and signaled a need for replenishment. This is such a concern because consumers typically use cash to make purchases, which differs from other countries, such as the U.S., where credit card use is more common. Which cultural value does this illustrate?

- A. hard work/leisure
- B. competitive/cooperative
- C. material/nonmaterial
- D. postponed gratification/immediate gratification
- E. sensual gratification/abstinence

48. Which of the following is most closely related to verbal communications?

- A. time
- B. space
- C. language
- D. colors
- E. shapes

49. Which of the following is NOT a factor that creates problems in literal translations and slang expressions?
- A. differences in the direction in which written words are read
 - B. symbolic meanings associated with words
 - C. absence of some words from various languages
 - D. difficulty of pronouncing certain words
 - E. all of the above are factors that create problems in literal translations and slang expressions
50. Which of the following is a factor influencing nonverbal communications?
- A. things
 - B. relationships
 - C. space
 - D. symbols
 - E. all of the above
51. Which of the following is NOT a factor influencing nonverbal communications?
- A. etiquette
 - B. time
 - C. relationships
 - D. values
 - E. things
52. Nicholas is examining how people in India perceive time, space, symbols, relationships, agreements, things, and etiquette. He is interested in these factors because they influence _____.
- A. language
 - B. demographics
 - C. nonverbal communications
 - D. values
 - E. laws

53. _____ are the arbitrary meanings a culture assigns actions, events, and things other than words.

- A. Nonverbal communication systems
- B. Values
- C. Sub-cultures
- D. Semiotics
- E. Perspectives

54. What are the two major ways time varies between cultures?

- A. primary and secondary
- B. work and leisure
- C. family and personal
- D. monochronic and polychronic
- E. perspective and interpretation

55. A culture's overall orientation toward time is known as its _____.

- A. time perspective
- B. time meaning
- C. uses and gratifications
- D. time symbolism
- E. time relationship

56. Before a marketer can successfully launch a brand in a foreign country, several nonverbal communication factors need to be understood. One of these factors is time, and international marketers must understand a culture's overall orientation toward time. This is known as a culture's _____.

- A. time meaning
- B. time interpretation
- C. time perspective
- D. time relationship
- E. time symbolism

57. Which time perspective views time almost as a physical object believing that a person does one thing at a time?

- A. linear time perspective
- B. parallel time perspective
- C. sequential time perspective
- D. monochronic time perspective
- E. polychronic time perspective

58. Ralph is very prompt. If he says he will be there at 10:00 a.m., he will be there exactly at that time. Furthermore, he will not begin another task until he is completely done with the one he is currently working on. Which time perspective does Ralph have?

- A. polychronic
- B. monochronic
- C. linear
- D. parallel
- E. priority

59. A culture that tends to view time as being less discrete and less subject to scheduling, views simultaneous involvement in many activities as natural, allows activities to occur at their own pace rather than according to a predetermined timetable is adhering to a _____ time perspective.

- A. polychronic
- B. monochronic
- C. linear
- D. parallel
- E. simultaneous

60. Jose is from Brazil and is currently enrolled in an MBA program at a U.S. university. He routinely comes to class 30-60 minutes late and does not turn in assignments by the deadline. One of his professors pulled him aside and asked him why he's always late for class and turns his work in late. Jose was surprised that his professor was bothered by this as this behavior is entirely acceptable in Brazil. In fact, it's expected. Which of the following best describes Jose's time perspective?

- A. spontaneous
- B. parallel
- C. monochronic
- D. polychronic
- E. variable

61. The nearness that others can come to you in various situations without your feeling uncomfortable is known as _____.

- A. intimate space
- B. personal space
- C. sphere of influence
- D. range of interaction
- E. interaction space

62. Which of the following is considered a symbol that has varying meaning across cultures?

- A. colors
- B. animals
- C. numbers
- D. music
- E. all of the above

63. In which country is the concept of guanxi, which involves personal relationships, an important consideration?

- A. United States
- B. Canada
- C. China
- D. India
- E. Saudi Arabia

64. _____ represents generally accepted ways of behaving in social situations.

- A. Guanxi
- B. Etiquette
- C. Demographics
- D. Culture
- E. Monochronism

65. Charmaine is a member of a junior miss organization that teaches young women how to behave in various social situations. She is learning manners, how to carry herself, and appropriate attire for specific situations. Charmaine is learning _____.

- A. culture
- B. time symbolism
- C. symbolism
- D. etiquette
- E. verbal language

66. In Japan, the exchange of meishi is the most basic of social rituals in a nation where social ritual matters very much. The act of exchanging meishi is weighted with meaning. Once the social minuet is completed, the two know where they stand in relation to each other and their respective statures within the hierarchy of corporate or government bureaucracy. What is "meishi"?

- A. shaking hands
- B. exchange of business cards
- C. introductions by a third party
- D. formal invitation
- E. bows

67. Which of the following is enabling the growth of a global culture?

- A. mass media
- B. work
- C. education
- D. travel
- E. all of the above

68. What is the largest single influence on the movement toward uniformity in the global youth market?

- A. mass media
- B. education
- C. work
- D. travel
- E. religion

69. Which of the following is *false* regarding trends in the global youth market?

- A. Technology is mainstream and not restricted to developed countries.
- B. U.S. brands are currently the leaders among global teens.
- C. U.S. teens no longer lead the way in global trends.
- D. Both A and B are false
- E. Both B and C are false

70. _____ describes a population in terms of its size, structure, and distribution.

- A. Economics
- B. Demographics
- C. Psychographics
- D. Geographics
- E. Lifestyles

71. Dale has to write a research report about Poland in his International Marketing class. One aspect he must learn about the country is its size, structure, and distribution. What does this represent?

- A. psychographics
- B. geography
- C. demographics
- D. economics
- E. lifestyles

72. With respect to demographics, which of the following refers to the number of individuals in a society?
- A. distribution
 - B. size
 - C. structure
 - D. dispersion
 - E. concentration
73. The population of the United States is over 300 million people. With respect to demographics, this number represents ____.
- A. size
 - B. structure
 - C. dispersion
 - D. density
 - E. concentration
74. With respect to demographics, which of the following describes the society in terms of age, income, education, and occupation?
- A. size
 - B. distribution
 - C. concentration
 - D. structure
 - E. composition
75. ____ refers to the physical location of individuals in terms of geographic region and rural, suburban, and urban location.
- A. Size
 - B. Structure
 - C. Distribution
 - D. Dispersion
 - E. Concentration

76. _____ is based on the cost of a standard market basket of products bought in each country.

- A. Adjusted gross income (AGI)
- B. Gross domestic product (GDP)
- C. Per capita income (PCI)
- D. Purchasing power parity (PPP)
- E. Cross-cultural purchasing power (CPP)

77. Which country has the largest percentage of its citizens older than 60 years of age?

- A. Philippines
- B. Canada
- C. United States
- D. Japan
- E. Saudi Arabia

78. Using one marketing strategy across various cultures is referred to as _____.

- A. standardization
- B. optimization
- C. cross-culturalization
- D. marketing imperialism
- E. cross-fertilization

79. Which one of these factors is not true regarding glocalization:

- A. Standardized marketing can offer a cost savings.
- B. Uniformity is always possible.
- C. Values and demographics require adapting to cultural differences.
- D. An ad that appeals to some countries might be inappropriate in others.
- E. All of these factors are true.

80. Which of the following is a key consideration for each geographic market that a firm is contemplating?
- A. Is the geographic area homogenous or heterogeneous with respect to culture?
 - B. What needs can this product or a version of it fill in this culture?
 - C. What are the distribution, political, and legal structures for the product?
 - D. In what ways can we communicate about the product?
 - E. all of the above
81. Unilever is highly successful in marketing its laundry products outside of the U.S. Which factors do they use to adapt within and across countries where they do business?
- A. cultural homogeneity
 - B. ethical implications
 - C. affordability
 - D. infrastructure
 - E. all of the above

True / False Questions

82. Walmart was able to use a completely standardized superstore approach when it expanded into the Latin American markets given the common culture.
- True False
83. Marketing across cultural boundaries is a difficult and challenging task.
- True False
84. While culture heavily influences marketing strategy, culture is not influenced by marketing strategy.
- True False
85. Global citizens are highly concentrated in the United States and the United Kingdom.
- True False

86. Cultures are static and rarely change.

True False

87. Other-oriented values reflect a society's view of the appropriate relationships between individuals and groups within that society.

True False

88. Collectivism is a defining characteristic of American culture.

True False

89. The family unit is the basis for virtually all societies.

True False

90. The changing and expanding roles of women throughout much of the world is creating new opportunities as well as challenges for marketers.

True False

91. Power gap refers to the degree to which people accept inequality in power, authority, status, and wealth as natural or inherent in society.

True False

92. Terminal materialism is the acquisition of things to enable one to do something.

True False

93. The meaning of time varies between cultures in two major ways: time perspective and interpretations assigned to specific uses of time.

True False

94. Personal space refers to the nearness that others can come to you in various situations without your feeling uncomfortable.

True False

95. The color blue connotes femininity in Holland but masculinity in Sweden and the United States.

True False

96. The largest single influence toward uniformity among youth worldwide is education.

True False

97. Psychographics describe a population in terms of its size, structure, and distribution.

True False

98. Adapting products and services to local considerations is known as localizing.

True False

Essay Questions

99. List the cultural factors that influence consumer behavior and marketing strategy.

100 Explain the concept of culture and discuss why is it important to study for understanding . consumer behavior.

101 Compare and contrast (a) other-oriented values, (b) environment-oriented values, and (c) self-oriented values.

102 Jason is planning a business trip to Japan, and it is his first time doing business in that country. Discuss some value differences between Japanese culture and American culture that are most relevant to him in a business meeting situation.

103 Name the seven factors influencing nonverbal communications and describe four of them.

104 List and describe the three trends in the global youth market.

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105 List and explain four of the seven factors that Unilever utilizes in order to successfully sell its laundry products globally.

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Multiple Choice Questions

1. What are the major challenges facing Walmart, Carrefour and Tesco in the Chapter 2 opener?
(p. 37)
- A. The superstore and hypermarket formats do not always work in Latin America and Asia
 - B. Higher levels of selection are generally required in the Latin American and Asian stores compared with the European and North American stores.
 - C. The sizes of the Latin American and Asian markets are attractive, but they are complex in nature and are very different from European and North American markets.
 - D.** a and c
 - E. b and c

The major challenges facing Walmart, Carrefour and Tesco in the Chapter 2 opener are A) the superstore and hypermarket formats do not always work in Latin America and Asia, and C) the sizes of the Latin American and Asian markets are attractive, but they are complex in nature and are very different from European and North American markets.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 3 Hard

Learning Objective: 02-01 Define the concept of culture
Topic: Cross-Cultural Variations in Consumer Behavior

2. Which of the following is a cultural factor that affects consumer behavior and marketing strategy?
(p. 38)
- A. demographics
 - B. values
 - C. language
 - D. nonverbal communications
 - E.** all of the above

Cultural factors that affect consumer behavior and marketing strategy are demographics, values, language, and nonverbal communications.

3. (p. 38) Howard Industries is a computer manufacturer located in Laurel, MS. This company is interested in expanding internationally. Which of the following is a cultural factor that affects consumer behavior and marketing strategy that Howard Industries needs to be aware of?

- A. nonverbal communications
- B. natural resources
- C. economic conditions
- D. exchange rates
- E. all of the above

Howard Industries needs to be aware that nonverbal communications is a cultural factor that affects consumer behavior and marketing strategy.

4. (p. 39) Which of the following statements is FALSE regarding cross-cultural marketing?

- A. Marketing across cultural boundaries is a difficult and challenging task.
- B. Increasingly, globalization means mutual influence as products, brands, cultures, and values move back and forth across the world.
- C. There are both subtle and direct ethical issues involved in international marketing.
- D. While marketing strategy is heavily influenced by cultural factors, it does not influence aspects of cultures.
- E. Cultures may differ in demographics, languages, nonverbal communications, and values.

Globalization can influence cultural values.

5. Which one of the four segments of world citizens feels positively about international brands, values their symbolic aspects, and is less concerned about corporate responsibility?
(p. 40)

- A. Global citizens
- B. Global dreamers**
- C. Antiglobals
- D. Global Agnostics
- E. Global trendsetters

Global dreamers are the segment of world citizens who feel positively about international brands, value their symbolic aspects, and are less concerned about corporate responsibility.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium
Learning Objective: 02-01 Define the concept of culture
Topic: Cross-Cultural Variations in Consumer Behavior

6. Which one of the four segments of world citizens feels positively about international brands because they view them as a signal of higher quality?
(p. 39)

- A. Global citizens**
- B. Global dreamers
- C. Antiglobals
- D. Global Agnostics
- E. Global trendsetters

Global citizens are the segment of world citizens who feel positively about international brands because they view them as a signal of higher quality.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium
Learning Objective: 02-01 Define the concept of culture
Topic: The Concept of Culture

7. _____ is the complex whole that includes knowledge, belief, art, law, morals, customs, and any other capabilities and habits acquired by humans as members of society.
(p. 40)

- A. Reference group
- B. Government
- C. Culture**
- D. Authority
- E. Gestalt

Culture is the complex whole that includes knowledge, belief, art, law, morals, customs, and any other capabilities and habits acquired by humans as members of society.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 1 Easy
Learning Objective: 02-01 Define the concept of culture
Topic: The Concept of Culture

8. Which of the following statements is true regarding culture?
(p. 40)

- A. Culture is a relatively simple concept.
- B. Culture is acquired.**
- C. Culture often provides detailed prescriptions for appropriate behavior.
- D. The nature of cultural influences is such that we are consciously aware of them.
- E. all of the above

Culture is acquired; it does not include inherited responses and predispositions.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 3 Hard
Learning Objective: 02-01 Define the concept of culture
Topic: The Concept of Culture

9. In the United States, promptness is considered a virtue. Americans are expected to be on time to an event, and they expect others to do so as well. Which aspect of culture best explains this behavior?

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- A. Culture is a simple concept.
- B. Culture is something one is born with.
- C. Culture is unique to each individual in a society.
- D. Culture is time-bound.
- E. Culture is acquired, that is, it is learned.**

Culture is acquired; it does not include inherited responses and predispositions.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 3 Hard

Learning Objective: 02-01 Define the concept of culture
Topic: The Concept of Culture

10. The boundaries that culture sets on behavior are called _____.

(p. 41)

- A. rules
- B. norms**
- C. prescriptions
- D. precepts
- E. sanctions

The boundaries that culture sets on behavior are called norms. Norms are rules that specify or prohibit certain behaviors in specific situations.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-01 Define the concept of culture
Topic: The Concept of Culture

11. _____ are rules that specify or prohibit certain behaviors in specific situations.

(p. 41)

- A.** Norms
- B. Precepts
- C. Sanctions
- D. Prescriptions
- E. Values

Norms are rules that specify or prohibit certain behaviors in specific situations.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-01 Define the concept of culture
Topic: The Concept of Culture

12. Karen's father is an executive for a major international corporation and has been transferred to various countries over the years. With each move, Karen is enrolled in a new school. Even though English is spoken in the schools she attends, there are students from all over the world whose parents have jobs similar to Karen's father. With each new school, Karen spends the first few weeks merely observing the other students to learn which behaviors are appropriate in specific situations because she's learned that at each school the kids behave differently. Karen is attempting to learn that student body's specific _____ regarding behavior.

(p. 41)

- A. rules
- B. guidelines
- C. precepts
- D.** norms
- E. prescriptions

Norms are rules that specify or prohibit certain behaviors in specific situations.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium

Learning Objective: 02-01 Define the concept of culture
Topic: The Concept of Culture

13. Norms are derived from _____.

(p. 41)

- A.** cultural values
- B. laws
- C. education
- D. international protocol
- E. law enforcement officials

Norms are derived from cultural values.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium
Learning Objective: 02-01 Define the concept of culture
Topic: The Concept of Culture

14. _____ are widely held beliefs that affirm what is desirable.

(p. 41)

- A. Laws
- B. Religions
- C. Edicts
- D.** Cultural values
- E. Sanctions

Cultural values are widely held beliefs that affirm what is desirable.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium
Learning Objective: 02-01 Define the concept of culture
Topic: The Concept of Culture

15. Marketers that wish to expand internationally need to understand a culture's widely held beliefs that affirm what is desirable. To do this, marketers should study _____.
(p. 41)

- A. laws
- B. religions
- C. cultural values**
- D. sanctions
- E. edicts

Marketers who wish to expand internationally should study cultural values to understand a culture's widely held beliefs that affirm what is desirable.

AACSB: Analytic

Blooms: Comprehension

Difficulty: 2 Medium

Learning Objective: 02-01 Define the concept of culture

Topic: The Concept of Culture

16. Violation of cultural norms results in _____, or penalties ranging from mild social disapproval to banishment from the group.
(p. 41)

- A. norms
- B. sanctions**
- C. proclamations
- D. ostracization
- E. sentencing

Sanctions are penalties ranging from mild social disapproval to banishment from the group.

AACSB: Analytic

Blooms: Comprehension

Difficulty: 2 Medium

Learning Objective: 02-01 Define the concept of culture

Topic: The Concept of Culture

17. Robert is fifteen years old and has recently moved to a new town, and therefore, a new high school. He was trying to get accepted by a group of kids that he wanted to be friends with. When they asked him to attend a party over the weekend, he said he'd have to ask his parents for permission. This group of students laughed at him and called him a "momma's boy" and told him he can't be one of them because they don't ask parents for permission, they just do what they want. This social disapproval of Robert's behavior is an example of a(n) _____.

(p. 41)

- A. norm
- B. violation
- C. sanction**
- D. precept
- E. edict

Sanctions are penalties ranging from mild social disapproval to banishment from the group.

AACSB: Analytic
Blooms: Comprehension

Difficulty: 2 Medium

Learning Objective: 02-01 Define the concept of culture

Topic: The Concept of Culture

18. Which of the following is NOT a broad form of cultural values?

(p. 42)

- A. other-oriented
- B. environment-oriented
- C. self-oriented
- D. object-oriented**
- E. all of the above are broad forms of cultural values

Object-oriented is not a broad form of cultural values.

AACSB: Analytic
Blooms: Knowledge

Difficulty: 3 Hard

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors

Topic: Variations in Cultural Values

19. _____ values reflect a society's view of the appropriate relationships between individuals and groups within that society.
(p. 43)

- A. Other-oriented
- B. Environment-oriented
- C. Self-oriented
- D. Externally-oriented
- E. Internally-oriented

Other-oriented values reflect a society's view of the appropriate relationships between individuals and groups within that society.

AACSB: Analytic

Blooms: Knowledge

Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors

Topic: Variations in Cultural Values

20. Asian societies (i.e., Japan) value collective activity. That is, consumers look toward others for guidance in purchase decisions and do not respond favorably to promotional appeals focusing on individualism. Which category of cultural values does this represent?
(p. 43)

- A. internally-oriented
- B. environment-oriented
- C. other-oriented
- D. self-oriented
- E. group-oriented

Other-oriented societies value collective activity.

AACSB: Analytic

Blooms: Comprehension

Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors

Topic: Variations in Cultural Values

21. _____ values prescribe a society's relationship to its economic and technological as well as its physical environment.
(p. 43)

- A. Other-oriented
- B. Self-oriented
- C. Externally-oriented
- D. Internally-oriented
- E. Environment-oriented**

Environment-oriented values prescribe a society's relationship to its economic and technological as well as its physical environment.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 1 Easy

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Variations in Cultural Values

22. Sam has learned that a country to which his company desires to expand places a high value on cleanliness and admires nature immensely. Which category of cultural values does this represent?
(p. 43)

- A. other-oriented
- B. self-oriented
- C. environment-oriented**
- D. externally-oriented
- E. internally-oriented

Environment-oriented is the category of cultural values that places a high value on cleanliness and admires nature immensely.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Variations in Cultural Values

23. _____ values reflect the objectives and approaches to life that the individual members of society find desirable.
(p. 43)

- A. Other-oriented
- B. Self-oriented**
- C. Environment-oriented
- D. Externally-oriented
- E. Internally-oriented

Self-oriented values reflect the objectives and approaches to life that the individual members of society find desirable.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Variations in Cultural Values

24. Which of the following is an example of an other-oriented value?
(p. 43)

- A. problem solving/fatalistic
- B. postponed gratification/immediate gratification
- C. religious/secular
- D. individual/collective**
- E. risk taking/security

Risk taking/security is an example of an other-oriented value.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 3 Hard

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Variations in Cultural Values

25. Which of the following is NOT an example of an other-oriented value?

(p. 43)

- A. youth/age
- B. extended/limited family
- C. tradition/change**
- D. masculine/feminine
- E. diversity/uniformity

Tradition/change is not an example of an other-oriented value; it is an example of an environment-oriented value.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 3 Hard

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Variations in Cultural Values

26. Which of the following is an example of an environment-oriented value?

(p. 43)

- A. active/passive
- B. tradition/change**
- C. extended/limited family
- D. masculine/feminine
- E. material/nonmaterial

Tradition/change is an example of an environment-oriented value.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 3 Hard

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Variations in Cultural Values

27. Which of the following is NOT an example of an environment-oriented value?

(p. 43)

- A. cleanliness
- B. tradition/change
- C. nature
- D.** competitive/cooperative
- E. problem solving/fatalistic

Competitive/cooperative is not an example of an environment-oriented value; it is an example of an other-oriented value.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 3 Hard

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Variations in Cultural Values

28. Which of the following is an example of a self-oriented value?

(p. 43)

- A.** religious/secular
- B. individual/collective
- C. risk taking/security
- D. tradition/change
- E. diversity/uniformity

Religious/secular is an example of a self-oriented value.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 3 Hard

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Variations in Cultural Values

29. Which of the following countries tends to value individualism over collectivism?

(p. 43)

- A. Mexico
- B. India
- C.** United States
- D. Korea
- E. Japan

The United States tends to value individualism over collectivism.

AACSB: Analytic

Blooms: Knowledge

Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors

Topic: Other-Oriented Values

30. Jake is in the market for a new car. He's looking at brands such as Mercedes, Lexus, and BMW because he feels they tell other people that he's successful in life. This is an illustration of which value?

(p. 43)

- A. collectivism
- B. youth
- C. masculine
- D.** individualism
- E. active

In individualistic cultures, luxury items are purchased as a mean of self-expression or to stand out.

AACSB: Analytic

Blooms: Comprehension

Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors

Topic: Other-Oriented Values

31. Which culture has traditionally valued the wisdom that comes with age?

(p. 45)

- A. American
- B. Australian
- C. British
- D. European
- E.** Asian

The Asian culture has traditionally valued the wisdom that comes with age.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Other-Oriented Values

32. Which of the following statements is FALSE regarding youth and age?

(p. 45)

- A. Mature spokespersons would tend to be more successful in Asian cultures because they have traditionally valued the wisdom that comes with age.
- B. Arab countries are becoming increasingly youth oriented.
- C. American society is youth oriented.
- D.** Children in all countries have a significant influence on purchases.
- E. China's policy of limiting families to one child has produced a strong focus on the child.

While American society is clearly youth oriented, this focus varies with cultures.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Other-Oriented Values

33. What is the basis for virtually all societies?

(p. 46)

- A. family unit
- B. government
- C. schools
- D. religion
- E. workplace

The family unit is the basis for virtually all societies.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Other-Oriented Values

34. Which of the following statements regarding the masculine/feminine value is FALSE?

(p. 46)

- A. Basically, we live in a masculine-oriented world.
- B. The roles of women are changing and expanding throughout much of the world.
- C. Women in South Korea frequently participate more in sports and exercise than men.
- D. Many Japanese women feel guilty preparing frozen vegetables in a microwave rather than preparing fresh vegetables.
- E. Traditional and modern segments with regard to this value exist simultaneously in many cultures, so marketers must adapt not only across but within cultures.

There tends to be a wide disparity between men and women participation rates (men higher) in countries and cultures high in masculine orientation such as South Korea, Mexico, Brazil, and France.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Other-Oriented Values

35. The United States is comprised of a culture that accepts a wide array of personal behaviors and attitudes, foods, dress, and other products and services. Thus, the United States values ____.

(p. 48)

- A. uniformity
- B. collectivism
- C. power
- D. diversity**
- E. cooperation

The United States values diversity.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium
Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Other-Oriented Values

36. ____ refers to the degree to which people accept inequality in power, authority, status, and wealth as natural or inherent in society.

(p. 49)

- A. Cooperation
- B. Power distance**
- C. Collectivism
- D. Individualism
- E. Status

Power distance refers to the degree to which people accept inequality in power, authority, status, and wealth as natural or inherent in society.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium
Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Environment-Oriented Values

37. Which value relates to tolerance for ambiguity and uncertainty avoidance?

(p. 50)

- A. youth/age
- B. risk taking/security**
- C. individual/collective
- D. masculine/feminine
- E. diversity/uniformity

Risk taking/security is the value that relates to tolerance for ambiguity and uncertainty avoidance.

AACSB: Analytic

Blooms: Comprehension

Difficulty: 3 Hard

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors

Topic: Environment-Oriented Values

38. Which value has a strong influence on entrepreneurship and economic development as well as new-product acceptance?

(p. 50)

- A. individual/collective
- B. competitive/cooperative
- C. tradition/change
- D. risk taking/security**
- E. masculine/feminine

Risk taking/security is the value that has a strong influence on entrepreneurship and economic development as well as new-product acceptance.

AACSB: Analytic

Blooms: Comprehension

Difficulty: 3 Hard

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors

Topic: Environment-Oriented Values

39. _____ tend to feel they don't have control over the outcome of events.

(p. 50)

- A.** Fatalists
- B. Individualists
- C. Collectivists
- D. Females
- E. Males

Fatalists tend to feel they don't have control over the outcome of events.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Environment-Oriented Values

40. Marie has purchased a brand that she has purchased before. However, the first time she used this brand, the product failed and she was dissatisfied. Unfortunately, the second time she purchased this brand, the same thing happened. She's frustrated and wants her money back, but she doesn't feel as though she has any control over this situation. She's decided that she just needs to accept this poor quality and not expect so much from the next product she purchases. Marie can be described as a(n) _____.

(p. 50)

- A. individualist
- B.** fatalist
- C. collectivist
- D. cooperativist
- E. other-oriented consumer

Marie is a fatalist because she feels she doesn't have control over the outcome of events.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 3 Hard

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Environment-Oriented Values

41. The fact that Americans are prone to engage in physical activities and to take an action-oriented approach to problems can be explained through which self-oriented value dichotomy?
(p. 50)

- A. sensual gratification/abstinence
- B. competitive/cooperative
- C. diversity/uniformity
- D.** active/passive
- E. age/youth

"Don't just stand there, do something" is a common response to problems in America. Emphasis is placed on doing.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Self-Oriented Values

42. What are the two types of materialism?
(p. 51)

- A. primary and secondary
- B. internal and external
- C.** instrumental and terminal
- D. masculine and feminine
- E. individual and collective

The two types of materialism are instrumental and terminal.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Self-Oriented Values

43. Which type of materialism is the acquisition of things to enable one to do something?
(p. 51)

- A. primary
- B. secondary
- C. terminal
- D. means-end
- E.** instrumental

The type of materialism which is the acquisition of things to enable one to do something is instrumental.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Self-Oriented Values

44. James used his birthday money to buy a skateboard so that he can be out with his friends at the park skateboarding. Which type of materialism does this represent?
(p. 51)

- A. primary
- B. secondary
- C. terminal
- D.** instrumental
- E. means-end

The type of materialism described here is instrumental: the acquisition of things to enable one to do something.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Self-Oriented Values

45. Which type of materialism is the acquisition of items for the sake of owning the item itself?
(p. 51)

- A. primary
- B. secondary
- C. terminal**
- D. instrumental
- E. end state

The type of materialism which is the acquisition of items for the sake of owning the items itself is terminal.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Self-Oriented Values

46. John and his wife love art and travel the world to purchase artwork that is representative of a country's culture. Which type of materialism does this represent?
(p. 51)

- A. terminal**
- B. instrumental
- C. cultural
- D. primary
- E. secondary

The type of materialism described here is terminal: the acquisition of items for the sake of owning the item itself.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Self-Oriented Values

47. (p. 52) In Germany, one concern retailers have is ensuring that cash drawers have enough money to make change when consumers make purchases. One company went so far as to use a computerized model that monitored the weight of the cash drawer and signaled a need for replenishment. This is such a concern because consumers typically use cash to make purchases, which differs from other countries, such as the U.S., where credit card use is more common. Which cultural value does this illustrate?

- A. hard work/leisure
- B. competitive/cooperative
- C. material/nonmaterial
- D. postponed gratification/immediate gratification**
- E. sensual gratification/abstinence

The postponed gratification/immediate gratification cultural value is illustrated here; should we "save for a rainy day" or "live for today"?

AACSB: Analytic
Blooms: Comprehension
Difficulty: 3 Hard
Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Self-Oriented Values

48. (p. 52) Which of the following is most closely related to verbal communications?

- A. time
- B. space
- C. language**
- D. colors
- E. shapes

Language is most closely related to verbal communications.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 1 Easy
Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Cultural Variations in Nonverbal Communications

49. Which of the following is NOT a factor that creates problems in literal translations and slang expressions?
(p. 53)

- A. differences in the direction in which written words are read
- B. symbolic meanings associated with words
- C. absence of some words from various languages
- D. difficulty of pronouncing certain words
- E. all of the above are factors that create problems in literal translations and slang expressions

Differences in the direction in which written words are read is not a factor that creates problems in literal translations and slang expressions.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 3 Hard

Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Cultural Variations in Nonverbal Communications

50. Which of the following is a factor influencing nonverbal communications?
(p. 53)

- A. things
- B. relationships
- C. space
- D. symbols
- E. all of the above

Things, relationships, space, and symbols are all factors influencing nonverbal communications.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 1 Easy

Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Cultural Variations in Nonverbal Communications

51. Which of the following is NOT a factor influencing nonverbal communications?

(p. 54)

- A. etiquette
- B. time
- C. relationships
- D. values**
- E. things

Values are not a factor influencing nonverbal communications.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Cultural Variations in Nonverbal Communications

52. Nicholas is examining how people in India perceive time, space, symbols, relationships, agreements, things, and etiquette. He is interested in these factors because they influence _____.

(p. 54)

- A. language
- B. demographics
- C. nonverbal communications**
- D. values
- E. laws

Time, space, symbols, relationships, agreements, things, and etiquette are factors that influence nonverbal communications.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium

Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Cultural Variations in Nonverbal Communications

53. _____ are the arbitrary meanings a culture assigns actions, events, and things other than words.
(p. 53)

- A. Nonverbal communication systems
- B. Values
- C. Sub-cultures
- D. Semiotics
- E. Perspectives

Nonverbal communication systems are the arbitrary meanings a culture assigns actions, events, and things other than words.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Cultural Variations in Nonverbal Communications

54. What are the two major ways time varies between cultures?
(p. 53)

- A. primary and secondary
- B. work and leisure
- C. family and personal
- D. monochronic and polychronic
- E. perspective and interpretation

The two major ways time varies between cultures are perspective and interpretation.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 3 Hard

Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Time

55. A culture's overall orientation toward time is known as its _____.

(p. 53)

- A.** time perspective
- B. time meaning
- C. uses and gratifications
- D. time symbolism
- E. time relationship

A culture's overall orientation toward time is known as its time perspective.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Time

56. Before a marketer can successfully launch a brand in a foreign country, several nonverbal communication factors need to be understood. One of these factors is time, and international marketers must understand a culture's overall orientation toward time. This is known as a culture's _____.

(p. 53)

- A. time meaning
- B. time interpretation
- C.** time perspective
- D. time relationship
- E. time symbolism

A culture's overall orientation toward time is known as its time perspective.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium

Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Time

57. Which time perspective views time almost as a physical object believing that a person does one thing at a time?
(p. 54)

- A. linear time perspective
- B. parallel time perspective
- C. sequential time perspective
- D. monochronic time perspective**
- E. polychronic time perspective

Having a strong orientation toward the present and the short-term future is known as a monochronic time perspective.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium
Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Time

58. Ralph is very prompt. If he says he will be there at 10:00 a.m., he will be there exactly at that time. Furthermore, he will not begin another task until he is completely done with the one he is currently working on. Which time perspective does Ralph have?
(p. 54)

- A. polychronic
- B. monochronic**
- C. linear
- D. parallel
- E. priority

Having a strong orientation toward the present and the short-term future is known as a monochronic time perspective.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium
Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Time

59. (p. 54) A culture that tends to view time as being less discrete and less subject to scheduling, views simultaneous involvement in many activities as natural, allows activities to occur at their own pace rather than according to a predetermined timetable is adhering to a _____ time perspective.

- A.** polychronic
- B. monochronic
- C. linear
- D. parallel
- E. simultaneous

Simultaneous involvement in many activities is known as a polychronic time perspective.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium
Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Time

60. (p. 54) Jose is from Brazil and is currently enrolled in an MBA program at a U.S. university. He routinely comes to class 30-60 minutes late and does not turn in assignments by the deadline. One of his professors pulled him aside and asked him why he's always late for class and turns his work in late. Jose was surprised that his professor was bothered by this as this behavior is entirely acceptable in Brazil. In fact, it's expected. Which of the following best describes Jose's time perspective?

- A. spontaneous
- B. parallel
- C. monochronic
- D.** polychronic
- E. variable

Simultaneous involvement in many activities is known as a polychronic time perspective.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium
Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Time

61. The nearness that others can come to you in various situations without your feeling uncomfortable is known as _____.
(p. 55)

- A. intimate space
- B. personal space**
- C. sphere of influence
- D. range of interaction
- E. interaction space

The nearness that others can come to you in various situations without feeling uncomfortable is known as personal space.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 1 Easy
Topic: Space

Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications

62. Which of the following is considered a symbol that has varying meaning across cultures?
(p. 56)

- A. colors
- B. animals
- C. numbers
- D. music
- E. all of the above**

Colors, animals, numbers, and music are all considered symbols that have various meaning across cultures.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 1 Easy
Topic: Symbols

Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications

63. In which country is the concept of guanxi, which involves personal relationships, an important consideration?
(p. 57)

- A. United States
- B. Canada
- C. China**
- D. India
- E. Saudi Arabia

Guanxi is an important consideration in China.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium
Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Relationships

64. _____ represents generally accepted ways of behaving in social situations.
(p. 58)

- A. Guanxi
- B. Etiquette**
- C. Demographics
- D. Culture
- E. Monochronism

Etiquette represents generally accepted ways of behaving in social situations.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 1 Easy
Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Etiquette

65. Charmaine is a member of a junior miss organization that teaches young women how to behave in various social situations. She is learning manners, how to carry herself, and appropriate attire for specific situations. Charmaine is learning _____.
(p. 58)

- A. culture
- B. time symbolism
- C. symbolism
- D. etiquette**
- E. verbal language

Etiquette represents generally accepted ways of behaving in social situations.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 1 Easy
Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Etiquette

66. In Japan, the exchange of meishi is the most basic of social rituals in a nation where social ritual matters very much. The act of exchanging meishi is weighted with meaning. Once the social minuet is completed, the two know where they stand in relation to each other and their respective statures within the hierarchy of corporate or government bureaucracy. What is "meishi"?
(p. 59)

- A. shaking hands
- B. exchange of business cards**
- C. introductions by a third party
- D. formal invitation
- E. bows

Meishi is the exchange of business cards.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium
Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Etiquette

67. Which of the following is enabling the growth of a global culture?

(p. 60)

- A. mass media
- B. work
- C. education
- D. travel
- E. all of the above**

Mass media, work, education, and travel are all enabling the growth of global culture.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 1 Easy

Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Global Cultures

68. What is the largest single influence on the movement toward uniformity in the global youth market?

(p. 61)

- A. mass media**
- B. education
- C. work
- D. travel
- E. religion

Mass media is the largest single influence on the movement toward uniformity in the global youth market.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-04 Summarize key aspects of the global youth culture
Topic: A Global Youth Culture?

69. Which of the following is *false* regarding trends in the global youth market?

(p. 61)

- A. Technology is mainstream and not restricted to developed countries.
- B. U.S. brands are currently the leaders among global teens.**
- C. U.S. teens no longer lead the way in global trends.
- D. Both A and B are false
- E. Both B and C are false

U.S. brands used to be the leaders among global teens. Now the top three are Sony (Japan), Nokia (Finland), and Adidas (Germany).

AACSB: Analytic

Blooms: Comprehension

Difficulty: 3 Hard

Learning Objective: 02-04 Summarize key aspects of the global youth culture

Topic: A Global Youth Culture?

70. _____ describes a population in terms of its size, structure, and distribution.

(p. 62)

- A. Economics
- B. Demographics**
- C. Psychographics
- D. Geographics
- E. Lifestyles

Demographics describe a population in terms of its size, structure, and distribution.

AACSB: Analytic

Blooms: Knowledge

Difficulty: 1 Easy

Learning Objective: 02-05 Understand the role of global demographics

Topic: Global Demographics

71. Dale has to write a research report about Poland in his International Marketing class. One aspect he must learn about the country is its size, structure, and distribution. What does this represent?
(p. 62)

- A. psychographics
- B. geography
- C. demographics**
- D. economics
- E. lifestyles

Demographics describe a population in terms of its size, structure, and distribution.

AACSB: Analytic
Blooms: Comprehension

Difficulty: 2 Medium

Learning Objective: 02-05 Understand the role of global demographics
Topic: Global Demographics

72. With respect to demographics, which of the following refers to the number of individuals in a society?
(p. 62)

- A. distribution
- B. size**
- C. structure
- D. dispersion
- E. concentration

With respect to demographics, size refers to the number of individuals in a society.

AACSB: Analytic
Blooms: Knowledge

Difficulty: 2 Medium

Learning Objective: 02-05 Understand the role of global demographics
Topic: Global Demographics

73. The population of the United States is over 300 million people. With respect to demographics, this number represents _____.
(p. 62)

- A.** size
- B. structure
- C. dispersion
- D. density
- E. concentration

With respect to demographics, size refers to the number of individuals in a society.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-05 Understand the role of global demographics
Topic: Global Demographics

74. With respect to demographics, which of the following describes the society in terms of age, income, education, and occupation?
(p. 62)

- A. size
- B. distribution
- C. concentration
- D.** structure
- E. composition

With respect to demographics, structure describes the society in terms of age, income, education, and occupation.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-05 Understand the role of global demographics
Topic: Global Demographics

75. _____ refers to the physical location of individuals in terms of geographic region and rural, suburban, and urban location.
(p. 62)

- A. Size
- B. Structure
- C. Distribution**
- D. Dispersion
- E. Concentration

Distribution refers to the physical location of individuals in terms of geographic region and rural, suburban, and urban location.

AACSB: Analytic
Blooms: Knowledge

Difficulty: 2 Medium

Learning Objective: 02-05 Understand the role of global demographics
Topic: Global Demographics

76. _____ is based on the cost of a standard market basket of products bought in each country.
(p. 63)

- A. Adjusted gross income (AGI)
- B. Gross domestic product (GDP)
- C. Per capita income (PCI)
- D. Purchasing power parity (PPP)**
- E. Cross-cultural purchasing power (CPP)

Purchasing power parity (PPP) is based on the cost of a standard market basket of products bought in each country.

AACSB: Analytic
Blooms: Knowledge

Difficulty: 2 Medium

Learning Objective: 02-05 Understand the role of global demographics
Topic: Global Demographics

77. Which country has the largest percentage of its citizens older than 60 years of age?
(p. 64)

- A. Philippines
- B. Canada
- C. United States
- D.** Japan
- E. Saudi Arabia

Japan has the largest percentage of its citizens older than 60 years of age.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 3 Hard

Learning Objective: 02-05 Understand the role of global demographics
Topic: Global Demographics

78. Using one marketing strategy across various cultures is referred to as _____.
(p. 64)

- A.** standardization
- B. optimization
- C. cross-culturalization
- D. marketing imperialism
- E. cross-fertilization

Using one marketing strategy across various cultures is referred to as standardization.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-05 Understand the role of global demographics
Topic: Cross-Cultural Marketing Strategy

79. Which one of these factors is not true regarding glocalization:

(p. 64)

- A. Standardized marketing can offer a cost savings.
- B. Uniformity is always possible.**
- C. Values and demographics require adapting to cultural differences.
- D. An ad that appeals to some countries might be inappropriate in others.
- E. All of these factors are true.

Uniformity is sometimes possible, but companies must often adapt to cultural differences.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-05 Understand the role of global demographics
Topic: Cross-Cultural Marketing Strategy

80. Which of the following is a key consideration for each geographic market that a firm is contemplating?

(p. 65)

- A. Is the geographic area homogenous or heterogeneous with respect to culture?
- B. What needs can this product or a version of it fill in this culture?
- C. What are the distribution, political, and legal structures for the product?
- D. In what ways can we communicate about the product?
- E. all of the above**

There are seven key considerations for each geographic market that a firm is contemplating.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 1 Easy

Learning Objective: 02-06 List the key dimensions in deciding to enter a foreign market
Topic: Considerations in Approaching a Foreign Market

81. Unilever is highly successful in marketing its laundry products outside of the U.S. Which factors do they use to adapt within and across countries where they do business?

(p. 65-66)

- A. cultural homogeneity
- B. ethical implications
- C. affordability
- D. infrastructure
- E. all of the above**

There are seven global considerations that relate to Unilever's global strategy: (1) cultural homogeneity, (2) need fulfillment, (3) affordability, (4) relevant values, (5) infrastructure, (6) communications, and (7) ethical implications.

AACSB: Analytic

Blooms: Comprehension

Difficulty: 1 Easy

Learning Objective: 02-06 List the key dimensions in deciding to enter a foreign market

Topic: Considerations in Approaching a Foreign Market

True / False Questions

82. Walmart was able to use a completely standardized superstore approach when it expanded into the Latin American markets given the common culture.

(p. 37)

FALSE

The standardized superstore approach has worked well in Western markets, but multinational retailers have had to adjust to match regional needs and preferences.

AACSB: Analytic

Blooms: Comprehension

Difficulty: 2 Medium

Learning Objective: 02-01 Define the concept of culture

Topic: Cross-Cultural Variations in Consumer Behavior

83. Marketing across cultural boundaries is a difficult and challenging task.

(p. 38)

TRUE

The success of global marketers depends on how well they understand and adapt to the differences in cultures.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 1 Easy

Learning Objective: 02-01 Define the concept of culture
Topic: Cross-Cultural Variations in Consumer Behavior

84. While culture heavily influences marketing strategy, culture is not influenced by marketing strategy.

(p. 38)

FALSE

There is mutual influence as products, brands, cultures, and values move back and forth across the world.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium

Learning Objective: 02-01 Define the concept of culture
Topic: Cross-Cultural Variations in Consumer Behavior

85. Global citizens are highly concentrated in the United States and the United Kingdom.

(p. 39)

FALSE

Global citizens are highly concentrated in Brazil, China, and Indonesia.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 3 Hard

Learning Objective: 02-01 Define the concept of culture
Topic: Cross-Cultural Variations in Consumer Behavior

86. Cultures are static and rarely change.

(p. 41)

FALSE

Cultures are not static; they typically evolve and change slowly over time.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 3 Hard

87. Other-oriented values reflect a society's view of the appropriate relationships between individuals and groups within that society.
(p. 42)

TRUE

If the society values collective activity, consumers will look toward others for guidance in purchase decisions and will not respond favorably to promotional appeals to "be an individual."

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Variations in Cultural Values

88. Collectivism is a defining characteristic of American culture.
(p. 43)

FALSE

Individualism is a defining characteristic of American culture.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Other-Oriented Values

89. The family unit is the basis for virtually all societies.
(p. 46)

TRUE

The definition of the family and the rights and obligations of family members vary widely across cultures.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Other-Oriented Values

90. The changing and expanding roles of women throughout much of the world is creating new opportunities as well as challenges for marketers.
(p. 46)

TRUE

Basically, we live in a masculine-oriented world, yet the degree of masculine orientation varies widely.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 1 Easy

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Other-Oriented Values

91. Power gap refers to the degree to which people accept inequality in power, authority, status, and wealth as natural or inherent in society.
(p. 49)

FALSE

Power distance refers to the degree to which people accept inequality in power, authority, status, and wealth as natural or inherent in society.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Environment-Oriented Values

92. Terminal materialism is the acquisition of things to enable one to do something.
(p. 51)

FALSE

Terminal materialism is the acquisition of items for the sake of owning the item itself.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Self-Oriented Values

93. The meaning of time varies between cultures in two major ways: time perspective and interpretations assigned to specific uses of time.
(p. 53)

TRUE

The meaning of time varies between cultures in two major ways: time perspective and interpretations assigned to specific uses of time.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium
Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Time

94. Personal space refers to the nearness that others can come to you in various situations without your feeling uncomfortable.
(p. 55)

TRUE

Personal space refers to the nearness that others can come to you in various situations without your feeling uncomfortable.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 1 Easy
Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Other-Oriented Values

95. The color blue connotes femininity in Holland but masculinity in Sweden and the United States.
(p. 56)

TRUE

Symbols have varying meanings across cultures.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium
Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications
Topic: Symbols

96. The largest single influence toward uniformity among youth worldwide is education.
(p. 61)

FALSE

The largest single influence toward uniformity among youth worldwide is mass media.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-04 Summarize key aspects of the global youth culture
Topic: A Global Youth Culture?

97. Psychographics describe a population in terms of its size, structure, and distribution.
(p. 62)

FALSE

Demographics describe a population in terms of its size, structure, and distribution.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 2 Medium

Learning Objective: 02-05 Understand the role of global demographics
Topic: Global Demographics

98. Adapting products and services to local considerations is known as localizing.
(p. 64)

FALSE

Adapting products and services to local considerations is known as glocalization.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 1 Easy

Learning Objective: 02-05 Understand the role of global demographics
Topic: Cross-Cultural Marketing Strategy

Essay Questions

99. List the cultural factors that influence consumer behavior and marketing strategy.
(p. 38)

Language, demographics, values, and nonverbal communications.

AACSB: Analytic
Blooms: Knowledge
Difficulty: 1 Easy

Learning Objective: 02-01 Define the concept of culture
Topic: Cross-Cultural Variations in Consumer Behavior

100. Explain the concept of culture and discuss why is it important to study for understanding consumer behavior.
(p. 40)

Culture is the complex whole that includes knowledge, belief, art, law, morals, customs, and any other capabilities and habits acquired by humans as members of society. It is important to study culture for several reasons. First, culture is a comprehensive concept and includes almost everything that influences an individual's thought processes and behaviors. Second, culture is acquired. It does not include inherited responses and predispositions, and since much of human behavior is learned rather than innate, culture does affect a wide array of behaviors. Third, the complexity of modern societies is such that culture seldom provides detailed prescriptions for appropriate behavior. Instead, in most industrial societies, culture supplies boundaries within which most individuals think and act. Finally, the nature of cultural influences is such that we are seldom aware of them. One behaves, thinks, and feels in a manner consistent with other members of the same culture because it seems "natural" or "right" to do so. Thus, it is important to study culture for understanding consumer behavior because it is pervasive and influences consumers' behavior, often in ways they are unaware of. Marketers must understand this influence to effectively serve customers' needs and desires.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium

Learning Objective: 02-01 Define the concept of culture
Topic: The Concept of Culture

101. Compare and contrast (a) other-oriented values, (b) environment-oriented values, and (c) self-oriented values.
(p. 42-43)

a. **Other-oriented values** reflect a society's view of the appropriate relationships between individuals and groups within that society.

b. **Environment-oriented values** prescribe a society's relationship to its economic and technological as well as its physical environment.

c. **Self-oriented values** reflect the objectives and approaches to life that the individual members of society find desirable.

Of the 18 values discussed in this chapter (see Table 2-1 for a summary), some are more important in societies than others based on their value orientation.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 2 Medium

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Variations in Cultural Values

102. Jason is planning a business trip to Japan, and it is his first time doing business in that country. Discuss some value differences between Japanese culture and American culture that are most relevant to him in a business meeting situation.
(p. 43-48)

One key area where there are substantial differences between the Japanese and American cultures is the area of "other-oriented" values. Individualism is a defining characteristic of American culture, whereas the Japanese are more collective in their orientation. While American society is clearly youth oriented, many Asian cultures have traditionally valued the wisdom that comes with age. Cultures with more masculine and individualistic orientations such as the U.S. tend to value competitiveness and demonstrate it openly, but collectivists cultures, even highly masculine ones such as Japan, tend to find openly competitive gestures offensive as they cause others to "lose face." Finally, Japan and other collectivist cultures tend to place a strong value on uniformity and conformity, whereas other cultures, such as the U.S., value diversity more.

Another area where there are differences between the Japanese and American cultures is the area of "self-oriented" values. Americans are much more prone than the Japanese to take an action-oriented approach to problems.

AACSB: Analytic
Blooms: Comprehension
Difficulty: 3 Hard

Learning Objective: 02-02 Describe core values that vary across culture and influence behaviors
Topic: Other-Oriented Values

103. Name the seven factors influencing nonverbal communications and describe four of them.

(p. 52-59)

Nonverbal factors influencing nonverbal communications include: time, space, symbols, relationships, agreements, things, and etiquette. Students can discuss any four of the following:

- a. **Time**--The meaning of time varies between cultures in two major ways: time perspective, which is a culture's overall orientation toward time, and the interpretations assigned to specific uses of time. Time perspectives can be monochronic (i.e., one thing at a time, promptness, adhering to plans, etc.) or polychronic (i.e., doing many things at once, committed to relationships, change plans often, etc.).
- b. **Space**--Personal space is the nearest that others can come to you in various situations without your feeling uncomfortable, and this space varies among cultures.
- c. **Symbols**--Colors, animals, shapes, numbers, and music have varying meaning across cultures.
- d. **Relationships**--While Americans form relationships and make friends quickly and easily and drop them easily also, in many other parts of the world, relationships and friendships are formed slowly and carefully because they imply deep and lasting obligations. Chinese relationships are complex and described under the concept of guanxi.
- e. **Agreements**--Americans rely on an extensive and, generally, highly efficient legal system for ensuring that business obligations are honored or for resolving disagreements. Many other cultures have not developed such a system and rely instead on relationships, friendship, and kinship, local moral principles, or informal customs.
- f. **Things**--The different meanings that cultures attach to things, including products, make gift-giving a particularly difficult task.
- g. **Etiquette**--represents generally accepted ways of behaving in social situations. Behaviors considered rude and obnoxious in one culture may be quite acceptable in another. Meishi in Japan (i.e., the exchange of business cards) is an important part of Japanese business etiquette.

AACSB: Analytic

Blooms: Comprehension

Difficulty: 3 Hard

Learning Objective: 02-03 Understand cross-cultural variations in nonverbal communications

Topic: Cultural Variations in Nonverbal Communications

104. List and describe the three trends in the global youth market.

(p. 60-61)

Several recent trends in the global youth market are critical for global marketers to understand. These include:

- **Technology is Mainstream**--Wired teens are a global phenomenon not restricted to developed countries. Fifty six percent of teens globally are "superconnectors," meaning they use two or more electronic devices (e.g., cell phone and Internet) daily.
- **US Teens No Longer Lead the Way**--Now it's more about mind set and the "creatives" are leading the way. Creatives are most prevalent in Europe (not the US), are open to new ideas, and like expressing themselves in various ways including personal web pages and art.
- **US Brands are Not Currently the Leaders**--US brands used to be the leaders among global teens. Now the top three are Sony (Japan), Nokia (Finland), and Adidas (Germany).

AACSB: Analytic

Blooms: Comprehension

Difficulty: 3 Hard

Learning Objective: 02-04 Summarize key aspects of the global youth culture

Topic: A Global Youth Culture?

105. List and explain four of the seven factors that Unilever utilizes in order to successfully sell its laundry products globally.
(p. 67)

- **Cultural Homogeneity**--In the global laundry market, heterogeneity, even within a country, can occur. For example, Brazil's Northeast and Southeast regions are very different. One difference is that in the poorer Northeast region, most laundry is done by hand and more bar soap than powder is used. In the more affluent Southeast region, most laundry is done in a washing machine and more powder detergent is used than bar soap in the process.
- **Needs**--Hand washing versus machine washing leads to different laundry product needs. In addition, in developing countries which are an important focus for Unilever, products must be adapted to meet strength of cleaning needs related to removing sweat, odors, and tough stains due to physical labor.
- **Affordability**--Clearly affordability is a component in pricing the laundry detergents themselves to be competitive. However, Unilever also faces the situation that a transition from hand washing to washing machines depends in large part on the economic prosperity of a country or region, as this determines the affordability of washing machines. Adoption of washing machines, in turn, changes the type and amounts of laundry products used as we saw earlier.
- **Relevant Values**--One source indicates that cleanliness, convenience, and sustainability are key value aspects in laundry products that vary across culture. In many countries where Unilever operates there are segments of kids dubbed "Nintendo Kids" who don't tend to go outside and play and thus don't get dirty. A core strategy for a number of their brands in these markets is the "dirt is good" campaign that stresses that playing and getting dirty are part of a healthy child's development...and "let Unilever worry about getting their clothes clean."
- **Infrastructure**--A broad infrastructure issue in laundry is access to hot water. Many in developing countries don't have access to hot water or large quantities of water. Unilever responded in India with Surf Excel Quick Wash, an enzyme-based product that uses less water and works under lower water temperatures.
- **Communication**--Europeans have traditionally cleaned their clothes in much hotter water with the logic being that "boiling clothes" is the only real way to get them clean and kill germs. This trend is reversing as Unilever pushes more environmental friendly products and as Europeans have begun to wash in cooler temperatures to save energy. An interesting consequence of the shift is that antibacterial additives are now demanded by European customers to kill the germs.
- **Ethical Implications**--While conversion of the world's consumers to fully automated washing machines would help standardize Unilever's approach, it has major implications for water usage. This is because compared to hand washing, machine washing can, depending critically on the number of rinse cycles needed, use more water. Continued innovation in products toward lower water use will be a key ethical and performance issue for Unilever moving forward.

Difficulty: 3 Hard

Learning Objective: 02-06 List the key dimensions in deciding to enter a foreign market

Topic: Considerations in Approaching a Foreign Market